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EXECUTIVE CABINET (JOINT MEETING WITH OVERVIEW PANEL)

Day: Wednesday
Date: 10 February 2021
Time: 1.00 pm (or at the rise of Strategic Commissioning Board, whichever is the later)
Place: Zoom Meeting

Item No.	AGENDA	Page No
1	APOLOGIES FOR ABSENCE To receive any apologies for the meeting from Members of the Executive Cabinet.	
2	DECLARATIONS OF INTEREST To receive any declarations of interest from Members of Executive Cabinet.	
3	MINUTES	
3a	EXECUTIVE CABINET To consider the Minutes of the meeting of the Executive Cabinet held on 27 January 2021.	1 - 10
3b	STRATEGIC COMMISSIONING BOARD To receive the Minutes of the meeting of the Strategic Commissioning Board held on 27 January 2021.	11 - 16
3c	EXECUTIVE BOARD To receive the Minutes of the meeting of Executive Board held on 20 January 2021.	17 - 18
4	JOINT OVERVIEW/EXECUTIVE CABINET ITEMS	
4a	SCRUTINY UPDATE To consider the attached report of the Director of Governance and Pensions.	19 - 34
4b	REVIEW AND MONITORING OF CHILDREN'S SERVICES 2018 TO 2021 To consider the attached report of the Director of Governance and Pensions.	35 - 42
4c	ASSURANCE REVIEW OF LGSCO FOCUS REPORT - CHILDREN IN CARE To consider the attached report of the Director of Governance and Pensions.	43 - 84
5	MONTH 9 FINANCE REPORT	85 - 100

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

Item No.	AGENDA	Page No
	To consider the attached report of the Executive Member, Finance and Economic Growth / CCG Chair / Director of Finance.	
6	BUDGET CONVERSATION 2021/22 - FINDINGS REPORT	101 - 128
	To consider the attached report of the Executive Leader / Executive Member, Finance and Economic Growth / CCG Co-Chairs / Director of Governance and Pensions / Assistant Director, Policy, Performance and Communications.	
7	2021/22 BUDGET	129 - 382
	To consider the attached report of the Executive Leader / Director of Finance.	
8	CLOSED BUSINESS LOCKDOWN PAYMENT	383 - 388
	To consider the attached report of the Executive Member, Finance and Economic Growth / Assistant Director, Exchequer Services.	
9	GREATER MANCHESTER CLEAN AIR PLAN: CONSULTATION	389 - 436
	To consider the attached report of the Executive Member, Neighbourhoods, Community Safety and Environment / Director of Operations and Neighbourhoods.	
10	ACCELERATED DEPLOYMENT OF MICROSOFT OFFICE 365	437 - 444
	To consider the attached report of the Executive Leader / Assistant Director, Digital Services.	
11	INVEST TO SAVE - TAMESIDE ONE INSURANCE PROPOSITION	445 - 450
	To consider the attached report of the Executive Member, Finance and Economic Growth / Assistant Director, Strategic Property / Assistant Director, Finance.	
12	THE COUNCIL'S SPORT AND LEISURE FACILITIES – FINANCIAL SUSTAINABILITY PROPOSALS DURING THE COVID-19 (CORONAVIRUS) PANDEMIC	451 - 490
	To consider the attached report of the Executive Member, Neighbourhoods, Community Safety and Environment / Assistant Director, Population Health / Assistant Director, Finance.	
13	RESTRICTION AND LOCAL RESTRICTIONS GRANT SCHEME UPDATES	491 - 520
	To consider the attached report of the Executive Member, Finance and Economic Growth / Director of Growth.	
14	URGENT ITEMS	
	To consider any additional items the Chair is of the opinion shall be dealt with as a matter of urgency.	

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

EXECUTIVE CABINET

27 January 2021

Commenced: 1.40pm

Terminated: 2.15pm

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

In Attendance:	Dr Ashwin Ramachandra	Co-Chair, Tameside & Glossop CCG
	Steven Pleasant	Chief Executive & Accountable Officer
	Sandra Stewart	Director of Governance & Pensions
	Kathy Roe	Director of Finance
	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
	Tom Wilkinson	Assistant Director of Finance
	Ilys Cookson	Assistant Director, Exchequer Services
	Debbie Watson	Assistant Director of Population Health
	Simon Brunet	Head of Policy, Performance and Intelligence
	Catherine Moseley	Head of Access Services

122. DECLARATIONS OF INTEREST

There were no declarations of interest received from Members.

123. MINUTES OF EXECUTIVE CABINET

RESOLVED

That the Minutes of the meeting of the Executive Cabinet meeting held on 16 December 2020 be approved as a correct record.

124. MINUTES OF STRATEGIC COMMISSIONING BOARD

RESOLVED

That the Minutes of the meeting of the Strategic Commissioning Board held on 16 December 2020 be noted.

125. MINUTES OF EXECUTIVE BOARD

RESOLVED

That the Minutes of the meetings of Executive Board held on 9 December 2020, 6 January and 13 January 2021, be noted.

126. MINUTES OF THE LIVING WITH COVID BOARD

RESOLVED

That the Minutes of the meeting of the Living with Covid Board held on 9 December 2020 be

noted.

127. CONSOLIDATED 2020/21 REVENUE MONITORING STATEMENT AT 30 NOVEMBER 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 30 November 2020 and forecasts to 31 March 2021.

The Director of Finance reported that at Month 8, the Council was forecasting a year end overspend of £3.5m, which was a slight deterioration on the position reported at month 7.

It was explained that significant pressures remained across Directorates, most significantly in Children's Social Care where expenditure was forecast to exceed budget by £3.806m, with further cost pressures in Adults and Education, and income loss pressures in the Growth Directorate. These were due to underlying financial pressures that the Council would have faced regardless of the COVID pandemic.

It was further explained that the CCG was showing a YTD pressure of £1,055k, but a break even position by year end. This difference related to top up payments for the Hospital Discharge Programme, which had not yet been received.

RESOLVED:

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

128. SEXUAL HEALTH CONTRACTS TO SUPPORT HIGH RISK COMMUNITIES

Consideration was given to a report of the Executive Member, Adult Social Care and Health / Consultant in Public Health, which proposed ongoing arrangements for the sexual health contracts including allocation of a new grant award and proposed recurrent savings to one of the programmes.

It was explained that the report sought permission to implement a number of contractual changes to ensure the continued delivery of programmes aimed at supporting and improving sexual health outcomes for those in the community at increased risk.

It was reported that, following the successful Impact Trial, which Tameside had taken part in, NHS England and the Department for Health and Social Care had confirmed additional funding for local authorities to provide universal routine access to Pre-Exposure Prophylaxis. It was proposed that the grant allocation be awarded to Manchester University NHS Foundation Trust for the provision of Pre-Exposure Prophylaxis treatment to prevent HIV infection. This would continue to be targeted towards groups at high risk of contracting HIV including men who have sex with men (MSM), black Africans, and transgender men and women, to prevent them catching HIV. The proposal was for the allocation of £26,692 of the grant from the DHSC for the provision of Pre-Exposure Prophylaxis.

Approval was sought for the Extension of the Passionate About Sexual Health (PASH) contract across Greater Manchester for 12 months from 30 June 2021. With the high prevalence of disease and the existing need in Tameside's highest risk communities, Tameside commissioners, along with other GM commissioning partners, were satisfied that the aims of the programme and delivery model were meeting needs. The risk of not commissioning this programme was that HIV and STI rates would increase in Tameside, adding further financial pressure into the system for treatment and more complex support. Tameside's budget for this service was £22,560 and the proposal was for the contract to be extended for 12 months from 1 July 2021 to 30 June 2022.

It was explained that Chlamydia infection was the most diagnosed bacterial sexually transmitted

infection in the UK, with higher prevalence in young people. All age groups had also seen increases in the rates of gonorrhoea and chlamydia infection in recent years. The report set out proposals for a Covid-19 Emergency Contract Award of the contract for the chlamydia and gonorrhoea screening programme to Brook as the service ceased with immediate effect earlier in the year due to the pandemic.

The service would prevent and control the spread of sexually transmitted infections in young people (under 25). In terms of cost, this was a needs-led service. The maximum total amount required for the full length of this 11-month service would be £49,087. This represented a lower cost than previous models and, while this was only for an interim service over an 11-month period, it was proposed a recurrent saving of 20% of the overall amount allocated for this service in the Population Health budget going forward, which would represent a recurrent £15,000 saving (from the total allocated annual budget of £75,000).

Members were reminded that the RU Clear service ceased abruptly with immediate effect in March 2020 due to the impact of the Covid-19 pandemic on the provider (Manchester University NHS Foundation Trust)). As a result of this service ceasing earlier in the year, there was currently underspend in the Population Health budget for the financial year 2020/2021 as this was a needs-led service where spend relates directly to the volume of activity. Alongside this underspend, other sexual health services were struggling for capacity to manage current demands. It was proposed to take £15,000 of the in-year underspend as a non-recurrent saving and £45,790 of the underspend would be re-allocated to Manchester University NHS Foundation Trust) via a contract variation as a one off payment to fund additional capacity in the clinical nursing outreach post for the duration of the remaining contract with Manchester University NHS Foundation Trust).

RESOLVED

- (i) That permission be granted to implement the contractual arrangements as detailed in the report to ensure Tameside Council continued to meet its mandated obligations around the provision of open access sexual and reproductive health services;**
- (ii) That permission be granted to award the grant allocation for the provision of Pre-Exposure Prophylaxis to Manchester University NHS Foundation Trust, with 4% held back by Tameside Council to pay for Tameside residents accessing this service out of area;**
- (iii) That permission be granted to extend the Passionate About Sexual Health contract for Tameside as part of GM-wide arrangements for 12 months from 30 June 2020;**
- (iv) That permission be granted to issue a Covid-19 Emergency Contract Award for the chlamydia and gonorrhoea screening programme to Brook to commence immediately for a period of 11 months (this includes a proposed 20% recurrent saving for this service going forward; and**
- (v) That permission be granted to re-allocate in-year underspend for the previous RU Clear chlamydia screening programme as a contract variation for the integrated sexual health service provided by Manchester University NHS Foundation Trust to provide an enhanced clinical outreach offer.**

129. LOCAL COUNCIL TAX SUPPORT SCHEME 2021/22

Consideration was given to a report of the Executive Member, Finance and Economic Growth / Assistant Director, Exchequer Services, which set out the proposal for the continuation of the council tax reduction scheme for 2021/22 and recommended the approval of a hardship fund to be administered by Exchequer Services under the Section 13A policy.

It was reported that at the end of quarter two of 2020/21 approximately 18,155 people had claimed council tax support. Of this number, there were approximately 7,519 (41%) people of pensionable age who would be guaranteed protection under the CTS scheme. Therefore approximately 10,636 (59%) claimants were of working age.

It was explained that claimant caseload fluctuated on a daily basis and overall there had been little movement on overall claimant numbers from 1 April 2013. The caseload continued to fall during 2020/21 even though residents had more to pay in Council Tax due to the Council Tax rise in April 2020 and despite the impact of the Coronavirus pandemic; however, this decline appeared to follow the pattern from previous years. The Assistant Director highlighted that the effects of the end of the Governments furlough scheme was still to be seen.

It was stated that it was considered best practice to recognise the recommendations made to all Local Authorities by the LGO and provide clarity within the scheme, therefore to provide clarity in Tameside's Council Tax Support Scheme in relation to the treatment of these adjustments to entitlement to Council Tax Support, wording was inserted into the Scheme for 2020/21 at Schedule 8, paragraph (10). The wording would remain in the scheme for 2021/22.

It was reported that the Hardship Fund for 2020/21 was £50k and this would remain the same for 2021/22. Hardship funding was identified from existing budgets had previously been administered via the Tameside Resettlement Scheme. However, the Hardship Fund would now be administered by Exchequer Services under the Section 13A Policy which was detailed at Appendix 2 to the report. As at 30 November 2020, four applications for Hardship Relief had been received in the 2020/21 financial year; none of which were successful and no monies had been paid.

Further, as part of its response to COVID-19, the Government had announced in the Budget on 11 March 2020 that it would provide local authorities in England with £500m of new grant funding to support economically vulnerable people and households in their local area. Tameside had been allocated a Council Tax Hardship Fund of £2,158,109 by the government with the 'strong expectation' that billing authorities such as Tameside, would provide all recipients of working age local council tax support ('LCTS') during the financial year 2020-21 with a further reduction in their annual council tax bill of up to £150.

As at 31 October 2020, 11,690 working age claimants had benefited of a maximum of £150. £1.7m of the funding had been distributed leaving an additional £438k for claimants until the end of the financial year.

RESOLVED:

That the Council be recommended to

- (a) continue the scheme introduced in 2013/14, as amended in 2016/17, and adopts the council tax reduction scheme for 2021/22 set out in Appendix 3;**
- (b) approve a £50,000 hardship fund be in place in order to assist severe cases of hardship funded from existing budgets, to be administered by Exchequer Services under the Section 13A Policy.**

130. COUNCIL TAX BASE 2021/2022

Consideration was given to a report of the Executive Member, Finance and Economic Growth / Assistant Director, Exchequer Services, which set out the calculation of the Council Tax. Members were reminded that the Local Government Finance Act 1992 required a billing authority to calculate the basic amount of its council tax by calculating its budget requirement less any grants divided by its tax base. The Calculated Tax Base would be used to determine the level of Council Tax income that the Council could raise in the upcoming financial year, subject to agreement of the amount of Council Tax to be charged for each band D equivalent dwelling.

It was reported that the calculation of the authority tax base for Council Tax setting purposes gave an estimated Band D equivalent of 63,756.1 properties. There were no Ministry of Defence properties in Tameside. An estimated collection rate of 97% gave a Council Tax base of 61,843.4. The calculation of the Mossley Parish tax base for Council Tax setting purposes gave an estimated Band D equivalent of 3,441.5 properties. There were no Ministry of Defence properties in Mossley. An estimated collection rate of 97% gave a Council Tax base of 3,338.3.

RESOLVED:

That pursuant to the figures set out in the report of the Assistant Director (Exchequer Services), and the Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012

- 1. the amount calculated by Tameside Metropolitan Borough Council as its Council Tax base for the year 2021/2022 shall be 61,843.4**
- 2. the amount calculated by Tameside Metropolitan Borough Council as the tax base for the Town Council of Mossley for the year 2021/2022 shall be 3,338.3**

131. CHRISTMAS SUPPORT PAYMENT FOR WET LED PUBS

Consideration was given to a report of the Executive Member, Finance and Economic Growth / Assistant Director, Exchequer Services, which detailed the latest government grant for wet led public houses in response to the Covid-19 economic situation.

It was reported that under the CSP scheme, local authorities would receive a one-off payment amounting to £1,000 per wet-led pub in each eligible local authority where Tier 2 or Tier 3 restrictions had been imposed, following the scheduled Tier review dates of 2 December and 16 December.

Grant monies would be paid to local authorities under section 31 of the Local Government Act 2003, and local authorities would receive 80% of the estimated grant funding based on an initial government estimate. When, or if, this threshold of funding had been spent, the government had confirmed that they would top up funding to local authorities if required.

The grant covered the period between 2 December 2020 and 29 December 2020 only; it could not be granted retrospectively. The grant scheme would close on 29 December 2020 and final applications would need to be received by 31 January 2021. Grant funding would be paid as soon as possible to eligible businesses and no later than 28 February 2021.

Members were advised that businesses established after 11 March 2020 and before 1 December 2020 could still be eligible for this grant and could be asked to supply accounting evidence that they derive under 50% of their income from food sales covering the period that they had been open.

It was estimated that there were 90 pubs within the Tameside area that were eligible to receive the £1,000 lump sum payment. This could be paid in addition to other grants that the wet led pub could be eligible to receive under either the mandatory or discretionary grant schemes.

RESOLVED:

That the government scheme for Christmas Support Payments to eligible wet led pubs be noted.

132. RESIDENTIAL FREEHOLD LAND DISPOSALS

Consideration was given to a report of the Executive Member for Finance and Economic Growth / Director of Growth, which set out a supplementary policy: the Corporate Policy Disposals Policy for residential ground plots leased to residents.

The Director of Growth reported that the Council held approximately 900 residential plots of land which were typically occupied by a single home. The vast majority of the leases were for the ground only and the resident usually owned the freehold home.

It was explained that a considerable number of the Council ground leases had less than 60 years remaining which prevented home owners from selling their property as buyers were often unable to obtain a mortgage where ground leases had less than 80 years remaining. This in effect prevented

a resident from selling their property unless they were able to attract a buyer with no borrowing requirements. The limitation also prevented some mortgage holders from switching to different lending products which could disadvantage them financially.

There were circa 55 requests from residents to acquire their reversionary freeholds, of which 8 were pressing.

While the Council did not have a statutory duty to sell reversionary freeholds, it would want to assist leaseholders. The Director of Growth highlighted issues that reversionary freeholds and grounds created for residents and leaseholders. Firstly, as residents' leasehold interests got shorter over time it meant that finance became more difficult to obtain. Secondly, residents and leaseholders in England could find that the superior landlord charges high levels of fees for permission to do works or enforces lease clauses that cause hardship.

Therefore it was recommended that reversionary freeholds would only be sold to residents on the appropriate market terms rather than disposing of the reversionary interest portfolio as an investment to a third party.

Disposals would be progressed through negotiation on the basis of a valuation carried out by an approved Chartered Surveyor. The Head of Estates would either appoint a qualified Chartered Surveyor from the Estates Team or appoint a firm of Agents to carry out the valuation within their existing budget provision.

RESOLVED

- (i) That the Policy enabling the disposal of residential ground plots leased plots leased to residents and set out at Appendix 1 to the report be adopted, noting that this was expected to change in due course by law;**
- (ii) That the Council should as a general principle not dispose of its reversionary freehold portfolio as a whole on the investment market, in order to protect the interests of residents;**
- (iii) That decisions on all future disposals of the Council's freehold reversions to individual homeowners to be made by the Director of Growth, subject to compliance with the Council's Residential Freehold Reversions Policy and the requirements of The Openness of Local Government Bodies Regulations 2014: <https://www.legislation.gov.uk/uksi/2014/2095/contents/made>**

133. DOING BUSES DIFFERENTLY: CONSULTATION ON THE IMPACT OF COVID-19 ON THE PROPOSED BUS FRANCHISING SCHEME

Consideration was given to a report of the Executive Member for Transport and Connectivity / Director of Growth, which considered the Greater Manchester Combined Authority consultation for the proposal to introduce bus franchising in Greater Manchester taking account of the possible effects of Covid-19.

Members were reminded that Greater Manchester had an ambition for a truly integrated public transport system, "Our Network", to enable moving around the city-region easy, accessible and affordable. In June 2017 GMCA considered using powers contained in the Transport Act 2000 to improve bus services in Greater Manchester by reforming the current bus market. Between 14 October 2019 and 8 January 2020, GMCA held a consultation on a Proposed Franchising Scheme for the city-region's buses, which asked questions about the Scheme and the Assessment.

Within Tameside, the original consultation exercise was the subject of an Executive Cabinet Report on the 18 December 2019, more than 8,500 responses to the consultation were received. An independent research agency, Ipsos MORI, reviewed, analysed and summarised all the responses to the consultation in a report. Of the 5,905 respondents who answered the question on whether they supported or opposed the Proposed Franchising Scheme, 83% said they supported the

Scheme.

The outcome of the consultation was due to be considered by GMCA in spring 2020 but was deferred due to Covid-19. In June 2020, GMCA noted the results of the consultation and asked TfGM to prepare a further report that would consider the potential impact and effects of Covid-19 on the bus market in Greater Manchester and make recommendations about appropriate next steps, before making a final decision.

The Covid-19 Impact on Bus Franchising report considered the potential impact and effects of Covid-19 on the bus market in Greater Manchester, how it could affect the key conclusions of the Assessment and GMCA's proposals for franchising.

Members were informed that the Proposed Franchising Scheme was still the best option to deliver GMCA's objectives for the bus network and achieve Greater Manchester's long-term ambition for a fully integrated public transport system. This was compared to leaving buses organised as they were now (a 'Do Minimum' option) or a partnership with bus operators.

It was noted that, under all scenarios, franchising was still the best option to achieve Greater Manchester's long-term ambition for a fully integrated public transport system.

RESOLVED:

- (i) That the content of the report, in relation to the ongoing bus franchising consultation taking account of the possible effects of Covid-19, be noted; and**
- (ii) That the formal response to the 12 questions contained in the consultation questionnaire, attached at Appendix 1 to the report, be approved.**

134. DETERMINATION OF ADMISSION ARRANGEMENTS SEPTEMBER 2022

Consideration was given to a report of the Executive Member for Lifelong Learning, Equalities, Culture and Heritage / Director for Children's Services setting out the proposed admission arrangements for Tameside community, and voluntary controlled schools for admission in September 2022. There had been no change to these from September 2021. The report highlighted changes proposed by the Department for Education to the School Admissions Code.

Members were reminded that all admission authorities were required to consult on their coordinated admission scheme and on changes to admission arrangements. Where no changes had been proposed to the coordinated admissions scheme or admission arrangements, there was no requirement to consult. Admission authorities should ensure that their determined admission arrangements comply with the mandatory requirements of the School Admissions Code 2014.

It was reported that for entry to community or voluntary controlled primary, junior and secondary schools in September 2022, no changes were planned and therefore consultation was not necessary. The proposed admission arrangements for entry in September 2022 for community or voluntary controlled primary, junior and secondary schools were set out in Appendix 1 to the report.

School place planning in the borough was reviewed on an annual basis and formed part of the annual report on admission arrangements that was reported to Executive Cabinet in February. Appendix 2 to the report set out the latest information.

It was stated all local authorities had a statutory duty to ensure that there were sufficient school places to meet demand in the area. These could be school places available at provision maintained by the local authority, academies, or other non-maintained schools. In order to carry out this statutory duty, Councils needed to carry out school place planning and forecasting.

It was explained that whilst there were currently sufficient places to meet expected demand, the school place planning process must continue to be dynamic particularly in view of significant housing

development that was predicted within the borough and the impact that would have on demand and travel to learn patterns.

RESOLVED

That the determination of admission arrangements for all Tameside community and voluntary controlled schools for 2022/23 be agreed without change from those that applied for admission in 2021/22 as set out in Appendix 1 of the report.

135. 2021 CENSUS UPDATE

Consideration was given to a report of the Executive Leader / Assistant Director for Policy, Performance & Communications, which provided an update on the plans to assist ONS in achieving a successful census in Tameside. Every ten years the Office for National Statistics (ONS) carried out a census to find out more about the people who live in England and Wales, and about the make-up of local neighbourhoods. The next census would take place on **21 March 2021**.

Members were advised that, in order to ensure the census ran smoothly in each local authority area, the ONS had recruited Census Engagement Managers for each area. The Census Engagement Manager for Tameside was Graham Thomas. Each local authority was required to have a Census Liaison Manager and an Assistant Census Liaison Manager, these were Simon Brunet (Head of Policy, Performance and Intelligence) and Lorraine Kitching (Performance, Intelligence & Scrutiny Service Manager) respectively.

The 2021 Census would be a digital first census with a target of achieving a 75% response rate online. For the majority of households initial contact for the Census would be made via a digital first pack detailing how to complete the census online.

It was recognised that Tameside, along with other areas in Greater Manchester, had a high level of digital exclusion and the Council would need to assist some residents with completing the census. ONS statistics estimated that 11.4% of residents in the UKD35 District (Tameside and Stockport) had either never used the internet or haven't used the internet in the last 3 months. This equated to approximately 20,000 residents aged 18+.

Tameside Council successfully bid for a small pot of funding through 'The Good Things Foundation' to provide online census centres in six of Tameside's libraries. The contract amounted to £13,290 plus an additional £1,050 to cover the costs of training. The bid for this contract was based on running twelve four hour sessions across the week followed by one additional four and a half hour sessions each Saturday.

AGREED

That the content of the report be noted and the proposals supported.

136. PLANNING REFORM CONSULTATION – SUPPORTING HOUSING DELIVERY AND PUBLIC SERVICE INFRASTRUCTURE

A report was submitted by the Executive Member, Housing, Planning and Employment / Director of Growth, which informed Members of the proposed response to the "Supporting Housing Delivery and Public Service Infrastructure" published for consultation by the Government which closed on 28 January 2021.

It was explained that the Government's consultation on supporting housing delivery and public service infrastructure was a technical consultation which sought views on proposals for:

- A new permitted development right for a change of use to residential to create new homes;
- Measures to provide public service infrastructure more quickly through expanded permitted development rights and a new streamlined planning application process for hospitals, schools and prisons; and,

- The approach to simplifying and consolidating existing permitted development rights following changes to the Use Classes Order.

The consultation sought views on any potential impacts on business, local planning authorities and communities from these measures. Through a series of focussed questions it provided the opportunity for comments to be submitted by 28 January 2021 and the proposed responses from Tameside Council were detailed in Appendix 1 to the report.

It was further explained that Tameside Council was objecting to many aspects of the proposals by Central Government set out in its consultation, on the grounds that they would reduce public participation in the planning process, resulting in less control over where residential development was located, threaten the vitality and viability of high streets and town centres. They would also add further complexity to existing permitted development rights by enabling more development to be carried out without planning permission and public engagement.

Ultimately the Government's proposals would mean that communities and businesses of Tameside would not be able to express their views on those developments which no longer required the need for a planning application under the reforms. Where prior approval would be needed, this would limit the scope of what could be taken into account when the Council was considering objections from the public and the community.

RESOLVED

That the draft consultation to the Government's Supporting Housing Delivery and Public Service Infrastructure consultation, as set out in Appendix 1 to the report be approved.

137. URGENT ITEMS

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

CHAIR

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STRATEGIC COMMISSIONING BOARD

27 January 2021

Comm: 1.00pm

Term: 1.35pm

Present:

- Dr Ashwin Ramachandra – NHS Tameside & Glossop CCG (Chair)
- Councillor Brenda Warrington – Tameside MBC
- Councillor Warren Bray – Tameside MBC (part meeting)
- Councillor Gerald P Cooney – Tameside MBC
- Councillor Bill Fairfoull – Tameside MBC
- Councillor Leanne Feeley – Tameside MBC
- Councillor Allison Gwynne – Tameside MBC
- Councillor Joe Kitchen – Tameside MBC
- Councillor Oliver Ryan – Tameside MBC
- Councillor Eleanor Wills – Tameside MBC
- Steven Pleasant – Tameside MBC Chief Executive and Accountable Officer
- Dr Asad Ali – NHS Tameside & Glossop CCG
- Dr Christine Ahmed – NHS Tameside & Glossop CCG
- Dr Kate Hebden – NHS Tameside & Glossop CCG
- Dr Vinny Khunger – NHS Tameside & Glossop CCG
- Carol Prowse – NHS Tameside & Glossop CCG

In Attendance:

Sandra Stewart	Director of Governance & Pensions
Kathy Roe	Director of Finance
Richard Hancock	Director of Children’s Services
Ian Saxon	Director of Operations and Neighbourhoods
Jayne Traverse	Director of Growth
Jess Williams	Director of Commissioning
Jeanelle De Gruchy	Director of Population Health
Debbie Watson	Assistant Director of Population Health
Ilys Cookson	Assistant Director, Exchequer Services
James Mallion	Consultant Public Health
Catherine Moseley	Head of Access Services
Simon Brunet	Head of Policy, Performance and Intelligence

77. CHAIR’S OPENING REMARKS

The Chair welcomed everyone to the meeting and announced that since the last meeting of the Board, over 28,000 of the most vulnerable Tameside and Glossop residents had received the Covid 19 vaccine. Over 90% of over people aged over 80 years and all care home residents and staff had been vaccinated and almost all housebound people completed. It was expected that all top four priority groups would be completed ahead of time. He thanked all Health, Council and volunteer workers involved for this fantastic achievement and the delivery of the programme to date.

78. DECLARATIONS OF INTEREST

There were no declarations of interest submitted by Board members.

79. MINUTES OF THE PREVIOUS MEETING

RESOLVED

That the minutes of the meeting of the Strategic Commissioning Board held on 16 December 2020 be approved as a correct record.

80. MINUTES OF THE EXECUTIVE BOARD

RESOLVED

That the Minutes of the meetings of the Executive Board held on: 9 December 2020, 6 January and 13 January 2021, be noted.

81. MINUTES OF THE LIVING WITH COVID BOARD

RESOLVED

That the Minutes of the meeting of the Living with Covid Board held on 9 December 2020 be noted.

82. CONSOLIDATED 2020/21 REVENUE MONITORING STATEMENT AT 30 NOVEMBER 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 30 November 2020 and forecasts to 31 March 2021.

The Director of Finance reported that at Month 8, the Council was forecasting a year end overspend of £3.5m, which was a slight deterioration on the position reported at month 7.

It was explained that significant pressures remained across Directorates, most significantly in Children's Social Care where expenditure was forecast to exceed budget by £3.806m, with further cost pressures in Adults and Education, and income loss pressures in the Growth Directorate. These were due to underlying financial pressures that the Council would have faced regardless of the COVID pandemic.

It was further explained that the CCG was showing a YTD pressure of £1,055k, but a break even position by year end. This difference related to top up payments for the Hospital Discharge Programme, which had not yet been received.

RESOLVED:

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

83. SEXUAL HEALTH CONTRACTS TO SUPPORT HIGH RISK COMMUNITIES

Consideration was given to a report of the Executive Member, Adult Social Care and Health / Consultant in Public Health, which proposed ongoing arrangements for the sexual health contracts including allocation of a new grant award and proposed recurrent savings to one of the programmes.

It was explained that the report sought permission to implement a number of contractual changes to ensure the continued delivery of programmes aimed at supporting and improving sexual health outcomes for those in the community at increased risk.

It was reported that, following the successful Impact Trial, which Tameside had taken part in, NHS England and the Department for Health and Social Care had confirmed additional funding for local authorities to provide universal routine access to Pre-Exposure Prophylaxis. It was proposed that the grant allocation be awarded to Manchester University NHS Foundation Trust for the provision of Pre-Exposure Prophylaxis treatment to prevent HIV infection. This would continue to be targeted towards groups at high risk of contracting HIV including men who have sex with men (MSM), black Africans, and transgender men and women, to prevent them catching HIV. The proposal was for the allocation of £26,692 of the grant from the DHSC for the provision of Pre-Exposure Prophylaxis.

Approval was sought for the Extension of the Passionate About Sexual Health (PASH) contract across Greater Manchester for 12 months from 30 June 2021. With the high prevalence of disease and the existing need in Tameside's highest risk communities, Tameside commissioners, along with other GM commissioning partners, were satisfied that the aims of the programme and delivery model were meeting needs. The risk of not commissioning this programme was that HIV and STI rates would increase in Tameside, adding further financial pressure into the system for treatment and more complex support. Tameside's budget for this service was £22,560 and the proposal was for the contract to be extended for 12 months from 1 July 2021 to 30 June 2022.

It was explained that Chlamydia infection was the most diagnosed bacterial sexually transmitted infection in the UK, with higher prevalence in young people. All age groups had also seen increases in the rates of gonorrhoea and chlamydia infection in recent years. The report set out proposals for a Covid-19 Emergency Contract Award of the contract for the chlamydia and gonorrhoea screening programme to Brook as the service ceased with immediate effect earlier in the year due to the pandemic.

The service would prevent and control the spread of sexually transmitted infections in young people (under 25). In terms of cost, this was a needs-led service. The maximum total amount required for the full length of this 11-month service would be £49,087. This represented a lower cost than previous models and, while this was only for an interim service over an 11-month period, it was proposed a recurrent saving of 20% of the overall amount allocated for this service in the Population Health budget going forward, which would represent a recurrent £15,000 saving (from the total allocated annual budget of £75,000).

Members were reminded that the RU Clear service ceased abruptly with immediate effect in March 2020 due to the impact of the Covid-19 pandemic on the provider (Manchester University NHS Foundation Trust)). As a result of this service ceasing earlier in the year, there was currently underspend in the Population Health budget for the financial year 2020/2021 as this was a needs-led service where spend relates directly to the volume of activity. Alongside this underspend, other sexual health services were struggling for capacity to manage current demands. It was proposed to take £15,000 of the in-year underspend as a non-recurrent saving and £45,790 of the underspend would be re-allocated to Manchester University NHS Foundation Trust) via a contract variation as a one off payment to fund additional capacity in the clinical nursing outreach post for the duration of the remaining contract with Manchester University NHS Foundation Trust).

RESOLVED

- (i) That permission be granted to implement the contractual arrangements as detailed in the report to ensure Tameside Council continued to meet its mandated obligations around the provision of open access sexual and reproductive health services;**
- (ii) That permission be granted to award the grant allocation for the provision of Pre-Exposure Prophylaxis to Manchester University NHS Foundation Trust, with 4% held back by Tameside Council to pay for Tameside residents accessing this service out of area;**
- (iii) That permission be granted to extend the Passionate About Sexual Health contract for Tameside as part of GM-wide arrangements for 12 months from 30 June 2020;**
- (iv) That permission be granted to issue a Covid-19 Emergency Contract Award for the chlamydia and gonorrhoea screening programme to Brook to commence immediately for a period of 11 months (this includes a proposed 20% recurrent saving for this service going forward; and**
- (v) That permission be granted to re-allocate in-year underspend for the previous RU Clear chlamydia screening programme as a contract variation for the integrated sexual health service provided by Manchester University NHS Foundation Trust to provide an enhanced clinical outreach offer.**

84. COMMISSIONING PLANS FOR 21/22

Consideration was given to a report of the Executive Member, Adult Social Care and Health / CCG Chair / Director of Commissioning, which set out the providers operating under contracts that were due to expire in March 2021 and detailed the recommendations for the extension of the contracts.

It was reported that NHS Tameside and Glossop CCG (T&G CCG) had a number of contracts for NHS services that were due to expire in March 2021.

It was explained that 2020/21 had been a period of NHS Command and Control with CCGs no longer holding provider contracts in the usual way and unable to invest in services unless COVID-19 related. Providers had operated services in line with nationally set requirements with GM principles being adopted where appropriate.

Therefore, whilst T&G CCG had worked with providers of local services to ensure safety and quality the formal CCG level contracting processes had only started to operate since October 2020 and CCG had been unable to make major commissioning decisions unrelated to COVID-19.

The allocation available to the CCG for 2021/22 was not yet known but was anticipated to be in line with the CCGs 5 year long term plans which would enable the current services to continue to operate. The Director of Commissioning stated that there were ten Providers operating under contracts that were due to expire in March 2021. All were currently delivering services in line with their contracts with no concerns regarding quality or finance. One contract did not have an option to extend as the provision of DEXA scans was under review with the ICFT when the contract was let.

The proposal was to extend the contracts by one year to enable the Tameside and Glossop system to reach a decision regarding future provision by June 2021 and the enactment of that decision by March 2022.

With all the contracts, STAR had provided advice as to acceptable ways forward in 2021/22. However, this advice was based on current legislation and the expectation was that it should be clearer regarding the 2021/22 Health commissioning arrangements by April 2021. As these arrangements could have a significant impact on future contracts it was proposed to delay any re-procurement planning until June 2021.

The Director of Commissioning corrected an error in the report and clarified that the contracts for Willow Wood and the Stroke Association were proposed to be extended for 1 year and not 2 years, as stated in the report.

RESOLVED

(i) That the extension of the following contracts be approved:

Provider name	Extension End Date
Practice Plus Group	31/03/2022
In Health Ltd	31/03/2022
Willow Wood	31/03/2022
Hyde Physiotherapy Centre	31/03/2022
Manor House Surgery	31/03/2022
Pioneer Healthcare Ltd	31/03/2022
Stamford House Medical Centre	31/03/2022
Primary Eyecare Services Limited	31/03/2022

Stroke Association	31/03/2022
Diagnostic Healthcare Ltd	31/03/2022

- (ii) **That the intention to delay the planning of future provision until June 2021 when longer-term Health commissioning arrangements should be known, be approved.**

85. CHILDREN AND YOUNG PEOPLE’S EMOTIONAL AND MENTAL WELLBEING COMMUNITY OFFER – UPDATE

A report was submitted by the Executive Member, Adult Social Care and Population Health / Clinical Lead for Starting Well / Director of Commissioning / Assistant Director of Population Health, providing an update on progress in relation to the development of a Tameside and Glossop Children and Young People’s (CYP) Emotional and Mental Wellbeing Community Offer and commissioning intentions since the paper was presented at Strategic Commission Board in September 2020.

It was explained that, following a Market Engagement Event in August 2020 for prospective providers to learn more about the process, there were several co-production workshops throughout September and October, which were well attended by providers, stakeholders and young people to explore the desirables for a new Community Offer. A series of parent and carers workshops took place in early January 2021. The outcomes from the workshops formed the core deliverables and design principles of the Community Offer (Appendix 1 to the report) and therefore informed the development of the specification (Appendix 2 to the report).

Members were advised that over 50 participants engaged in each of the co-production workshops, including stakeholders of the Tameside and Glossop CYP Emotional Wellbeing and Mental Health Strategic Group, and interested providers via an expression of interest through the North West Procurement Portal. The parent and carer workshops were promoted through various networks, as well as through the Communications Team.

It was explained that the outcomes from the co-production workshops were clear in that in order to successfully enable positive outcomes for children and young people’s emotional and mental wellbeing, a collaborative partnership approach with a wide menu of choice on offer was essential. Current providers attended the co-production workshops. All potential providers had been encouraged to work collaboratively to meet the expectations of the specification.

The new offer would be commissioned via an NHS contract led by Tameside & Glossop CCG, with Tameside Council as associate commissioner. Current providers (Off the Record, TOG MIND, Anthony Seddon Fund and 42nd Street) had been notified that current contract/grant agreements would end on 31 August 2021.

The initial timeline had been extended to allow potential providers more time to collaborate on the ‘offer’, so extensions had been granted to all current providers (Off the Record, 42nd Street, TOG MIND and Anthony Seddon Fund) until 31 August 2021, with a start date for the new contract 1 September 2021. It was proposed that invitations to tender would be launched with support from STAR Procurement on 28 January 2021.

Although the total tender value remained the same at £250,000 per annum, the proportions from each organisation had slightly changed following a contract review across population health. Tameside and Glossop CCG had increased investment of £16,200 with the Council’s funding remaining at current levels of investment of £91,800. The contract would remain as a 3 + 2 years.

RESOLVED

- (i) **That the progress described in the report and the coproduction undertaken with children and young people, parents and carers and key stakeholders, which has informed the final specification be noted; and**

- (ii) That permission be given to tender the redesigned service offer with Tameside & Glossop CCG as lead commissioner and Tameside Council as associate commissioner to the new contract.

86. URGENT ITEMS

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

CHAIR

BOARD

20 January 2021

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 **Kathy Roe**
 Officer

Also in Attendance: **Dr Asad Ali, Steph Butterworth, Tim Bowman, Jeanelle De Gruchy, Dr Ashwin Ramachandra, Ian Saxon, Sarah Threlfall, Jayne Traverse, Debbie Watson, Tom Wilkinson and Jess Williams**

205 DECLARATIONS OF INTEREST

There were no declarations of interest.

206 MINUTES OF PREVIOUS MEETING

The minutes of the meeting of the Board held on the 13 January 2021 were approved as a correct record.

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

Consideration was given to a report of the Executive Member (Neighbourhoods, Community Safety and Environment) / Assistant Director of Population Health / Assistant Director of Finance, which provided an update on the plans for financial sustainability of the Council's Sport and Leisure facilities provided by Active Tameside.

Members were reminded that a Sport and Leisure review was being undertaken across the leisure estate over the next six months including the financial performance of facilities, usage and analysis of demographic information to inform the development of an Equality Impact Assessment.

The Assistant Director of Population Health detailed the changes to the report following consideration at the last meeting of the Executive Board.

It was explained that the report detailed a phased approach. The first phase of the review focused on those facilities that had been operating at a loss in recent years, followed by a second phase including all sport and leisure facilities being carried out in conjunction with the Councils Operational Estate and Portfolio review of council land and property holdings. The second phase would include condition surveys of all the Council's leisure facilities. The cost of the review would be met by existing budget within the Population Health directorate.

The Assistant Director of Finance highlighted that the purpose of this review was to ensure the financial sustainability of Active Tameside. It was reported that Active Tameside had already received £1m out of a £2.5m cap on their insurance claim, however, a challenge had been made to the high court, this would determine if Active Tameside's cap was for the whole estate or each premises. Despite this, it was likely that Active Tameside would need further financial support in the next financial year.

Members discussed the purpose of the consultation and the options that were being considered. It was important that all the options considered would ensure that the Council's Sport and leisure offer was financially sustainable.

The Executive Leader led a discussion on the financial performance of the facilities at Longdendale, Oxford Park and the Etherow Centre. The Board highlighted the importance of proceeding with this phase of the review.

With regards to the consultation Members of the Board requested that the wording of the options for consultation be reviewed prior to decision at Executive Cabinet. Members of the Board expressed the importance that the consultation reflected that if the buildings were to be repurposed it would not be as part of Sports and Leisure services offered by Active Tameside. Members of the Board agreed that the consultation document be appended to the report when it is presented for decision at the Executive Cabinet.

AGREED

That the report be redrafted following comments by Members and for the redrafted report to be presented at the next meeting of Board.

208 PLANNING REFORM CONSULTATION - SUPPORTING HOUSING DELIVERY AND PUBLIC SERVICE INFRASTRUCTURE

Consideration was given to a report of the Executive Member for Housing, Planning and Employment / Director of Growth which detailed the proposed response to the "Supporting Housing Delivery and Public Service Infrastructure" published for consultation by the Government which closed on 28 January 2021.

It was explained that the Government's consultation on supporting housing delivery and public service infrastructure was a technical consultation which sought views on proposals for:

- A new permitted development right for a change of use to residential to create new homes;
- Measures to provide public service infrastructure more quickly through expanded permitted development rights and a new streamlined planning application process for hospitals, schools and prisons; and,
- The approach to simplifying and consolidating existing permitted development rights following changes to the Use Classes Order.

The consultation sought views on any potential impacts on business, local planning authorities and communities from these measures. Through a series of focussed questions it provided the opportunity for comments to be submitted by 28 January 2021. The proposed responses from Tameside Council were as set out in **Appendix 1** to the report.

The Director of Growth highlighted concerns set out in **Appendix 1** to the report. It was stated that if changes of use took place without permission then there would not be a quality control over design, this would lead to complaints from the public. Further, this could reduce applications and planning fees whilst burdens from complaints increase. Members of the Board agreed that a paragraph be added to the report which would summarise the Council's objections, in addition, a list of changes be added on changes which the Council would no longer have control over.

AGREED

That Executive Cabinet be recommended to receive a copy of a consultation to the Government's Supporting Housing Delivery and Public Service Infrastructure consultation set out in Appendix 1 to meet the statutory consultation deadline.

Chair

Report To:	JOINT MEETING EXECUTIVE CABINET/OVERVIEW PANEL
Date:	10 February 2021
Reporting Officer:	Sandra Stewart, Director – Governance and Pensions Sarah Threlfall, Assistant Director – Policy, Performance and Communications
Subject:	SCRUTINY UPDATE
Report Summary:	To receive for information, a summary of the work undertaken by the Council's two Scrutiny Panels.
Recommendations:	That Overview Panel is asked to note the content of the report and summary of scrutiny activity. All related documents can be viewed within the appendices.
Links to Corporate Plan:	Scrutiny work programmes are linked to the Council's corporate priorities. Scrutiny activity seeks to support effective decision making and priorities across Tameside.
Policy Implications:	The work programmes comprise activity that seeks to check the effective implementation of the Strategic Commission's policies and if appropriate make recommendations to the Executive with regards to development, performance monitoring, outcomes and value for money.
Financial Implications: (Authorised by the Section 151 Officer)	There are no direct financial implications as a result of this report. Any costs incurred by the Scrutiny Panels must be met from existing budgets.
Legal Implications: (Authorised by the Borough Solicitor)	There are no immediate legal implications arising out of this report.
Risk Management:	Regular updates to Overview Panel provide assurance that scrutiny is progressing with an effective work programme, supporting good decision making and service improvement.
Access to Information:	The background papers relating to this report can be inspected by contacting Paul Radcliffe, Policy and Strategy Lead, by:  Telephone: 0161 342 2199  e-mail: paul.radcliffe@tameside.gov.uk

1. INTRODUCTION

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

2. SCRUTINY ACTIVITY

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

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

PLACE AND EXTERNAL RELATIONS	
10 November 2020	19 January 2021
<ul style="list-style-type: none"> The Panel met John Gregory, Head of Community Safety and Homelessness to receive an update on service developments and strategy proposals. The Panel received a letter of the Scrutiny Chairs to Councillor Oliver Ryan, Executive Member, Finance and Economic Growth, in response to the mid-year budget update meetings held on 22 September 2020. 	<ul style="list-style-type: none"> The Panel met Cllr Warren Bray, Executive Member, Strategic Development and Transport; Jonathan Marsh, Strategic Planning Manager, TfGM; Nigel Gilmore, Strategic Lead for Transport and Infrastructure; and Graham Holland, Planning Policy Team Manager, to receive an update on the Strategic Transport Implementation Plan and key projects. The Panel received the formal response submitted to the consultation on the Inclusive Growth Strategy.

INTEGRATED CARE AND WELLBEING	
5 November 2020	14 January 2021
<ul style="list-style-type: none"> The Panel met Cllr Bill Fairfoull, Deputy Executive Leader (Children and Families); and Richard Hancock, Director of Children's Services to receive an update on services specific to Children's Social Care improvement. The Panel received a letter of the Scrutiny Chairs to Councillor Oliver Ryan, Executive Member, Finance and Economic Growth, in response to the mid-year budget update meetings held on 22 September 2020. 	<ul style="list-style-type: none"> The Panel met Cllr Allison Gwynne, Executive Member, Neighbourhood Services; Cllr Eleanor Wills, Executive Member, Health, Social Care and Population Health; James Mallion, Public Health Consultant; and Samantha Jury-Dada, Strategic Domestic Abuse Manager, to receive an update on Domestic Abuse in Tameside.

Figure 2: Summary of Scrutiny activity and oversight (March 2020 to January 2021)

Place and External Relations	Integrated Care and Wellbeing
<ul style="list-style-type: none"> • Housing Strategy • Corporate Plan Scorecard • Impact of Covid and lockdown on the local economy • Response to Inclusive Growth Strategy consultation • Feedback and learning from communities on Covid-19 • Walking and Cycling • Response to Safe Streets consultation • LGSCO annual report for complaints monitoring • Community Safety • Response to Community Safety Strategy consultation • Strategic Transport • Follow up – Improving Quality and Standards in Private Rented Sector • Mid-year budget update 	<ul style="list-style-type: none"> • Living Well at Home • Corporate Plan Scorecard • Tameside & Glossop Integrated Care NHS Foundation Trust • Response to Healthwatch Tameside Covid-19 survey • Feedback and learning from communities on Covid-19 • Public Health response to Covid-19 • GP Patient Survey 2020 • LGSCO annual report for complaints monitoring • Children’s Services • Domestic Abuse • Mid-year budget update <p><u>Children’s Working Group</u></p> <ul style="list-style-type: none"> • Tameside’s Early Help Offer • Impacts of Covid-19 on Education in Tameside • Follow up - Recruitment and retention of foster carers

Budget Consultation

2.2 All Scrutiny Panel members were provided with an opportunity to attend one of two budget briefing sessions held on 18 January 2021. This follows on from a mid-year budget position update received in September 2020. The independence of Scrutiny enables members to seek assurances on budget planning, process and priorities for 2021/22 and beyond. It is also appropriate for budget priorities to inform future Scrutiny activity and work programmes.

2.3 A number of points were discussed with regards to demand on statutory services and pressures associated with Covid-19 and recovery. Details of the discussion is drafted in a letter of the Scrutiny Chairs to the Executive Member for Finance and Economic Growth; and the Director of Finance – Section 151 Officer, **Appendix 1**.

Follow-Up on Past Reviews

2.4 As detailed within the annual work programme, both Scrutiny Panels have recently conducted follow-up activity in order to monitor and seek assurances against past recommendations. This work is a vital part of the review process and it is customary for follow-up activity to take place approximately 12 months following the initial review.

2.5 The Integrated Care and Wellbeing Scrutiny Panel has recently revisited the following review. This has taken the form of a comprehensive response paper of the Executive, discussed at a designated working group.

- Recruitment and Retention of Foster Carers (originally tabled at the joint meeting of Cabinet and Overview Panel on 12 February 2020). Follow up received at a meeting of the Children’s Working Group on 12 November 2020.

Local Government and Social Care Ombudsman (LGSCO)

2.6 On 18 November 2019, Overview Panel received a report to detail the planned approach of Scrutiny Panels to review decisions and focus reports published by the Ombudsman. The aim is to ensure learning opportunities be shared with services in a timely manner and for a

formal response and/or position statement to be returned to the appropriate Scrutiny Panel within agreed timescales.

- 2.7 It will remain important to ensure that the subject matter is appropriate, proportionate and can add value. Work in this area has progressed well, with the plan to ensure responses be reported to Overview Panel at the earliest opportunity. Activity informed by recent LGSCO focus reports listed below:
- Focus report – Home truths: how well are councils implementing the Homelessness Reduction Act? (published July 2020).
 - Focus report shared directly with the Executive Member for Housing, Planning and Employment. Shared for information and awareness, no request made for a formal response.
 - Focus report – Careless: helping to improve council services to children in care (published December 2020).
 - Response of the Deputy Executive Leader (Children and Families) and Director of Children’s Services received in January 2021. The focus report and response tabled in a separate report to the joint meeting of Cabinet and Overview Panel on 10 February 2021.

Consultation and Engagement

- 2.8 Scrutiny will remain suitably informed of open consultations at a local, regional and national level. Past responses include:
- Safe Streets – July 2020
 - Healthwatch Tameside Covid-19 Survey – July 2020
 - Inclusive Growth Strategy – December 2020
 - Community Safety Strategy – January 2020

- 2.9 The Place and External Relations Scrutiny Panel has recently submitted a formal response to the Inclusive Growth Strategy consultation, **Appendix 2**. The Panel will also submit a formal response to the Community Safety Strategy consultation prior to the deadline of 25 February 2021.

Keeping Scrutiny Members Informed

- 2.10 All Scrutiny Panel members receive a monthly update email, with the purpose of raising awareness to a variety of materials to support their role, provide access to scrutiny resources and the ongoing opportunity for councillors to contribute and share any open consultations and engagement exercises. This will continue to include a wide variety of topic areas for consideration.
- 2.11 The update email also includes links to Greater Manchester Priorities and the work of the Combined Authority Scrutiny Panels. This email provides a further opportunity to inform members how the work of scrutiny is shared and reported within the Council. The most recent update was sent in December 2020, **Appendix 3**.

3. RECOMMENDATIONS

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

Chairs of the Scrutiny Panels

Councillors Mike Glover and Teresa Smith

Councillor Oliver Ryan
Executive Member
Finance and Economic Growth

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

Ms Kathy Roe
Director of Finance – Section 151 Officer

email: paul.radcliffe@tameside.gov.uk
Ask for Paul Radcliffe
Direct Line 0161 342 2199
Date 20 January 2021

Dear Councillor Ryan and Ms Roe,

Consultation with Scrutiny Panels regarding the 2021/22 Budget

We write in response to the budget consultation meetings held on 18 January 2021, at which scrutiny members received a comprehensive overview of the planning process associated with budget setting for 2021/22 and beyond. In addition to the mid-year budget monitoring information presented to Scrutiny Panels in September 2020, the sessions have enabled members to seek assurances on the Strategic Commission's approach to managing and mitigating the adverse impacts that Covid-19 continues to place on residents, communities and the local economy.

At the start of the 2020/21 municipal year, it was important for Scrutiny to review its approach to planned activity in order to consider appropriate matters with a keen eye on recovery, as well as community and economic resilience. The pandemic has therefore resulted in a structured consolidation of the scrutiny role, creating a heightened focus on Covid-19 issues. While it is difficult at this time to look beyond the health crisis, Scrutiny has continued to keep abreast of strategic priorities for the borough. Looking forward, we will start to reintroduce the more in-depth reviews and reporting to support plans of the Executive.

The cooperation of public sector agencies and partners during the past 12 months has been commendable. The hard work must continue in order to ensure Tameside is able to find a sustainable path to recovery. It remains important for the Strategic Commission to continue placing residents and businesses at the heart of financial decision-making.

This letter provides an account of discussions captured from the meetings. We do hope the recent Budget Conversation has been successful in gaining insight on a range of priorities. Please pass our thanks to the Assistant Director of Finance for the helpful summary, with a request for consideration to the points raised in the meetings prior to the budget report being finalised.

The Council is set to receive a single year financial settlement for 2021/22. To some extent, this is understandable when considering the level of uncertainty and crisis management taking place at a national level. At a local level, this does affect our ability to project and plan accordingly. It was pleasing to hear of a commitment to undertake prudent financial modelling in order to forecast budget pressures into 2022/23 and beyond. Members accept that a greater level of confidence and assurance is achievable should the government grant a longer funding plan to local authorities beyond the next financial year.

Future challenges remain and they are likely to be profound and far-reaching on the resilience of households and communities. This includes factors such as the uncertainty of future employment,

housing, education, access to healthcare and support. Scrutiny is increasingly concerned about the impact that Covid-19 restrictions place on children and young people, the mental health and wellbeing of residents and prolong social isolation for the elderly and most vulnerable. Members are conscious of the need to effectively plan for challenges that residents are likely to face going forward, and the impact that will have on the demand for services and the need to close in-year budget gaps.

Budgetary demands and pressures continue to build within statutory services that work to support some of our most vulnerable children and adults. Providing the right financial support is necessary in the short-term. There is however, a growing need to ensure investment in preventative measures reduce the root causes of demand and start to have a positive financial impact. Scrutiny has previously raised concerns on the Council's ability to sustain budget increases of this nature and the use of reserves. Members welcome a refreshed strategy regarding the use of reserves, with no new reliance in 2021/22.

In general, members are aware of the financial fragility across local government. The Council's income has become an increasing proportion of the overall budget, which places significant pressures on a need to grow our Council Tax and Business Rates base. This in itself requires bold decisions and cross cutting enabling programmes to alleviate additional pressures placed on residents and businesses at this difficult time.

It is felt that the strategic direction for growth and investment have an important role to play going forward. Recent scrutiny activity has focused on the emerging Inclusive Growth Strategy and representation at a regional and national level. Opportunities will continue to arise for the Council to receive recovery grants and it is important that the Council be in a strong position to negotiate on behalf of residents and businesses.

Discussion touched upon the delivery of savings targets identified across individual directorates. It was encouraging to hear of plans to increase the level of monitoring and accountability across Executive Member portfolios to ensure savings are both sustainable and achievable. Members welcome the additional oversight and scrutiny that will aim to keep progress on track and therefore alleviate in-year pressures.

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

Scrutiny members support transparency of budget conversations and request that a mid-year financial update remain in place going forward. The information presented will inform work programme priorities where appropriate.

Yours sincerely,

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

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

Councillor Oliver Ryan
Executive Member
Finance and Economic Growth

Jayne Traverse
Director of Growth

Chair of the Place and External Relations Scrutiny Panel

Councillor Mike Glover

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

Email: mike.glover@tameside.gov.uk
Phone: 0161 342 2199
Ask for: Paul Radcliffe
Date: 15 December 2020

Dear Councillor Ryan,

Inclusive Growth Strategy Consultation

I write on behalf of the Council's Place and External Relations Scrutiny Panel. At a meeting on 28 July 2020, the Scrutiny Panel received a comprehensive update on the 'Impact of Covid-19 and Lockdown on the Local Economy'. Members expressed a keen interest to remain suitably informed of key developments and the evolving landscape, with a view to improving outcomes for residents and businesses.

Soon after the July meeting I invited members to join a working group to progress activity in this area. It was important to ensure our efforts remain timely and best placed to support key work strands; to fulfil the role of scrutiny in providing a suitable level of challenge; and to remain focused on future strategy that will aim to generate the required levels of growth and economic stimulus.

With a wide range of local growth projects and priorities underway, the working group made a decision to review the overarching strategy for Tameside. The strategy will aim to drive and direct both growth and recovery for the borough and therefore present a vision at a local, regional and national level. I would like to take this opportunity to thank you, in your role as Executive Member for Finance and Economic Growth, in supporting a positive and transparent platform in which Scrutiny can operate as a 'critical friend' and suitable consultee to future projects and decisions.

The working group, made up of eight councillors from the Scrutiny Panel, met on 9 November 2020 to receive the draft Inclusive Growth Strategy and report, as tabled at the meeting of Cabinet on 2 November 2020. The purpose of the meeting was to incorporate Scrutiny within the formal engagement process, providing an opportunity to record direct feedback on a range of areas and questions outlined within the planned consultation. David Berry, Head of Employment and Skills attended the meeting and I am pleased to report that the session was extremely timely and productive.

On behalf of the Scrutiny Panel, the working group seeks to submit a formal response to the Inclusive Growth Strategy consultation. This letter therefore aims to provide a summary of collective discussion points and to express any issues and concerns raised by members. I

would be extremely grateful if on receiving this letter you are able to take the appropriate action to ensure submission of the response prior to the deadline of 16 December 2020. I do also hope the response can be referenced in future reports and may support wider governance requirements in terms of Scrutiny engagement and feedback used to inform decision making in this area.

Scrutiny notes that inclusive growth is key not just to outcomes for the community but also to the financial sustainability of public services. A strong economy ultimately brings in more funding and income, while delivering a wide range of sustainable benefits that reduce overall demand for services.

Members welcome the strategy and acknowledge that delivering an inclusive framework for growth in Tameside is very important. The strategy will need to connect a range of regional priorities as well as concentrating on local challenges and the strength of partnerships across all sectors. It is important that Tameside, as a place, takes centre stage and that our future vision, direction and opportunities remain both present and clear.

I have listed some of the main points below, which are to be viewed as individual responses from members, under the collective of the Council's Place and External Relations Scrutiny Panel.

- Members are supportive of the strategy and acknowledge a need to ensure the overarching ambition for growth in Tameside remains linked with the Greater Manchester Local Industrial Strategy.
- There are significant growth opportunities in Greater Manchester and the emerging eastern growth corridor. The strategy will strengthen the borough's position and aims to increase our share of regional developments. The strategy will also help to support future funding opportunities for key projects.
- There is a direct connection between health, employment, housing and the economic prosperity of residents. Members therefore recognise that inclusive growth requires a coordinated plan and delivery across Council directorates and wider partnerships.
- Achieving inclusive and accessible elements of the strategy requires communities and businesses to interpret and absorb the strategy. Discussion took place on the need to develop a practical and responsive offer that enables wider participation in future growth opportunities.
- Success of the strategy will rely heavily on engagement and buy-in across all sectors. This may require ongoing support in order to achieve a cooperative awareness of shared roles and responsibilities needed to drive key projects. Members feel that capturing regular feedback from the business community will be most helpful to identify challenges and barriers.
- The strategy successfully presents a reflective self-assessment and future ambition in order to market the borough. Members agree with the strategic aims and priorities and provided feedback on a possible lack of clarity regarding the target audience, key stakeholders and sectors the strategy wants to concentrate on and push.
- When considering accessibility and the differences between a broad and targeted audience, members think the strategy could benefit from an additional shorter digital version that delivers the headline vision, aim and priorities, possibly with links to the background information.

- Members agree that digital growth is a priority and work should aim to strengthen and diversify our well-established areas such as manufacturing. There is a reliance on generating private and inward investment above levels previously achieved.
- The strategy aims to provide oversight and direction for a range of work streams and emerging plans, with detail sitting beneath each of the 24 priorities. Members questioned whether strategic outcomes will rely on the success of individual projects and if the strategy can present more targeted improvement from 2021 to 2026.
- Comments included a possible lack of definitive success measures within terminology of 'increase in'. Members want the borough to be as ambitious as possible which means there is a lot to achieve in the next 5 years. It would be encouraging to see a list of minimum expectations for improvement in key areas, with tangible measures. This may form part of an action plan developed alongside the overarching strategy.
- Members are encouraged that the strategy is cross-cutting and borough-wide, therefore seeking to generate growth opportunities across all areas. While detailed with the priorities, members feel growth opportunities will differ by area, which may require a separate strategic plan to be drafted with key stakeholder in each area. To include existing challenges linked to regeneration and the range of issues that impact residents on a daily basis.
- While detailed within the achievements and opportunities, there will be an ongoing need to appraise each town centre for future opportunities, diversification, renovation and ways to attract a new mix of business and dwellings. The strategy to complement wider plans to deliver a diverse and sustainable offer.
- Recent achievements and case studies can be utilised to promote and inform future initiatives e.g, Ashton Old Baths. In addition to new businesses, members are keen to ensure that the Council and partners work closely with businesses related to their growth potential, opportunities and solutions that will allow them to remain in Tameside.
- There will be an ongoing need to acknowledge and reflect on Covid-19 and external pressures. It is likely that a number of businesses will not survive. At the same time, there will be opportunities for new start-ups that may need nurturing.
- To consider a range indirect impacts of Covid-19, such a more people working from home. As an example, this has potential to impact on projections and may reduce the need for new office space.
- That where appropriate, the Executive involve scrutiny in future development stages.

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

Yours sincerely,

Councillor Mike Glover
Chair – Place and External Relations Scrutiny Panel

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December 2020

Welcome to the final Scrutiny Update of 2020.

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

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

Guidance and Resources on COVID-19 (Coronavirus)

[Updated figures on the number of Coronavirus cases and risk in the UK](#)

[How to protect yourself or check if you need medical help](#)

[Guidance on social distancing \(including for vulnerable people\)](#) and for [self-isolation](#)

[Covid-19 advice for employees, employers and businesses](#)

There is also guidance available on local websites as detailed below:

Tameside Council at <https://www.tameside.gov.uk/coronavirus> - includes links to service change information, how to volunteer, support for businesses, council tax recovery, mental health support, wellbeing, how to contact the Council for support and more.

NHS Tameside & Glossop CCG at <https://www.tamesideandglossopccg.org/> link on homepage.

Tameside & Glossop Integrated Care NHS Foundation Trust at <https://www.tamesidehospital.nhs.uk/> information on homepage

Other things to be aware of include:

Budget Conversation 2021-22 – Tameside Council and NHS Tameside and Glossop Clinical Commissioning Group (CCG) together form Tameside and Glossop Strategic Commission. They are responsible for a range of services from bin collections through care for the elderly to the provision of GP surgeries. Both Tameside Council and NHS Tameside and Glossop Clinical Commissioning Group have to set a balanced budget for 2021/22. 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. To prepare a balanced budget a number of considerations have to be taken into account. The views of local people are important in helping us understand your priorities and informing the budget setting. Closing date for survey responses: **6 January 2021**. <https://www.tameside.gov.uk/budgetconversation2021-22>

Census 2021 – Taking place every 10 years, the Census is a survey which gives us information about all the households in England and Wales. The next Census will take place on 21 March 2021. Each area has a dedicated Census Community Engagement Manager (CEM). The primary role of CEMs is to build links with local community organisations, trusted local leaders and charities, so that more people can take part in the census. They will do this by raising awareness, helping people understand why the census is important and building trust in the census. Tameside's newly recruited

Census Engagement Manager is Graham Thomas. If you would like to learn more about the Census and to ensure a group / organisation / network is well placed to help share the importance of completing our Census forms, please contact Graham on the following email graham.thomas93@field.census.gov.uk.

NHS Tameside & Glossop CCG receives the top rating of ‘Green Star’ for Patient and Community Engagement – with the highest score possible being awarded by NHS England. NHS England has a legal duty to assess how well each CCG has discharged its public involvement duty, as well as a commitment to supporting continuous improvement in public participation. Though formally the rating applies to the CCG, this recognises the achievement of the system-wide approach to joining up CCG, Council and Integrated Trust strategic engagement and consultation through PEN. So thank you once again to the PEN family for your support, involvement and contributions through our engagement and participation work.

Available healthcare services Christmas and New Year 2020 – Anyone feeling unwell over the Christmas and New Year bank holidays can still access a variety of healthcare services when their GP practice is closed. A list of Tameside and Glossop pharmacy opening times have been published for the bank holidays here: <https://www.tamesideandglossopccg.org/coronavirus/pharmacyservices>

Grant Funding for VCSE Organisations

There are a number of ways VCSE organisations in Greater Manchester can apply for funding during the Covid-19 outbreak. 10GM, a partnership of local support and development agencies in Greater Manchester, have come together to produce a bulletin providing all the information on funding opportunities available for VCF organisations in Greater Manchester, including how to apply. You can find the latest bulletin here <https://www.gmcvo.org.uk/news/10gm-funding-bulletin-may-2020>.

Update on various funding pots available

Covid-19 Community-led Organisations Recovery Scheme – This funding is designed to support organisations that work with those communities which have been disproportionately impacted by COVID-19, as well as social enterprises and community businesses. <https://www.tnlcommunityfund.org.uk/funding/programmes/covid-19-community-led-organisations-recovery-scheme>

Emergency Investment Funds – Has your company or organisation been negatively impacted by the Covid-19 crisis and been unable to access suitable or sufficient investment from existing support schemes such as the Coronavirus Business Interruption Loan Scheme (CBILS), the Bounce Back Loan Scheme (BBLs) or SIB’s Resilience and Recovery Loan Fund? Whether you address social needs, strengthen communities, improve people’s life chances, enhance culture or protect the environment - this opportunity is for you. If you are a social enterprise, a charity or a community business then you can apply for a loan of between £50,000 and £250,000 for a 5-year term to support you through the crisis. <https://www.gmcvo.org.uk/gmsocinvest/emergencyinvestmentfund>

Covid-19 opinion and behaviour insight

The following are some key statistics taken from different pieces of national and regional research indicating what the impact of covid-19 has been for people including businesses. Understanding the impact of covid-19 will be crucial to our recovery locally and how we plan to build back better.

- People are less likely to take a vaccine if they have to pay the cost of a prescription for it – 66% will take it if there’s no charge, and 58% will if they have to pay
- 42% support the vaccine being mandatory despite concerns about side effects (57%), safety (51%) and effectiveness (42%)
- 48% think that people working in sectors impacted by Covid-19 should be supported so that they can return to their job. 81% think it’s not possible for the government to save every job
- 34% of parents feel uncomfortable asking for help with how they’re feeling, despite 37% thinking the pandemic will have a negative long-term impact on their mental well-being

- 79% of people were satisfied with how their council kept essential services going during lockdown. 54% trust their council to make decisions about services in their local area (compared to 12% that trust the government)
- 70% of adults are very or somewhat worried about the effect of Covid-19 on their life right now (71% the week previous)

Open Consultations

Community Safety Strategy Consultation 2021/24 - The Tameside Community Safety Partnership (CSP) is developing its Community Safety Strategy for the years 2021-24 and would like to hear your views. Closing date: **25 February 2021**. <https://www.tameside.gov.uk/tbc/communitysafetystrategyconsultation2021/24>

Creating ‘Pop Up’ cycle lanes to support safe walking and cycling A635 - Acting on advice from central government, we are creating ‘pop-up’ cycle lanes to help people travel safely and provide an alternative to travelling by car and public transport.

One phase of the temporary works will see the introduction of a combination of measures running from the Snipe Retail Park along A635, Manchester Road to the Manchester boundary as shown on the plans. The Council is keen to obtain your views on Phase 2 of the scheme - the “pop-up” cycle lane. Closing date: **21 January 2021**. <https://www.tameside.gov.uk/safeststreets/a635>

Inclusive Growth Strategy Consultation – Tameside Council is reviewing its Inclusive Growth Strategy, a guiding document that sets out how the borough will ensure that the quality of life, health and happiness of our people is improved, by good employment, with greater security and better pay. It also states how the borough will support improved productivity which will benefit local businesses, and how it will effect proactive public service reform in a thriving, varied, inclusive economy. Anyone who lives, works or spends their time in Tameside is asked to review the draft document and give their comments and opinions. Closing date: **22 January 2021**. <https://www.tameside.gov.uk/tbc/tigsc>

Low Carbon and Environment Strategy - Tameside Council are developing a Low Carbon & Environment Strategy to guide their work in becoming carbon neutral by 2038. The Council are seeking your views on the early proposals for what the strategy should include and prioritise. Closing date: **29 January 2021**. [SurveyMonkey Powered Online Survey](#)

Tameside Citizen Feedback Survey - The Citizen is Tameside Council’s free magazine distributed to more than 100,000 households and businesses in Tameside three times a year. It provides important information for residents, including the latest news on council services and community developments, health guidance and advice, and a What’s On guide for upcoming entertainment and events.

Tameside Council want the magazine to help residents, especially those without online access, to feel involved and informed in the council’s work and support services available as well as what’s happening around the borough. By completing this short survey you can help to ensure it reaches as many people as possible and contains information that’s relevant to you. Closing date: **11 January 2021**. <https://www.surveymonkey.co.uk/r/thecitizenfeedback>

COVID-19 survey – Due to the outbreak of Coronavirus (COVID-19), we have all been asked to ‘Stay at Home, Protect the NHS, and Save Lives’. This short survey from Healthwatch Tameside will help them to understand and gather information about what you think could make the situation easier to live with. They want you to say what is working well, as well as what could be improved. Paper copies of this consultation will be made available in due course, and questions can be talked through over the phone to support as many responses as possible. Closing date: **ongoing**. <https://www.healthwatchtameside.co.uk/covid-19-survey>

Doing Buses Differently: The impact of Covid-19 on our proposals for the future of your buses – Greater Manchester has an ambition for a truly integrated public transport system, Our Network,

to make getting around the city-region easy, accessible and affordable. Franchising means bus services would be brought under local control. Greater Manchester Combined Authority (GMCA) would coordinate and invest in the bus network, while the bus operators would be contracted to run the services. Between October 2019 and January 2020, GMCA held a consultation on a proposed franchising scheme for the city-region's buses. In June, GMCA received the results of the consultation and decided, before a final decision could be made that the impact of Covid-19 on the bus market and proposed franchising scheme should be considered. Covid-19 has caused a lot of uncertainty over how people will travel in future. So, TFGM has used four scenarios in a report which looks at potential future travel demand in Greater Manchester and what it could mean for GMCA's proposals to change how buses are run. Anyone can take part in the consultation. You do not have to live in Greater Manchester or be a regular bus user to have your say. The closing date for this is **29 January 2021**. <https://www.gmconsult.org/strategy-team/greater-manchester-bus-consultation/>

Employment during the Coronavirus pandemic for people with lived experience of disability and long-term conditions – The North West Disabled Peoples Stakeholder Group are a network recruited by the Government's Disability Unit and they would like to raise with the Disability Minister issues that are affecting disabled people in employment during the pandemic. Complete their short and confidential survey to give your views. Closing date: **ongoing**. <https://www.surveymonkey.co.uk/r/MYJGMWC>

National Engagement and Consultations

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

Healthy Start Vouchers – The NHS Business Services Authority (NHSBSA) would like to hear about your experience of applying for, and using, the Healthy Start scheme. Your feedback will allow us to review and shape the future of Healthy Start.

It will take around ten minutes to complete the survey. Please do not include any personal or identifiable information. All the information you provide will be treated as strictly confidential and individuals will not be identifiable in any report we write. Closing date: **ongoing**. [Healthy Start \(snapsurveys.com\)](https://snapsurveys.com)

LGBT Sport & Physical Activity Group Coronavirus Impact Survey – With this survey Pride Sports would like to get an idea of how the coronavirus lockdown has affected LGBT+ sports clubs, not just in terms of providing sports and physical activity, but also other aspects such as social events and the governance of clubs. Closing date: **ongoing**. [LGBT+ Sport & Physical Activity Group Coronavirus Impact Survey \(surveymonkeys.com\)](https://surveymonkeys.com)

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

Regional Scrutiny

The Council appoints representatives to each of the Greater Manchester Combined Authority (GMCA) Scrutiny Panels and also scrutiny arrangements for Pennine Care. The links below provide you with access to the most recent meeting papers for each of the panels.

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

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

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

Scrutiny Resources

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

Recent publications:

- [CFGS – Remote meetings: planning for permanence](#)
- [LGA – Coronavirus: information for councils](#)
- [LGA – Loneliness, social isolation and Covid-19](#)

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Report To:	JOINT MEETING EXECUTIVE CABINET/OVERVIEW PANEL
Date:	10 February 2021
Reporting Officer:	Sandra Stewart, Director – Governance and Pensions Sarah Threlfall, Assistant Director – Policy, Performance and Communications
Subject:	SCRUTINY – REVIEW AND MONITORING OF CHILDREN’S SERVICES 2018 TO 2021
Report Summary:	To receive for information, a summary of activity undertaken by the Integrated Care and Wellbeing Scrutiny Panel, specific to the oversight and monitoring of Children’s Services for the period 2018/19, 2019/20 and 2020/21 municipal years.
Recommendations:	That Overview Panel is asked to note the content of the report and summary of scrutiny activity.
Links to Corporate Plan:	Scrutiny work programmes are linked to the Council’s corporate priorities. Scrutiny activity seeks to support effective decision making and priorities across Tameside.
Policy Implications:	Scrutiny work programmes comprise activity that seeks to check the effective implementation of the Strategic Commission’s policies and if appropriate make recommendations to the Executive with regards to development, performance monitoring, outcomes and value for money.
Financial Implications: (Authorised by the Section 151 Officer)	<p>There are no direct financial implications arising from the scrutiny activity set out in this report. The scrutiny function is expected to be funded from existing revenue budgets.</p> <p>The financial context of Children’s services is relevant to this scrutiny activity and is summarised here for context. The Council has allocated significant additional investment to the Children’s Services directorate budget provision over recent years to support service improvements, including seven key sustainability initiatives from 2020/21. Despite the pandemic and significantly increased numbers of open cases in the statutory children’s system since June 2020, cared for children (CfC) numbers has remained static, however the full impact of lockdown is not yet known. Similarly to other local authorities there is the potential for unknown growth in numbers to come forward in the early part of 2021, which may place further financial pressures on the service.</p> <p>The Council’s medium term financial plan assumes that budgetary savings will be achieved from the investment in service improvements with total savings of £7.3m between 2022/23 and 2024/25. A further saving of £0.5m has been identified as part of the 2021/22 budget process to contribute to the corporate savings. In 2020/21 the service is currently forecasting an overspend £4.1m by 31 March 2021. There is a risk that the service will not bring spending back on line or be able to deliver the savings to the timeline or scale assumed.</p>

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

Overview and scrutiny committees were established in English and Welsh local authorities by the Local Government Act 2000. They were intended as a counterweight to the new executive structures created by that Act (elected mayors or leaders and cabinets). Their role was to develop and review policy and make recommendations to the council. Today, the legislative provisions for overview and scrutiny committees for England can be found in the Localism Act 2011. Those for Wales are in the Local Government (Wales) Measure 2011, and those for Northern Ireland are in the Local Government Act (Northern Ireland) 2014.

There are no legislative provisions for overview and scrutiny in Scotland, though many Scottish local authorities do operate scrutiny committees alongside executive structures. Local authorities also manage processes of 'external scrutiny', where their committees look at issues which lie outside the council's responsibilities. In England, specific powers exist to scrutinise health bodies, crime and disorder partnerships, and Police and Crime Commissioners. Combined authorities are also required to establish overview and scrutiny committees.

Risk Management:

Regular updates to Overview Panel provide assurance that scrutiny is progressing with an effective work programme, supporting good decision making and service improvement.

Access to Information:

The background papers relating to this report can be inspected by contacting Paul Radcliffe, Policy and Strategy Lead by:



Telephone:0161 342 2199



e-mail: paul.radcliffe@tameside.gov.uk

1. BACKGROUND

- 1.1 The Council's Integrated Care and Wellbeing Scrutiny Panel has responsibility for considering a large remit within Tameside. The oversight of Children's Services, Social Care and Education forms a significant part of the work planned during a municipal year. It is an ongoing priority for Scrutiny to seek assurances on methods aimed to improve outcomes for children, young people and families.
- 1.2 Following the Ofsted inspection of Tameside Children's Services in September 2016, the Council has taken a number of direct and positive steps to ensure that effective monitoring takes place regarding improvement activity and service development. A review of monitoring and governance arrangements undertaken in 2017 highlighted the importance of structure. Findings from the review helped to establish greater clarity of roles, responsibilities, oversight and removing duplication where possible.
- 1.3 Scrutiny has a responsibility to establish and maintain an appropriate level of oversight and monitoring. The annual work programme for 2017/18 documented a plan of activity that detailed a need to increase the frequency of contact with Children's Services.
- 1.4 It was important to bring scrutiny members up to speed with published findings from the Ofsted inspection and approach of the Council's Executive in responding to significant challenges and external pressures. Scrutiny continues to review and develop communication and engagement methods with the Executive, to promote and enable a supportive platform for two-way dialogue and information sharing.

2. SUMMARY

- 2.1 Scrutiny in practice remains mindful of the suitability and appropriateness of timings with regard to the impact and value of planned activity. This includes the selection and order of topics and updates received during the year. The annual work programme creates a structured pathway informed by performance monitoring, past findings and insight to challenges for the year ahead.
- 2.2 This paper aims to provide a comprehensive summary of all scrutiny activity related to Children's Services across the three municipal years 2018/19, 2019/20 and 2020/21 to date. The information has been categorised into key areas and includes:
 - Formal meetings of the Integrated Care and Wellbeing Scrutiny Panel
 - Working groups
 - Feedback and reporting to the Executive
 - Assurance reviews of the Local Government and Social Care Ombudsman
 - Budget consultation
- 2.3 The report seeks to provide a clear and obvious picture to chronology of activity and reporting.

3. SCRUTINY ACTIVITY 2018 TO 2021

- 3.1 Scrutiny activity continues to adopt a combination of approaches to review service and performance updates, respond to formal consultations, focus reports of the Local Government and Social Care Ombudsman and areas in need of more in-depth review. This includes a responsibility for:
 - Engagement and consultation – to provide responses to pre-decision activity
 - Research and insight to a particular issue
 - Review of decisions and recommendations

3.2 Scrutiny activity continues to be undertaken outside of the formal meetings, with all findings and recommendations presented to the full panel for comment and approval. The flexibility allows for speedier and timelier work to be undertaken, creating an enhanced opportunity to both influence and inform the impact of decisions being made. It is also necessary to monitor and evaluate outcomes from past activity and to review the implementation of recommendations.

Integrated Care and Wellbeing Scrutiny Panel

3.3 Tables 1 to 3 provide a summary of activity of the Integrated Care and Wellbeing Scrutiny Panel, relating both directly and indirectly to Children’s Services at the formal meetings calendared during the three municipal years in question. The narrative provides detail of dates, topics and any reporting that has taken place.

Table 1: Scrutiny activity and oversight 2018/19

Integrated Care and Wellbeing Scrutiny Panel	
Date	Activity
14 June 2018	<ul style="list-style-type: none"> • Annual work programme developed. Includes priority topics related to Children’s Services and Education. <ul style="list-style-type: none"> - Reported to Overview Panel on 30 July 2018 • Panel receive the most recent Ofsted monitoring letter with summary of findings from the visit that took place on 18 and 19 April 2018.
8 November 2018	<ul style="list-style-type: none"> • Attendance of the Executive Member for Children and Families; and Director of Children’s Services regarding: <ul style="list-style-type: none"> - Ofsted monitoring - Improvement priorities - Governance and safeguarding arrangements
10 January 2019	<ul style="list-style-type: none"> • Panel receive the response letter of Scrutiny Chair to the Executive, providing collective feedback of points raised at the meeting on 8 November 2018.

Table 2: Scrutiny activity and oversight 2019/20

Integrated Care and Wellbeing Scrutiny Panel	
Date	Activity
13 June 2019	<ul style="list-style-type: none"> • Annual work programme developed. Includes priority topics related to Children’s Services and Education <ul style="list-style-type: none"> - Reported to Overview Panel on 29 July 2019
25 July 2019	<ul style="list-style-type: none"> • Attendance of the Executive Member for Children and Families; and Director of Children’s Services regarding improvement priorities. • Panel receive overview of the recruitment and retention of foster carers in Tameside, to inform future activity of the Panel.
7 November 2019	<ul style="list-style-type: none"> • Panel receive update on the Peer Review of Domestic Abuse, elements of which are pertinent to outcomes for children and young people. <ul style="list-style-type: none"> - Scrutiny feedback and learning from Peer Review reported to Overview Panel on 18 November 2019

9 January 2020	<ul style="list-style-type: none"> • Panel receive a service response to a focus report of the Local Government and Social Care Ombudsman on complaints related to Education, Health and Care Plans. <ul style="list-style-type: none"> - Assurance review of LGSCO focus report on SEND reported to the joint meeting of Cabinet and Overview Panel on 12 February 2020.
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Table 3: Scrutiny activity and oversight 2020/21 (May 2020 to February 2021)

Integrated Care and Wellbeing Scrutiny Panel	
Date	Activity
11 June 2020	<ul style="list-style-type: none"> • Annual work programme developed. Includes priority topics related to Children’s Services and Education. <ul style="list-style-type: none"> - Reported to Overview Panel on 27 July 2020 • Panel members to provide feedback and learning received from communities on Covid-19. <ul style="list-style-type: none"> - Feedback and learning reported to Overview Panel on 27 July 2020 and shared with all directorates across the Strategic Commission
5 November 2020	<ul style="list-style-type: none"> • Attendance of the Executive Member for Children and Families; and Director of Children’s Services regarding Social Care Improvements
14 January 2021	<ul style="list-style-type: none"> • Attendance of the Executive Members for Neighbourhood Services; and Health Social Care and Population Health, to provide an update on Domestic Abuse in Tameside.

In-depth Review

3.4 The integrated Care and Wellbeing Scrutiny Panel has completed the following in-depth review on a topic specific to Children’s Services.

- Recruitment and Retention of Foster Carers
 - Reported to the joint meeting of Cabinet and Overview Panel on 12 February 2020
 - Follow up activity undertaken by the Children’s Working Group on 12 November 2020

3.5 To note, the remit of the Scrutiny Panel also includes Adult Services, Health and Population Health, to which review activity has taken place during the period in question.

Children’s Working Group

3.6 In direct response to outcomes from the Ofsted inspection of Children’s Services in September 2016, the Integrated Care and Wellbeing Scrutiny Panel established a fixed working group. A primary focus of the group was to consider ‘voice of the child’ aspects detailed within Ofsted findings.

3.7 Established in the 2017/18 municipal year, the working group remains in place and has developed further to consider matters relevant to Children’s Services and Education. The working group meets in private four times a year. Membership for 2020/21 includes seven councillors from the Integrated Care and Wellbeing Scrutiny Panel and co-opted members.

3.8 Findings and actions from working group meetings are presented to the Integrated Care and Wellbeing Scrutiny Panel, for information and sign off. Activity of the working group is routinely reported to Overview Panel as part of the Scrutiny Update paper.

3.9 Table 4 provides a summary of activity and reporting undertaken by the Children’s Working Group for the period 2018/19 to 2020/21. In general, the working group will provide direct feedback within the timeframe of each meeting. When deemed appropriate the group may also respond directly to the Executive with findings and possible recommendations.

Table 4: Activity 2018/19 to 2020/21

Children's Working Group	
2018/19	
<ul style="list-style-type: none"> • Reading and Attendance <ul style="list-style-type: none"> - Response paper to the Executive Member for Lifelong Learning with findings and recommendation for reading and attendance. • Corporate Parenting and Care Leaver Strategy <ul style="list-style-type: none"> - Response letter of Scrutiny Chair to the Executive Member for Children and Families. Reported to Overview Panel. 	
2019/20	
<ul style="list-style-type: none"> • Children's Mental Health and Wellbeing • Looked After Children Sustainability Projects • Tameside Early Help Offer 	
2020/21	
<ul style="list-style-type: none"> • Impacts of Covid-19 on Education in Tameside • Follow up activity on the review and recommendation related to the Recruitment and Retention of Foster Carers 	

Local Government and Social Care Ombudsman (LGSCO)

- 3.10 Complaints raised by the public and service users can be an important source of information to help councillors identify issues that are affecting local people. Complaints can therefore play a key part in supporting the scrutiny of public services
- 3.11 From 2019/20 onwards Scrutiny has reviewed decisions made by the LGSCO on a monthly basis, to inform in-year work priorities. The attention of scrutiny concentrates primarily on the shared learning detailed within the focus reports and key questions for good practice. This will also contribute to the evidence gathered throughout the municipal year when developing annual work programmes.
- 3.12 The Integrated Care and Wellbeing Scrutiny Panel has undertaken assurance reviews regarding the following LGSCO reports specific to Children's services and Education.
- Focus report - Not going to plan? Education, Health and Care Plans two years on, (published in October 2019)
 - Reported to the joint meeting of Cabinet and Overview Panel on 12 February 2020
 - Focus report – Careless: Helping to improve council services to children in care
 - Reported to the joint meeting of Cabinet and Overview Panel on 10 February 2021

Scrutiny Budget Meetings

- 3.13 The Scrutiny annual budget meeting is part of the formal consultation and budget setting process. The meeting primarily focuses on scrutiny's input to the budget for the year ahead, with a view to reflect on the information received during the year and to inform future priorities.
- 3.14 The meeting provides an opportunity for scrutiny members to consider the information and impacts. Feedback from the meeting is shared directly with the Executive Member with responsibility for finance, in the form of a letter from the Scrutiny Chairs. The letter provides an account of discussions captured at the meeting and is tabled at the joint meeting of Cabinet and Overview Panel held in February.

3.15 From 2019/20 onwards a mid-year budget update meeting has been added to the calendar and takes place in September, in advance of the annual meeting in January each year. All scrutiny members receive an invitation to the meeting.

3.16 The sessions have enabled members to seek further assurances on the Strategic Commission's approach to setting a balanced budget and to mitigate risk or exposure to any external or unforeseen financial pressures. Scrutiny activity of Children's Services has highlighted demand pressures and long-term financial sustainability.

4. RECOMMENDATIONS

4.1 As set out on the front of the report

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Report To:	JOINT MEETING EXECUTIVE CABINET/OVERVIEW PANEL
Date:	10 February 2020
Reporting Officer:	Sandra Stewart, Director – Governance and Pensions Sarah Threlfall, Assistant Director – Policy, Performance and Communications
Subject:	ASSURANCE REVIEW OF LGSCO FOCUS REPORT – CHILDREN IN CARE
Report Summary:	To receive for information, a service response on shared learning detailed within the LGSCO focus report on children in care. Scrutiny Panels will routinely review LGSCO decisions, with shared learning reported to services in order to gain assurances of practice, delivery and outcomes for residents and service users.
Recommendations:	That Overview Panel are asked to note the content of the report and ongoing activity of the Scrutiny Panels to review LGSCO decisions to inform and improve local service delivery.
Links to Corporate Plan:	The work of Scrutiny is closely linked to the Council’s Corporate Plan Priorities. Scrutiny activity seeks to support effective decision making and improvement outcomes across Tameside.
Policy Implications:	Scrutiny work programmes comprise activity that seeks to check the effective implementation of the Strategic Commission’s policies and if appropriate make recommendations to the Executive with regards to development, performance monitoring, outcomes and value for money.
Financial Implications: (Authorised by the Section 151 Officer)	<p>There are no direct financial implications arising from the scrutiny activity set out in this report. The scrutiny function is expected to be funded from existing revenue budgets.</p> <p>The financial context of Children’s services is relevant to this scrutiny activity and is summarised here for context. The Council has allocated significant additional investment to the Children’s Services directorate budget provision over recent years to support service improvements, including seven key sustainability initiatives from 2020/21. Despite the pandemic and significantly increased numbers of open cases in the statutory children’s system since June 2020, cared for children (CfC) numbers has remained static, however the full impact of lockdown is not yet known. Similarly to other local authorities there is the potential for unknown growth in numbers to come forward in the early part of 2021, which may place further financial pressures on the service.</p> <p>The Council’s medium term financial plan assumes that budgetary savings will be achieved from the investment in service improvements with total savings of £7.3m between 2022/23 and 2024/25. A further saving of £0.5m has been identified as part of the 2021/22 budget process to contribute to the corporate savings. In 2020/21 the service is currently forecasting an overspend £4.1m by 31 March 2021. There is a risk that the</p>

service will not bring spending back on line or be able to deliver the savings to the timeline or scale assumed

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

The Commission for Local Administration, usually known as the Local Government and Social Care Ombudsman (LGO), was established by the Local Government Act 1974. There is one Ombudsman, appointed by the Queen on the advice of the Secretary of State. The service is independent of government and of Parliament. The LGO service covers England. Complaints against central government departments and health bodies in England are covered by the Parliamentary and Health Services Ombudsman. For a valid complaint to be made, a complainant must have suffered injustice through maladministration by the authority concerned. S/he should also have made use of the authority's own complaints procedure before approaching the LGO. The LGOs enjoy a good deal of discretion in the way that they carry out their functions. Moreover, the emphasis has generally been on seeking a settlement between the complainant and the authority rather than in formally identifying maladministration. The LGO cannot compel an authority to implement its recommendations, although in practice councils almost always do act on them. There is no right of appeal against a decision by the LGO, but it is possible to seek judicial review where it is believed that the legal basis of a decision is flawed. The LGA 200 increased the powers of the Ombudsman to look at service failure in a wider sense rather than just that complained of and they work hand in hand with other regulators such as Ofsted to raise standards. More can be read here: [SN04117.pdf](#)

Risk Management:

Regular updates to Overview Panel provide assurance that Scrutiny is progressing with an effective work programme, supporting good decision making and service improvement.

Access to Information:

The background papers relating to this report can be inspected by contacting Paul Radcliffe, Policy and Strategy Lead by:

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1. BACKGROUND

- 1.1 The Local Government and Social Care Ombudsman (LGSCO) works to remedy individual injustice and undertakes a wider role to support councils tackle systemic failures. This routinely takes the form of shared learning opportunities and methods aimed to improve the approach and management of complaints.
- 1.2 The Integrated Care and Wellbeing Scrutiny Panel requested a service response to a recent LGSCO focus report. The report, Careless: Helping to improve council services to children in care, was published in December 2020.
- 1.3 The report includes case studies and the experiences of young people to highlight the breadth of investigation and identifies common issues and themes associated with the following areas of provision within Children's Services:
 - Coming into care
 - Care planning
 - Ensuring stability
 - Contact arrangements
 - Accommodation for 16 and 17 year olds
 - Care leavers
- 1.4 Focus reports promote local accountability and include a comprehensive set of questions for Scrutiny to seek assurance at a local level. This is of particular importance for looked after children where the council is their corporate parent. The service response (**Appendix 1**), responds directly to questions listed on pages 24 and 25 of the focus report (**Appendix 2**).

2. RESPONSE OF CHILDREN'S SERVICES

- 2.1 The LGSCO focus report is welcomed and highlights many key and important areas that as a local authority responsible for statutory children's services we should be, and are mindful of.
- 2.2 A point made in the report introduction is that children who come into our care often have multiple and complex needs and that the most common underpinning reason is "because they were at risk of trauma". To which we would add "have" suffered trauma, rather than just being at risk.
- 2.3 Children in care are more likely to have a special educational need (56% compared with 15% of all children), or a mental health difficulty. The number of children in care is also growing, with figures showing a 28% increase in the last 10 years.
- 2.4 A number of common issues within the case studies already inform specific questions for Scrutiny. Comments below cover the main themes.

Coming into care

- 2.5 It is absolutely the responsibility of the local authority to promptly review and explore family and friends options for a child's care arrangements. In Tameside we seek to act to ensure that we support family carers when placing children with them because of child protection concerns and do not rely on the goodwill of family carers or claim a child was placed as a private arrangement when the facts of the case indicate otherwise, as the ombudsman concludes in their learning points.
- 2.6 This is sometimes a balanced judgement, but we are acutely aware of both the LGSCO rulings on this and the relevant case law.

Care Planning

- 2.7 The key learning from this study is primarily the need to maintain accurate records. This is for a range of reasons aimed to support a young person to be able to understand, in later years, decisions made by us as a corporate parent. This is something that runs through all areas of our Social Work practice and is monitored through activity such as audit and peer review.
- 2.8 The second point raised here is quite specific in terms of identity documents and this issue does arise specifically in relation to unaccompanied asylum seeking children, and we would agree that this is a key task for the Social Worker and Personal Advisor to address.

Ensuring Stability

- 2.9 It is correct to state as it does in the report the importance of permanency planning - *“A key function of a child’s care plan is to ensure there is a long-term plan for their upbringing” “and it identifies which option is most likely to meet the needs and wishes of the child.”*
- 2.10 This is an area in which we as a Local Authority can improve. The point contained in our self-assessment is a priority area for further development in 2021. Permanency planning should run through a child’s time in our care and start soon after the point at which they become cared for.
- 2.11 Included in this are specifics that the LGSCO report raises in relation to proper consultation with the child and those involved in the child’s life, as well as proper assessment and planning before placements are disrupted. These are elements of good permanency planning and we are working to improve the overall quality and consistency of our work in this area.

Contact

- 2.12 As the ombudsman concludes, ‘care plans must properly consider contact with relatives, in a timely way, recording the frequency of contact and where it should take place’, and this forms part of the arrangements for all our Cared for Children.

Accommodation for 16 and 17 year olds

- 2.13 We are, as a local authority, alert to and familiar with the issues relating to the accommodation for 16 and 17 year olds arising from the “Hillingdon judgement” and our duties in this regard.
- 2.14 Assessments are undertaken as required and there is a positive working relationship between Children’s Social Care and Tameside Housing Advice. As at October 2020 all 16 and 17 year old homelessness presentations have been allocated within the Safeguarding teams. Referrals are triaged in the Multi-agency Safeguarding Hub (MASH). It may then be necessary to progress to a Safeguarding Social Worker to undertake a joint Homelessness assessment alongside colleagues in Tameside Housing Advice.
- 2.15 Accommodation for this cohort is limited and there is a significant reliance on independent providers. We are growing our own supported accommodation provision from 7 to 17 individual tenancies/placements and anticipate this to be completed by April 2021.
- 2.16 Other accommodation with foster carers is also limited and for those assessed as unable to manage in their own supported accommodation, this can on occasions result in young people being placed in residential provision.

Leaving Care

- 2.17 This is linked to the learning point above and we seek to proactively help and support all our care leavers to move into independent living as required. They will all have a Personal Adviser and Pathway Plan.

2.18 Finally, in terms of the ombudsman's recommendations reached based on examples of good practice that they have identified. It would be fair to say that we would fully endorse and do already promote all of the positive steps identified.

3. RECOMMENDATIONS

3.1 As set out on the front of the report

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LGSCO Key Questions (December 2020)	Children's Services Response
Accommodation for 16 and 17 year olds	
<p>How many 16 and 17 years old are in bed and breakfast accommodation or in unregulated homes?</p>	<p>As at December 2020 Tameside Housing Advice and Children's Services report no 16 and 17 years olds accommodated in B&B provision.</p> <p>As at 12 January 2021</p> <ul style="list-style-type: none"> • 23 care leavers aged 16 and 17 accommodated in unregulated semi-independent provision as secured via the Supported Accommodation and Independent Living Scheme (SAILS) framework – (a GM wide facility) • 4 care leavers aged 16 and 17 are accommodated in Supported Lodgings provision. • 1 care leaver aged 16 and 17 is accommodated in a Transition Supported Tenancy.
<p>What action is the Council taking to ensure their welfare is promoted and safeguarded?</p>	<p>As at October 2020 all 16 and 17 year old homelessness presentations have been allocated within the Safeguarding teams. Referrals are triaged within the MASH and progressed to Safeguarding Social Workers to undertake joint Homelessness assessment alongside colleagues in Tameside Housing Advice.</p> <p>Unregulated semi-independent provision is spot purchased via SAILS framework and must adhere to the minimum standards. Allocated Social Workers and Personal Advisors continue with statutory visits and where concerns arise for the quality of provision they are escalated to the Placements Service for targeted quality assurance activity.</p> <p>The Supported Lodgings Scheme is coordinated by a Social Worker based in the Leaving Care Service. All hosts are assessed and reviewed regularly. DBS checks, references and home visit assessment is undertaken prior to placement. Monitoring visits are maintained by the Supported Lodgings Coordinator alongside Statutory Visits by the allocated Social Worker with further support available via the allocated Personal Advisor.</p> <p>Transition Supported Tenancies are monitored under Management Agreement that sets out the requirements for ensuring the safety of the property alongside the service level support as provided by the Transition Support Workers. Furthermore, Statutory visit requirements are maintained by the allocated Social Worker with further support available via the allocated Personal Advisor.</p> <p>Local joint agreement between Housing and Children's Services prevents use of B&B for Care Leavers aged over 18 if presenting as homeless, if Tameside Housing Advice (THA) are not able to provide suitable temporary accommodation, Children's Services will undertake a supported accommodation search and the young person will be actively supported and encouraged to accept the supported accommodation offer. THA will continue to deem this accommodation as temporary housing and therefore it should not impact on Housing status and priority need.</p>

The Placing of Children in Care

How many children in care are placed out of area, or at a distance, and are social workers visiting these children in accordance with statutory requirements?

As at 1 January 2021, 42% (306) of Cared for Children were placed outside the local authority area.

As at 1 January 2021, 76.8% of Cared for Children had a recorded Statutory Visit within timescale. This compares to 77.4% of the 306 Cared for Children placed outside the Local Authority area.

Performance for children placed in and out of borough is comparable but we need to focus on improving compliance. We have to acknowledge the impact of COVID-19 in terms of visiting patterns for our social workers (Tameside has been in Tier 3 for some time, then moved into the newly created tier 4 in December, and is now in a full lockdown). The figure is likely to increase for those children who may have had visits over the Christmas period but the recording was not uploaded until January 2021.

At the beginning of the pandemic, Tameside designed a risk assessment tool specifically for COVID-19 to assess the level of risk for cared for children. Plans with regards to statutory visits were devised based on whether a child required face-to-face visits or whether we could move to a more virtual model. In cases when there have been concerns that children may be at risk or is in an unstable placement, they have usually been visited face-to-face by social workers and other professionals throughout the pandemic.

Temporary regulations (easements) allow visits for CfC to be carried out over the telephone, video link or other electronic communication methods (COVID-19: guidance for children's social care services. Updated 7/1/21). As good practice, children and young people should be told why a face-to-face visit is not possible. This easement doesn't provide a blanket cover for all such visits to be held virtually. Wherever possible and safe face-to-face visits should continue. We have risk assessed all children and young people to ensure that virtual visits are only used when appropriate. All uses of this temporary flexibility must be recorded in individual case files.

There has been a greater reliance on remote communication through telephone contact, messaging and video calling. Social workers and managers consider children's and young people's preferences about methods of communication as part of the risk assessment wherever possible. The risk assessments are 'dynamic' documents so they are regularly reviewed and updated to ensure we continue to meet our statutory requirements.

How many placement moves does a child in care have on average?

As at 1 January 2021, the average number of placements within the current period of care for cared for children in Tameside was 2.7

The average number of placements in the last 12 months was 1.4
N.B. the first placement is counted as 1 so this indicator tracks total number of placements not number of changes of placement.

<p>How many children in care are now in permanent placements?</p>	<p>68 children - Placement with foster carers in a long term matched placement. Legal Permanence through a SGO needs to be considered for these children.</p> <p>123 children – Placed with connected carers on a long-term basis. The Local Authority will be progressing these cases where appropriate and possible through to legal permanence through Special Guardianship Order (SGO).</p> <p>19 children placed for adoption but not yet adopted. These children will no longer be cared for once the adoption order has been granted.</p>
<p>Have children in care been placed in a school within 20 days of a placement move if they are unable to attend their previous school?</p>	<p>All school enquiries and applications are made immediately and where possible prior to a placement move in consultation with Virtual School and SEN if there is an EHCP.</p> <p>Whilst unfortunately due to the bureaucracy that can exist between local authorities the 20 day target is not always met, however, all have an education offer via a tutor who is commissioned immediately to bridge any possible time gaps due to consultations with other LA's.</p>
<p>What action is the council taking to ensure sufficient accommodation is available for children in their care within their home area?</p>	<ol style="list-style-type: none"> 1. The need to ensure there are sufficient foster families is captured as a priority in the corporate plan Our People, Our Place, Our Plan. 2. Tameside's 7 programmes for LAC sustainability include investment in two new children's homes 'Positive Futures' which will operate at the edge of care to reduce the long term need for care and longer term residential. 3. Tameside is signed up to the Greater Manchester Sufficiency Plan developed as a commitment from the GM Children's Plan. 4. Children Leadership Team has in December 20 received a report on the existing Tameside Sufficiency Plan which identified progress and agreed to draft a new plan reflecting our progress and greater ambition in the first half of 2021. 5. Tameside has undertaken a review of its fostering offer and recruitment strategy which will be taken to leadership Q1 2021. 6. In late 2020 Tameside has commissioned a review of its existing residential estate to ensure it's meeting the needs of its LAC population. 7. The Transition Support Service has secured 15 new tenancies for care leavers and further work streams to expand capacity are being explored. 8. New work streams to improve working with local suppliers have been launched to increase the number of children placed close to home. 9. Tameside has joined with other LAs to form a Regional Adoption Agency to increase the sufficiency of adopters.

Do children in care have up to date personal education plans?	Yes. The Virtual School consistently reports termly completing above 97%.
How does the virtual school head manage the school age pupil premium?	Schools are offered up to £600 per term on completion of a PEP document outlining the costs of support above and beyond to ensure any education gaps are narrowed. Additional support can be requested for Educational Psychology and SEN support whilst preparing for an EHCP. All requests for support are considered when a short term intervention is needed to ensure the stability of a school placement likewise additional tutoring where necessary.
Are there delays in the Education, Health and Care plan process?	<p>over the last 12 months – we have conducted 27 assessments and delays were experienced for various reasons (including COVID).</p> <p>New referrals</p> <ul style="list-style-type: none"> • The majority in Borough are met within timescales, co-ordination of social care advice can though sometimes be a barrier. • Movement out of area during the statutory process can cause delays • Referrals made by social care for statutory assessment which does not triangulate education, health and care involvement – trying to monitor this with virtual schools to offer advice and support to social care prior to submission <p>EHCP already in place</p> <ul style="list-style-type: none"> • The SEN Team/education are not always involved in planning for young people with an EHCP when it comes to a change of placement – or are not informed when a place has been found • Struggle to determine placement (usually Specialist SEMH) in new areas, even independent – as an interim measure we secure tutors and meeting weekly is supporting less drift • Challenge to co-ordinate ongoing assessment and a lack of understanding why this is required to inform provision in the plan – we often have a view on need but this is not supported with what provision should look like • We are often contacted at point of crisis.
Learning From Complaints	
What concerns have independent reviewing officers raised about children in care and are they satisfied that care planning is appropriate and that	<p>The concerns raised by Independent Reviewing Officers (IROs) are detailed in the Annual Report 2019/20.</p> <p>221 disputes were raised by IROs regarding Cared for Children during 2019/ 20. Overall the most common reason for raising a dispute was the absence of pre meeting reports which was identified in 30% of stage one disputes raised. The next most common issue was ‘Referrals not made to progress agreed actions’ – which occurred in 12% of disputes followed by ‘Lack of a clear Permanence Plan from 2nd review onwards’ and ‘Insufficient support provided to carer/placement provider’ both of which were identified in 11% of disputes.</p>

recommendations, made at their statutory review meetings, are being implemented promptly?	Anecdotally, in the current year (2020/21) there is continued concern from IROs about some decision made in Reviews not being implemented and this can lead to drift and delay. There also sometimes seems to be a lack of ambition in supporting some of our more complex children and young people to achieve the best possible outcomes and there is some evidence of drift in care planning. In part, this is due to significant staff turnover in the Cared for Children service area. However, IROs have been reassured by the approach taken by the newly appointed HoS and Service Unit Manager for Cared for Children.
Is there a robust dispute resolution process to ensure cases are appropriately escalated to senior managers by independent reviewing officers?	There is a written Dispute Resolution Process (DRP) in place that is used by both the Independent Reviewing Officers (IROs) and the Child Protection Conference Chairs (CPCs). This process was updated in 2018. In keeping with the Policy most concerns are resolved informally by IROs and CPCs working collaboratively with Social Workers and Team Managers. There is a clear escalation process in place which is followed and has led to greater challenge by IROs and CPCs on case files. The DRP will be reviewed this year led by the Head of Service and Service Lead for IROs.
Are the council's leaflets or website information about how to make complaints clear to children and young people? Are they easily available?	Electronic copies of leaflets have been sent to the Denton Centre to display in the reception area. The complaints pages on the website have also been recently updated and include this information and can be viewed here Make a Children's Social Care Complaint (tameside.gov.uk) . Information is also provided directly to a child/young person by their Social Worker.
Are children and young people told about their entitlement to ask for an advocate?	We would always inform the Young Person of their right to access an advocate and give the contact details and complaint leaflet, most complaints we receive from young people are through the advocacy service.
How many complaints has a council received from children in care (either from them or on their behalf)? What has been the outcome and the learning from them?	<p>Since April 2020: 9 complaints received from or on behalf of children in care, of these 1 was made by a young person directly and 5 were through the advocacy service. The remaining 3 were from parents/carers on behalf of the children. The themes of the complaints from young people include feeling the SW is not listening to their wishes, not happy with the constant change of SWs, lack of support from SWs and poor communication.</p> <p>Of the 9 complaints received from or on behalf of young people 2 were not upheld, 6 were partially upheld and 1 is still under investigation</p>

Children in Secure Accommodation

<p>How many children in care are deprived of their liberty either in youth offending units, secure children's homes or in a child or adolescent psychiatric unit? Are they still receiving services as a child in care?</p>	<p>1 in a YOI - In terms of those in YOI's or detained on criminal grounds, then they continue to have reviews in line with expectation, though this is restricted at present and needs to be done remotely as the secure estate is not accepting any visitors.</p> <p>2 in secure welfare</p> <p>2 in Tier 4 Psychiatric units</p>
<p>Is there sufficient planning and support for these children when released or discharged from these secure settings?</p>	<p>In terms of YOIs, then CSC staff are involved throughout the custodial part of the sentence and as such are working towards the resettlement plan and release date from the point of sentence. It is written into the terms of reference for Resource Panel that young people have to be considered there to ensure that an address is available in sufficient time for the final planning meeting. In short, yes there is sufficient planning in place for children who are detained on criminal grounds and in the juvenile estate</p> <p>Those in Welfare Secure remain subject to all the usual Cared for Childrens reviewing processes and as part of a secure application an exit strategy in relation to next placement option is required to be submitted. This is also kept under review in addition to the Statutory Review process that applies to all cared for children, by a secure review panel (with an independent member) and by the Courts.</p> <p>In relation to those in psychiatric facilities whilst agencies do meet to plan aftercare arrangements prior to a child being discharged, this is not part of a formally agreed policy/pathway. Further work is planned in terms of formally structuring this process.</p>
<p>Has the council agreed with its health partners an aftercare policy for children in care, who have been detained under the Mental Health Act then discharged into the community?</p>	<p>Section 117 of the Mental Health Act 1983 requires clinical commissioning groups (CCG's) and local authorities, in co-operation with health and social care providers and voluntary agencies, to provide or arrange for the provision of aftercare to particular patients detained in hospital for treatment who then cease to be detained. This includes patients granted leave of absence under section 17 and patients going on to community treatment orders (CTOs). It applies to people of all ages including children and young people. A young person who has been admitted to hospital for assessment and/or treatment may be a child in need and assessments and services should be provided as appropriate. Whilst agencies do meet to plan aftercare arrangements prior to a child in care being discharged, this is not part of a formally agreed policy/pathway. Further work is planned in terms of formally structuring this process.</p>

Children Leaving Care

How many care leavers are being provided with services and are the arrangements satisfactory?

As at 12 January 2021 there are 155 Eligible Care leavers aged 16 and 17. (Those still subject to Cared For Status)

16	72
17	83

And 278 Relevant, Former Relevant and Qualifying Care Leavers aged 17-24 (Those who are no longer Cared For)

17	2
18	62
19	62
20	73
21	44
22	21
23	10
24	4
Grand Total	278

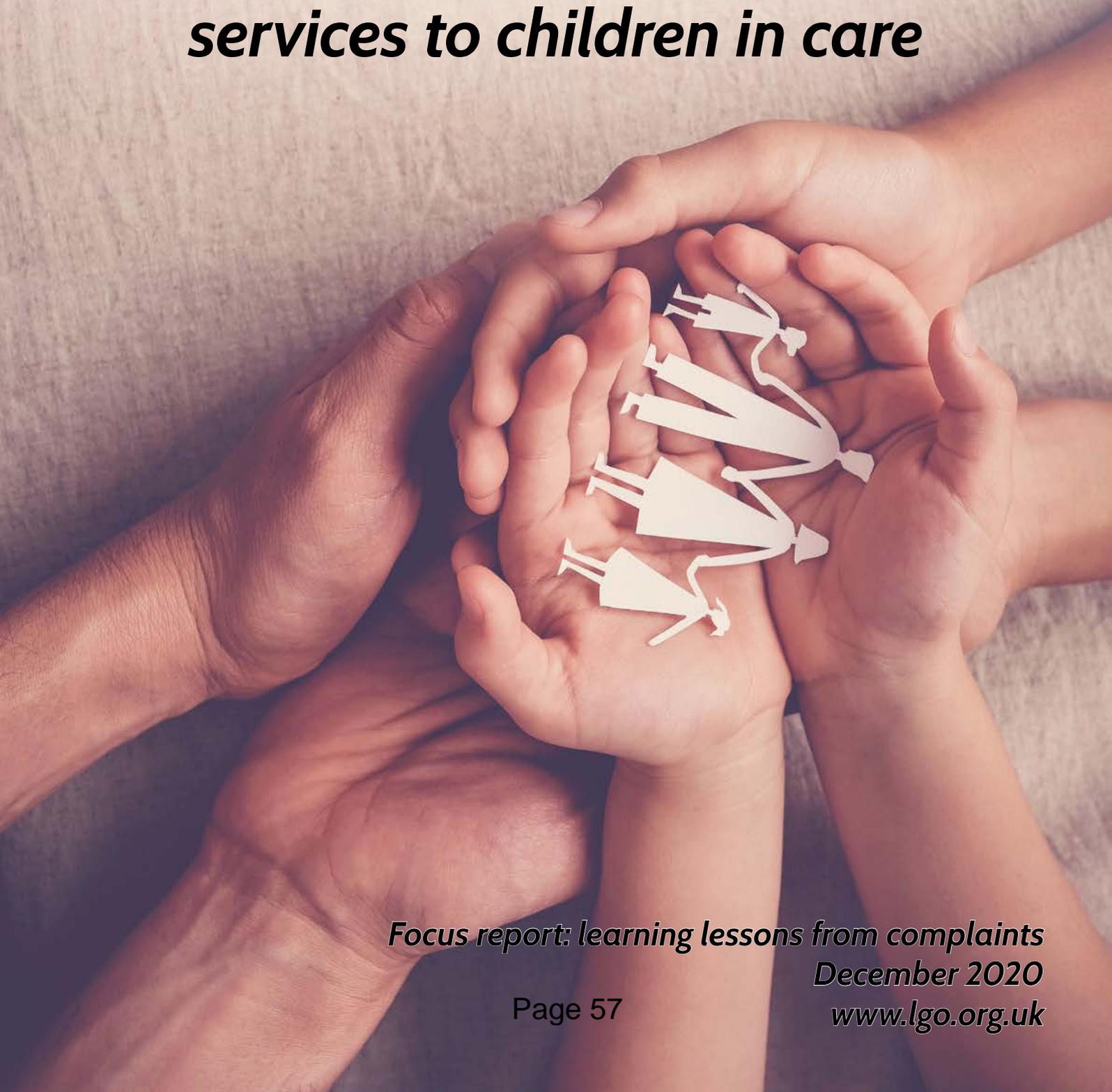
Each care leaver is allocated a Personal Advisor to support, befriend and assist. An individual Pathway Plan is agreed with the Care Leaver.

With the Covid 19 outbreak the majority of Social Landlords stopped activity in from April 2020. Nationally the Government agreed a stay on evictions that currently runs until 15.01.2021. As we now enter lock down number 3 it is thought this stay of evictions will be extended but for no fault evictions only. The impact of this has been a significant reduction in the availability of move on lets for Care Leavers and ultimately delaying the transition out of Children's funded placements. Social Landlords have had a significant reduction in turnover, although this is anecdotal with no specific figures known.

	<p>Care Leavers have continued to sign up to all registered providers and are able to bid on properties with continued priority status, however even with priority, waiting lists are significantly long, leading to a number of 18/19 year old care leavers who are “tenancy ready” remaining in high cost supported accommodation.</p> <p>Homelessness presentations to the rough sleeper service also increasing dramatically over the past 12 months, with more homeless applications this has significantly increased demand on housing stock and specifically for one bed tenancies, creating significant demand on limited supplies in the district.</p> <p>Transition Support Service (TSS) agreed expansion now stands at 15 supported tenancies with efforts ongoing to secure the final 2 tenancies to take us to the agreed limit of 17.</p> <p>There is adequate provision for multi-occupancy semi-independent provision as commissioned locally under the SAILS framework for those care leavers that need higher levels of support. However, we have experienced challenges in identifying timely supported tenancies locally, this again links to high local demand for one bed properties coming on to the market. This also impacts on cost passed on to the Local Authority with providers identifying having to pay above the market rents in seeking to secure provision.</p> <p>Care Leavers Multi-Agency Accommodation Panel (CLMAAP) will be reviewing all 18+ Funded Children’s provision in January 2021 supporting further understanding of the impact of Covid over the last 12 months.</p> <p>Corporate wide review has identified Care Leaver accommodation and move on provision as a key area for recommendations. Additionally, the Leaving Care Service Unit Manager is providing supporting information for the internal commissioning and sufficiency review and towards the broader GM Strategy for Care Leavers.</p> <p>Working partnerships with Tameside Housing Advice have been strengthened with support from the Community Safety and Homelessness team and there is now a broad commitment to support ‘No Intentional Homeless’ status for all Care Leavers. Whilst support is in place to address issues with any individual care leaver at risk of homelessness, policy documents need to be updated to reflect the position of the Council and to ensure this agreement is sustained.</p>
<p>Does the council have a Local Offer on its website which explains what care leavers are entitled to?</p>	<p>The Leaving Care Service recently co-produced an updated Care Leavers website. A Care Leaver undertaking a ring fenced apprenticeship within Policy and Communications fully supported the design and creation of the website found at: Care Leavers (tameside.gov.uk) Tameside’s published Local Offer to Care Leaver was approved by Cabinet in February 2019 and can be found at: LocalOfferForCareLeaversStrategy2019.pdf (tameside.gov.uk)</p>

Careless:

Helping to improve council services to children in care



*Focus report: learning lessons from complaints
December 2020*

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Ombudsman's foreword



Every child deserves – and most have – a secure and stable home life. But for those children not able to live with their parents, they rely on their council to provide an environment in which they can flourish.

We have chosen to highlight our findings from complaints about the services given to children in care – despite them being a smaller proportion of our caseload – in the hope of helping to improve outcomes for a particularly vulnerable group of people.

The evidence shows that, on the whole, children in the care of their local authority have a tougher start in life than most.

They are more likely to have a special educational need (56% compared with 15% of all children¹) or a mental health difficulty². The most likely reason for coming into care is because they were at risk of trauma³ and those leaving care are less likely to be in education or employment⁴.

The number of children in care is also growing: the latest figures show a 28% increase in the last decade (up from 60,900 in 2009 to 78,150 in 2019).

For these reasons it is ever more important councils make decisions that minimise further disruption or harm to children in their care.

1. https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/884758/CLA_Outcomes_Main_Text_2019.pdf

2. <https://learning.nspcc.org.uk/media/1622/statistics-briefing-looked-after-children.pdf>

3. https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/850306/Children_looked_after_in_England_2019_Text.pdf

4. For care leavers aged 19 to 21-year old, 39% were NEET (compared to around 12% of all young people aged 19 to 21 years). https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/850306/Children_looked_after_in_England_2019_Text.pdf

This report uses real case studies to highlight the breadth of the investigations we undertake about children in care. We see a range of common issues, which we have set out here to broadly follow the journey a child may make through the system, from entering to leaving care.

Some of the stories are saddening. Such as the young man discovering years later that he might have been deprived of his chance to say goodbye to his dying mother. Or the young woman coming home unawares to find her bags packed and asked to leave her foster home that day.

While the councils' actions in these cases were disappointing, we want to drive home the importance to all councils of learning from mistakes. In doing so this can help avoid repetitions and therefore improve the lives and opportunities for all children in care.

For each case study, we highlight how we not only put things right for the people who complained, but how we made practical recommendations to improve services for everybody.

The successes of these service improvements rely on councils taking a proactive approach to learning. We now highlight every service improvement each council has committed to making on our [Councils Performance Map](#).

Our map is an invaluable resource for anybody interested in building a picture of how their council responds to complaints. For example, local councillors can use this to scrutinise their council's performance. We also offer some specific questions for councillors to ask at the end of this report.

I hope councils providing children's services will take on board this report and reflect on their procedures and processes. At every turn, I invite them to ask themselves, 'would this be good enough for my child?'

I hope councils providing children's services will take on board this report and reflect on their procedures and processes. At every turn, I invite them to ask themselves, as the statutory guidance alludes: 'would this be good enough for my child?'

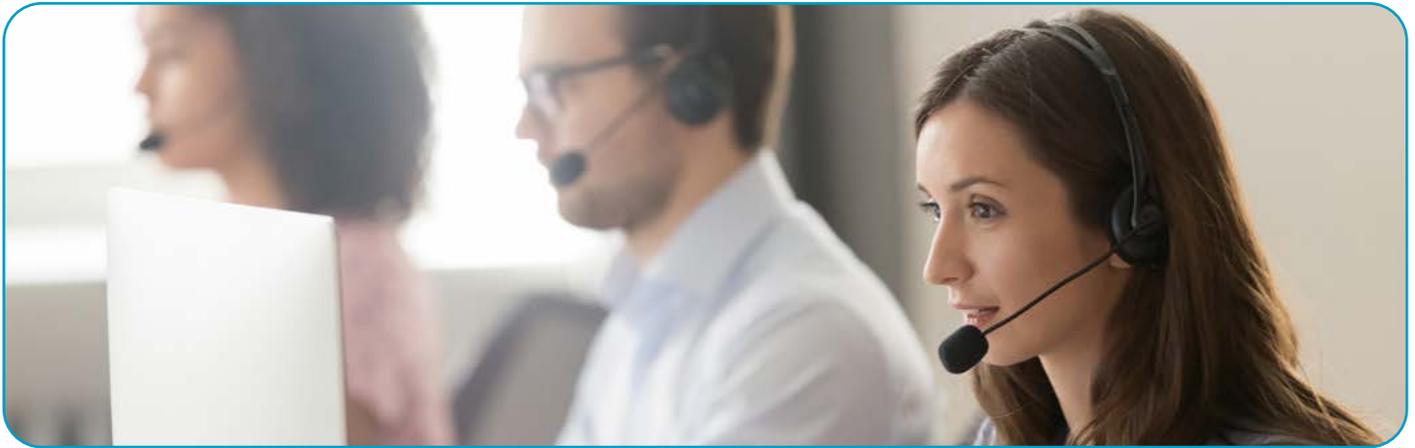


Michael King

**Local Government and
Social Care Ombudsman**

December 2020

Complaints to the Ombudsman



In the last five years we have received more than 150 complaints and enquiries a year in which we identified problems about services to children in care as the key issue. We have regularly upheld more than two thirds of complaints we go on to investigate in detail.

The cases we do not investigate in detail include instances where the people had yet to complete the council's complaint process, or were about issues we do not have power to investigate.

In the year 2019-2020, we investigated 30 complaints in detail and upheld 67% of these. Our uphold rate for investigations across all our work was 62%.

The case studies in this report are from investigations completed before the Covid-19 outbreak.

How we put things right

Where we find a council at fault, and this has caused injustice, we will recommend how it should put things right. This might include:

- > properly considering whether a child meets the criteria to be accommodated
- > providing leaving care services or making long term plans to ensure the young person's security and stability
- > a symbolic payment to recognise lost opportunities, avoidable distress, or reimbursing money for missed support

Where our investigations identify a practice or policy fault, we recommend how councils should make changes to improve services for everyone, often through reviewing procedures and training staff.

Our service improvement recommendations for every council are mapped out on our [Your Council's Performance page](#).

We also have the power to investigate matters during an investigation where other people, who have not complained to us, may have suffered because of a systemic failure we have found. We often ask councils to identify if anyone else has been affected and provide an appropriate remedy to each of those people.

Legal context

A child who has been in the care of a council for more than 24 hours is considered a looked after child. The term 'children in care' is also commonly used.

Children in care generally live with foster parents, in a children's home, or in a residential setting like a school or secure unit. They come into care for a range of reasons, usually:

- > their parent(s) have agreed to them being placed elsewhere, often with a relative⁵
- > the council or police have taken out a protective order because they are at risk of significant harm
- > they have been abandoned or are unaccompanied, and have no adult with parental responsibility for them

Councils are normally required to seek a care order from the family court to bring a child into care. Where the plan is for adoption, councils should seek a placement order.

Under the Children Act 1989 councils have duties to safeguard and promote the welfare of children they look after. These include:

- > drawing up a care plan to ensure the child's health, education, family, and social needs
- > having a long-term plan for the child's care and placing them with a relative where possible
- > making a permanent placement, where possible
- > regular reviews of the placement chaired by an independent reviewing officer
- > seeing the child regularly

The principles of good corporate parenting are set out in the Children and Social Work Act 2017. This involves councils promoting best interests and high aspirations, securing safe and stable home lives, and taking into account the views of, children in care and those previously in care who are eligible for support.

Children stop being looked after when they are adopted, return home, or turn 18.

Councils also have a duty to support children who have left care until they are at least 21, and can be up to 25 for those in further education or training⁶. Support can include a pathway plan (which sets out the care to be received), a personal adviser, and help with expenses connected with work and education. It may involve them staying with their foster family.

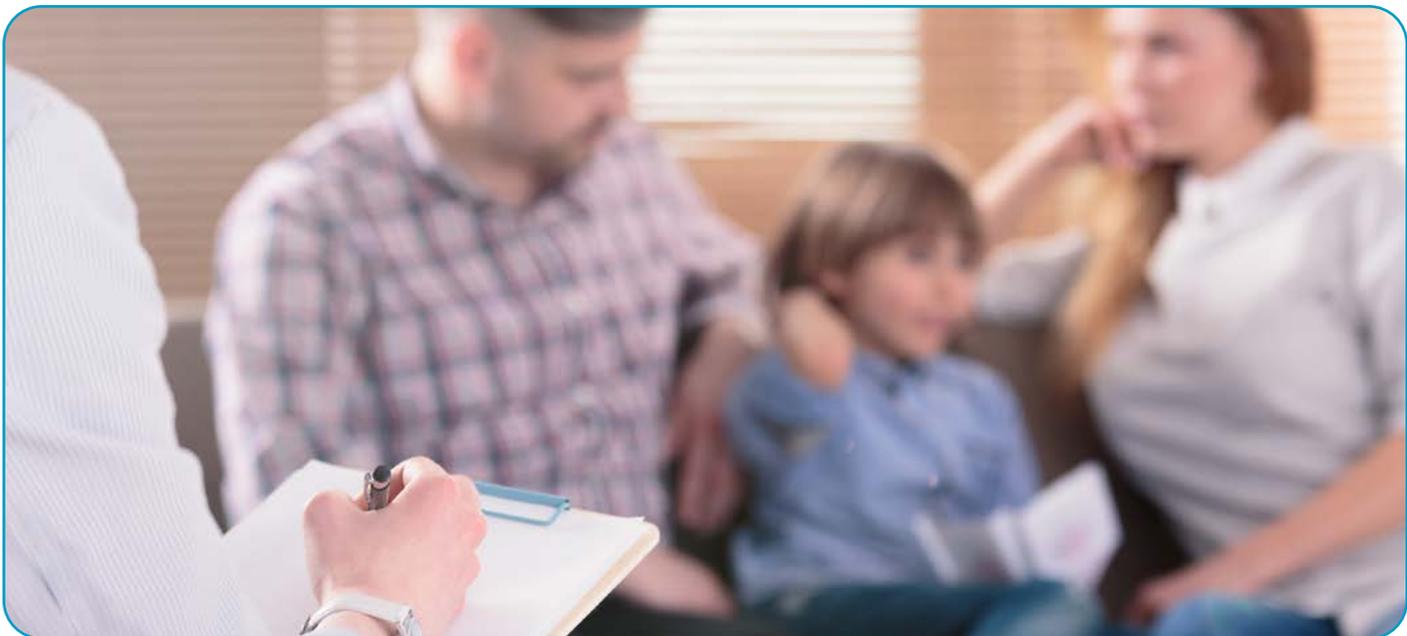
Family courts can also make private orders to relatives, a child arrangement order or a special guardianship order, to secure the child's placement long term and give the carer some parental responsibility.

It is not generally in the best interests of children to move between short-term placements. Councils must plan for a permanent arrangement, wherever possible, to encourage a stable and secure environment for children to flourish.

5. A section 20 agreement under the Children Act 1989

6. The Children Act 1989, the Children (Leaving Care) Act 2000 and the Children and Social Work Act 2017

Legal context



Reviewing support

All children will have an independent reviewing officer (IRO). They are responsible for ensuring the council acts in the child's best interests and listens to their wishes to inform their care planning.

Key decisions about care are normally taken at a child's statutory review meeting, held at least every six months. These meetings include all agencies involved with the child and, if appropriate, the child should attend them.

Education

Councils also have a duty to promote the educational achievement of current, and former, children in care⁷. All children should have a Personal Education Plan incorporated into their care plan and be placed in a school within 20 days of a placement move, and they have priority on school admissions.

Complaint handling

The Children Act requires councils to set up a three stage complaints process for complaints from, or about, children in care. It consists of:

- > Stage 1 – local resolution
- > Stage 2 – an independent investigation with an independent person overseeing it
- > Stage 3 – a review panel with an independent chair

The complainant has the right to progress through all stages of the procedure. However, we do see examples where councils refuse to allow a complaint to progress through all the stages.

7. Promoting the education of looked after children and previously looked after children; Department for Education statutory guidance; 2018.

Legal context

Case Study - complaint handling

We issued a [public interest report](#) when a council refused to consider a complaint under stage two of the statutory children's complaints process. The council said nothing could be achieved by a stage two investigation and it did not have the child's consent to do so. It is not for councils to decide what can or cannot be achieved at stage two. If someone asks for their complaint to be considered at stage two, the council must normally comply with this. The council did not need the child's consent to do this.

It is not for councils to decide what can or cannot be achieved at stage two. If someone asks for their complaint to be considered at stage two, the council must normally comply with this.

We provide good practice guidance for councils on applying the children's complaints process in our recently revised [Guidance on good complaint handling](#).

Councils usually do not accept complaints about something that happened more than a year after the person knew about it. However, in children's services complaints, the statutory guidance requires councils to consider exercising their discretion to look at 'out of time' complaints where it is practicable and appropriate. Young people are less likely to be fully aware of their rights and it may not be until they grow older that they realise what they experienced was wrong.

A good example of this is in the case study found later in this report, [Donna's story](#). We decided to investigate a complaint from a care leaver who came to us more than a year after she was aware of the events.

Common Issues



Coming into care

The type of ongoing support and financial assistance children, and their carers, receive is especially reliant on the decisions councils make when children first come into care.

Often relatives or family friends step in to provide stability and prevent children going into care. Our investigations have seen examples where those stepping in are given inadequate advice from their council or receive promises of financial assistance and support that do not materialise.

Cases often centre on the legal basis for the child entering care. If councils claim the arrangement was a private matter, the child is not classed as 'looked after' and the council has no duty to provide support.

On the next page we highlight a recent case study. For more detail on these issues we have published previous focus reports specifically about [Family and Friends Carers](#) and [Special Guardianship Orders](#).

Common Issues - coming into care



Sally's story

Case reference: [18 007 945](#)

Sally and her husband had helped care for their two grandchildren for some years because their daughter had a history of mental health difficulties. When their daughter was compulsorily detained under the Mental Health Act, the grandchildren went to live with Sally as an emergency placement.

Sally asked the council for help and support in caring for her grandchildren. She said she had serious concerns about her daughter's ability to care for the children in the long term. The council agreed to help but advised Sally to make a private law application in court for a child arrangement order, which would ensure the grandchildren could continue to live with them. The court granted this order.

The council then said this meant legally she was an informal carer, who had agreed with the children's mother to care for them. The council claimed it was not involved in placing the grandchildren with Sally and so it had no duty to support her or her grandchildren.

Sally complained about this. The council's own investigation found it should have intervened sooner to protect the children and it had not told Sally of the care options available to her. This prevented Sally and her husband making an informed choice.

What we found

The council did not meet its duty to accommodate the children when immediate action to protect them was required.

When the children's mother could not care for them, the council had a duty to consider placing the children with family carers. In those circumstances, Sally would have been entitled to receive a fostering allowance as a family and friends carer.



An individual remedy

The council agreed to:

- > backdate the family and friends' carer's allowance
- > support and pay for Sally's legal costs to apply for a special guardianship order
- > pay Sally £500 to remedy additional injustice caused by the fault



Service improvements for all

The council agreed to:

- > review its policy on child arrangement order allowances

Learning points

Councils should:

- > accept their responsibilities to support family carers when placing children with them because of child protection concerns
- > not rely on the goodwill of family carers and claim a child was placed as a private arrangement when the facts of the case indicate otherwise
- > have clear procedures for emergency placements under section 20 of the Children Act, when placing children with family carers who have previously provided support on an informal basis

Common Issues



Care planning

When a child comes into care, a care and placement plan must be written. Social workers must visit children in care every six weeks. Care plans must be reviewed a minimum of every six months. Independent reviewing officers must ensure decisions are in the child's best interests and there is no undue delay in meeting their needs.

If children cannot return home to their birth parents, councils must consider alternative long-term placements, first with family members. Councils should apply for a Placement Order if adoption is considered the best option. This gives the council authority to place a child with prospective adopters without parental consent.

Common Issues - care planning



Albert's story

Case reference: [18 015 593](#)

Albert was 11 and living with foster parents, when he was told his birth mother had died. Four years later, during a statutory review meeting, Albert learned his mother had been on life support, but it had been decided to switch this off.

Albert complained to the council about not being told this at the time, potentially denying him the opportunity to visit her before she died. He also complained the information was shared with him in an insensitive way.

The council upheld his complaints. It was not possible from the care records to establish why he had not been told his mother was seriously ill. The information in the care plan report also used insensitive language and was inaccurate. There was also a significant delay in dealing with his complaint.

What we found

Our investigation found the council's poor record keeping meant Albert is left never knowing whether he missed a chance to say goodbye to his mother. While we credited the council's approach to learning from the case, it should have offered more to recognise the distress it caused Albert.



An individual remedy

The council agreed to:

- > apologise to Albert and pay him a token amount for the distress caused by its poor record keeping, the way he was told of his mother's death and the delay in dealing with his complaint



Service improvements for all

The council agreed to:

- > improve how it communicates important life events with children in its care and the way it manages staff performance

Learning points

This case illustrates the importance of considering carefully how distressing information is shared, and of keeping accurate records. In particular, young children need to be able to understand years later the decisions being made by their corporate parent.

Common Issues - care planning



Marcus' story

Case reference: [19 005 254](#)

Marcus was born abroad and came to this country with his parents. He was placed in care in his early teens under a Care Order.

Marcus had no birth certificate. The council made efforts to obtain one, but both the embassy of his birth country, and the hospital in which he was born, had no record of his birth. Marcus' parents did not cooperate to help resolve this.

By the time Marcus was 16, his independent reviewing officer raised concerns he did not have the necessary identity documents to obtain a passport. The council made further attempts to get hold of them, but these were unsuccessful. It meant Marcus missed a wedding abroad with his foster family.

At 18, Marcus left care but still had no passport or identity documents. The council appointed him a personal advisor. It agreed to pay for Marcus' immigration solicitor and a weekly allowance because he had no access to benefits.

Marcus says his 'life was on hold and his pathway to independence curtailed'. He could not work, obtain benefits, housing, a provisional driving licence or further education because of the lack of appropriate identity documents.

He had three job offers but could not take them up without proof of identity. He was also very worried about his status in this country.

With the help of an advocate, Marcus complained to the council and it acknowledged it had got things wrong in planning his care. Marcus did not think the council properly recognised the impact this had on him and wanted to ensure services were improved for other children in care, so he complained to us.

What we found

As a child in its care, Marcus was reliant on the council to safeguard his welfare. Ensuring he had appropriate identity documents and a passport was fundamental to this.

We said the council should have started resolving this matter as soon as it applied for a Care Order. But seven years later, the matter remains unresolved.

We decided the council should have referred Marcus to an immigration solicitor sooner. We also said there were other options open to the council to ensure Marcus had the right documentation.

Common Issues - care planning



Marcus' story

Case reference: [19 005 254](#)



An individual remedy

The council agreed to:

- > pay Marcus £1,000 for his avoidable distress and £600 for losing out on three job opportunities
- > continue funding Marcus' immigration solicitor until he obtains a passport. If this does not happen, he can complain again to us
- > regard Marcus as a 'new' care leaver once he obtains a passport. This includes preparing a new pathway plan, and giving him access to the usual support services he missed out on in leaving care at 18
- > ensure Marcus has appropriate accommodation

Learning points

Councils have a duty to ensure children in its care have the appropriate identification documents so that, when 18, they are able to obtain the benefits, services and other opportunities to which other 18 year olds are entitled. Obtaining immigration advice also at an early stage, if cases are complex, is essential and no child should be left trying to resolve these matters themselves.



Service improvements for all

The council was keen to learn from this complaint and had taken steps to better monitor children in its care to ensure that nobody left at 18 without appropriate documentation. So, the council agreed to:

- > test its new monitoring arrangements by reviewing all current cases of children in its care without a passport
- > ensure that, when care proceedings are initiated, and there is a likelihood of the child being placed in care, the council obtains from the parents the child's identification documents, at this stage, as a matter of routine

Common Issues



Ensuring stability

A key function of a child's care plan is to ensure there is a long-term plan for their upbringing. This is known as permanency planning, and it identifies which option is most likely to meet the needs and wishes of the child.

Councils have a duty to secure suitable accommodation within their area, as far as possible (The Children Act 1989). The definition of permanence planning was extended to incorporate where the child will live, and any harm they have suffered or are likely to suffer (The Children and Social Work Act 2017).

When considering placing a child for adoption, courts and adoption agencies must have regard to the child's relationship with the prospective adopters (where they are already placed) as well as with relatives.

Independent reviewing officers (IROs) have an important role in ensuring a council keeps to its plans for children in care and that their best interests are promoted.

Councils also have specific duties on deciding school places for children in their care. They appoint a 'virtual school head' who is responsible for promoting educational achievement for these children and working with social workers to ensure they understand the admission process as it affects each child.

Common Issues - ensuring stability



Tom and Nikki's story

Case reference: [17 003 962](#)

Tim and Nikki fostered two particularly vulnerable children when their birth parents were no longer able to look after them. Professionals reported the children made good progress and started to see Tom and Nikki as their permanent carers.

After two years, Tom and Nikki told the council they wished to adopt the children and would need continued support to help with the children's complex needs. The council agreed to assess the couple as prospective adopters and apply for a placement order, but it delayed in carrying out these actions.

The council started to have concerns about Tom and Nikki's ability to care for the children, given the substantial amount of support they were requesting. It also questioned whether the children were making an expected level of progress.

The council decided the children should be removed from Tom and Nikki's care and not to give them any notice. Social workers collected the children from school and told them Tom and Nikki had gone on holiday.

What we found

We found the council did not follow most of the required care planning procedures in this case. There was no evidence to support the council's concerns and there was no statutory review meeting. The council did not consult the independent reviewing officer on the plan to remove the children, whose role it is protect the best interests of the children.

By failing to give Tom and Nikki notice of its plan to remove the children, the couple were unable to legally challenge this decision before it happened. We decided on balance, had they been able to, Tom and Nikki would have taken legal action to prevent the children's removal. It would then have been for the courts to decide their application to adopt and decide what was in the best interests of the children.

In this case, we used our powers to also consider the injustice the children suffered. We found the children would have been harmed by the sudden removal from the home. While, happily, they were found another foster placement which became long term, the way the council acted denied them the chance to voice their own wishes on the matter.

Common Issues - ensuring stability



Tom and Nikki's story

Case reference: [17 003 962](#)



An individual remedy

The council agreed to:

- > apologise and pay Tom and Nikki £5,000 for the distress caused and loss of the family life they had wanted
- > set aside £2,000 in a savings account, for each child when older, for their avoidable distress
- > place a copy of our report on the children's social care files so they could understand what happened when older



Service improvements for all

The council agreed to:

- > ensure independent reviewing officers are always involved in decisions to significantly change a looked after child's care plan
- > ensure social work staff hold a statutory review meeting when making significant decisions about care planning, other than in safeguarding emergencies
- > report back on its review of its foster care procedures and its training regarding record keeping

Learning points

Councils should:

- > make decisions transparently, and not seek to change care plans without proper consultation with the child, where appropriate, and those involved in the child's life
- > think particularly carefully about disrupting a foster placement, where a child has remained for some time, without carrying out a proper analysis of the risks and benefits
- > usually plan a placement move and prepare children for the move

Common Issues - ensuring stability



Adele and Manjit's story

Case reference: [18 006 028](#)

Adele is a long-term foster carer for Manjit, who was due to move to secondary school. Manjit has special educational needs and a learning disability. She has an Education, Health and Care (EHC) plan.

When the council started planning for Manjit's transfer to secondary school, Adele recommended a placement at an independent school. The council and virtual head considered a special school was more appropriate. They took this decision, having considered it was not Adele's preference and that Ofsted had said it required improvement. Guidance says councils should try to choose 'good' or 'outstanding' schools.

Adele attended a planning meeting and argued the special school could not meet Manjit's needs. Officers said she could not appeal the decision to name the school because the council had accepted the place.

Adele said Manjit's wishes had not been considered and should be respected by involving an advocate. She also said that there was another school more suitable.

When Adele complained to the council, it said it could not get a place for Manjit at the alternative school or change her EHC plan. It would not appeal the final EHC plan to the Tribunal because it considered the special school was appropriate.

Adele then complained to us and pursued an appeal to the Tribunal.

What we found

We found there had been unnecessary delay in making plans for Manjit's secondary school transfer. Manjit was anxious about changing schools and this caused further additional anxiety and uncertainty.

The council took few steps to involve Manjit in the choice of school and, although it subsequently agreed to appoint an advocate for her, this was too late as the school choice had been made.



An individual remedy

The council agreed to pay Manjit and Adele a token amount for the failures we identified.



Service improvements for all

The council reviewed its delegation procedures so that those involved are clear about respective responsibilities in this area.

Learning points

- > councils should ensure its children in care are consulted on school changes and, where there are difficulties in communication, appoint an advocate
- > while it is ultimately the council's responsibility to take key decisions for children in care, it is important the views of foster carers are taken into account

Common Issues



Contact arrangements

Section 34 of the Children Act gives councils a duty to provide birth parents, and other relevant people, reasonable contact with children in care.

When courts make a Care or Placement Order, they may specify the level of contact the child should have, but often it is left to the council's discretion. When decided by the council, contact arrangements are considered at the statutory

review meeting. A contact plan is produced which takes into account the child's wishes and considers their best interests.

Parents can apply for a contact order if they are dissatisfied with the level of contact a council is allowing under section 34 of the Children Act. Siblings taken into care, but not placed together, often wish to have continued contact.

Common Issues - contact arrangements



Mayte and Blanca's story

Case reference: [18 015 286](#)

Daniel is a young boy looked after in long-term foster care. The council held a care order for him.

Daniel's mother, Mayte, and grandmother, Blanca, complained the council did not arrange and support contact with him properly. They said the council did not give them input into decisions about Daniel or take their views into account.

The council's own investigation upheld some of their complaints, including the council cancelling or rearranging contact at short notice. On one occasion, contact should have taken place on Mayte's birthday, but did not.

What we found

Our investigation acknowledged the council accepted fault for not sending Mayte minutes of statutory review meetings. It also failed to convey Mayte and Blanca's views at those meetings. The council also communicated with them poorly.

We also decided that, because there was a difference of opinion between the family and the council regarding Daniel's wellbeing, he would benefit from having an advocate. The council appointed one.

Mayte separately decided to take legal proceedings to secure the contact arrangements she thought appropriate.



An individual remedy

The council agreed to:

- > explain why it intended not to involve Mayte in the statutory review meeting
- > review Mayte and Blanca's contact arrangements through the review process



Service improvements for all

The council agreed to properly share information between different meetings, when those take place outside of the statutory review meetings, when parents are not allowed to attend.

Learning points

Care plans must properly consider contact with relatives, in a timely way, recording the frequency of contact and where it should take place.

Common Issues



Accommodation for 16 and 17 year olds

Children aged 16 or 17 can provide their own consent to being accommodated and do not need a parent's agreement. When children of this age approach councils for help finding somewhere to live, a common issue we see is councils failing to properly consider whether they should provide accommodation under section 20 of the Children Act 1989.

Case law and Government guidance has restated the legal position that a council's duty under section 20 of the Children Act towards

young people aged 16 or 17 who require accommodation, takes precedence over its duties under the Housing Act. (Statutory guidance - Provision of Accommodation for 16 and 17 year old young people who may be homeless and/or require accommodation 2010).

Councils also have a 'sufficiency' duty to secure enough appropriate accommodation to meet the needs of the children in their care, which is located in their local authority area.

Common Issues - accommodation for 16 and 17 year olds



Billy's story

Case reference: [17 005 652](#)

Billy was 17 when he was thrown out of accommodation he had been sharing with his father and had nowhere to go. Neither of his parents was able to provide him with accommodation. Billy was known to his local children's services department to be vulnerable, with identified difficulties with drug use, previous contact with mental health services and known criminal behaviour.

The council offered Billy somewhere to live but it was a long way from where he ordinarily lived and so Billy refused this. Rather than consider whether it should accommodate Billy nearer, the council gave him a tent.

Billy changed his mind about coming into care, but the council was unwilling to accommodate him due to his challenging behaviour. At one point they gave him a new tent when the first one broke and later placed him in a static caravan. After around two months the council placed Billy in supported accommodation.

Billy's mental and physical health had seriously deteriorated during his ordeal. Very shortly afterwards, he was detained under the Mental Health Act 1983 where he remained for nearly a year.

What we found

The council had seriously failed Billy by not offering him suitable accommodation under section 20 of the Children Act 1989. It had also failed to plan for the foreseeable need for suitable accommodation for homeless young people, and had considered the use of bed and breakfast accommodation and static caravans routinely acceptable as accommodation for homeless young people.



An individual remedy

The council agreed to:

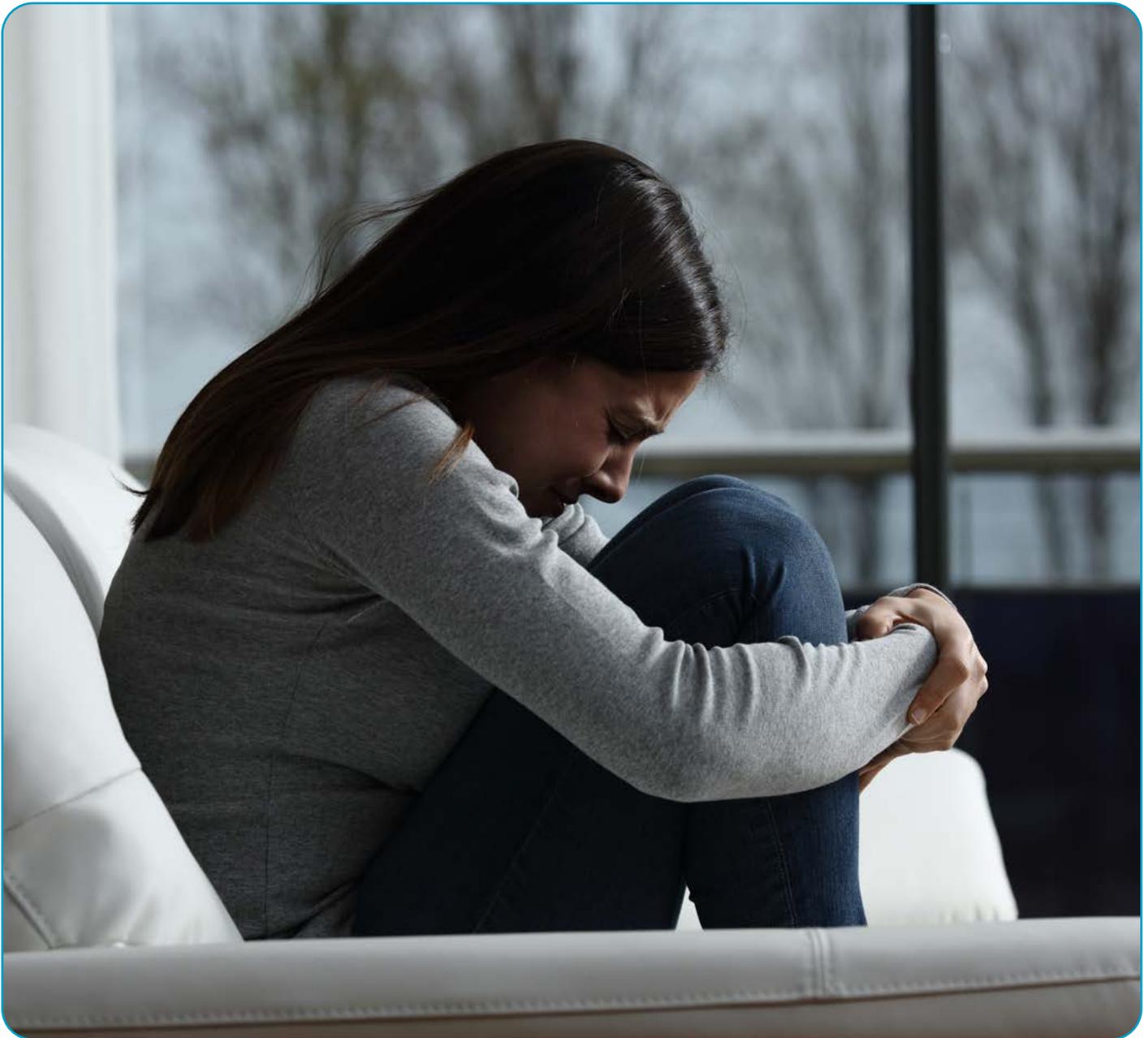
- > apologise to Billy
- > pay him £2,500 for the distress it caused and placing him at risk

Learning points

Councils should:

- > properly consider the risks to vulnerable 16 and 17 year olds if they refuse offers of accommodation
- > ensure staff are fully aware of their councils' duties to, and there is sufficient suitable accommodation for, this age group

Common Issues



Care leavers

Councils should publish a Local Offer, informing care leavers of the services available to them. The Children and Social Work Act 2017 extended the length of time all care leavers should have personal advisor, up to the age of 25.

In 2018 the government launched the Care Leaver Covenant – a pledge to help people leaving care to become independent. It was said at the time: *“we are the parents for these children and young people and the way to think about that is what would I want for my child”*.

Common Issues - care leavers



Donna's story

Case reference: [17 012 557](#)

Donna grew up in the council's care. She had to leave foster care when she turned 18, which was the policy at the time. Donna moved into a hostel despite telling the council she did not feel ready.

On the day she moved, she was surprised to find her belongings had been packed up. She was put in a taxi alone and sent to the hostel.

Over the next two years the council failed to support Donna well. She was told she had to bid for council accommodation although she was anxious about taking on this responsibility.

She took on the tenancy of a one bedroom flat but was not helped or advised about claiming housing benefit. She fell into rent arrears.

The council, as landlord, took eviction procedures. Donna approached the leaving care team but was told to approach an advice agency. A Possession Order was granted, and she lost her property. Donna had to put her possessions in storage and, for the next three years, lived with friends.

Donna complained to the council. It was a year before the council sent a reply.

During our investigation, the council agreed to pay Donna's rent arrears and she successfully bid for another one bed property.

What we found

We investigated Donna's complaint even though she did not approach us within a year of her knowing about the issue. We recognise care leavers may not be well versed in their rights and it is often not until they are older that they begin to understand the council's actions were wrong.

We found the council had not talked to Donna properly about how it could support her or help her with her anxieties. It had never told Donna when she would be moving, and the social worker did not accompany her to the hostel. She also did not visit her within 24 hours as required or meet the hostel provider within three days.

The council accepted it had "systematically failed" Donna and this had a significant impact on her being homeless for three years.



An individual remedy

The council agreed to:

- > reimburse Donna's storage costs
- > pay Donna £6,000 for not providing suitable accommodation and her avoidable distress
- > help Donna to manage her tenancy



Service improvements for all

The council agreed to review its leaving care procedures in light of Donna's case.

Learning points

Care leavers must be helped to move into independent living and be fully supported, as required. They should have a personal adviser and pathway plan. No child in care should have their belongings packed for them and be told unawares that they must move that day.

Promoting Good Practice

While remedying individual injustice is an essential part of what we do, we also have a wider role to help councils tackle systemic failures and improve the way they deal with complaints. In many cases we ask councils whether other people are currently, or could be, affected by the same issues raised in a particular complaint.

Practical examples of action taken by councils following our investigations include:

- > Updating local procedures to ensure better communication between council departments, for example, protocols for housing and children's social care departments. Also providing staff training on implementing these when dealing with homeless 16 and 17 year olds
- > Ensuring that local policies properly include family and friends' carers in their fostering payment rates
- > Reviewing procedures for accommodating children with family members in an emergency, to ensure that they are recognised as carers and paid accordingly
- > Amending working procedures to ensure plans for children in care are properly kept under review using the statutory review process and avoiding children drifting in care
- > Carrying out a review of other similar cases, to identify people also affected by the faults we had identified

Drawing on our casework we have identified some recommendations based on examples of good practice in councils. The list below sets out some positive steps councils can take:

- > Providing children in care with promotional material, for example on its website, highlighting how to complain under the statutory children's complaints procedure
- > Providing guidelines about exercising discretion to look at historical complaints from young people, who have been in care
- > Providing information about advocacy services to children in care
- > Providing specially trained social and housing workers to work with homeless 16 and 17 year olds
- > Ensuring compliance with the statutory review process and ensuring children's voices are heard
- > Promoting contact with relatives if in the interests of the child and they wish to see family members
- > Preventing drift and delay in care planning
- > Ensuring care leavers receive their entitlements
- > Ensuring children in care, who are subsequently deprived of their liberty, receive services as a looked after child, to which they remain entitled, and ensuring they have access to the statutory complaints system

Encouraging local accountability – questions for scrutiny

We want to share learning from complaints brought to us with locally elected councillors who have the democratic right to scrutinise the way councils carry out their functions and hold them to account. This is particularly important for looked after children where the council is their corporate parent.

Our experience has highlighted key questions elected members could ask officers when scrutinising services for looked after children:

Accommodation for 16 and 17 year olds

- > How many 16 and 17 years old are in bed and breakfast accommodation or in unregulated homes?
- > What action is the council taking to ensure their welfare is promoted and safeguarded?

The placing of children in care

- > How many children in care are placed out of area, or at a distance, and are social workers visiting these children in accordance with statutory requirements?
- > How many placement moves does a child in care have on average?
- > How many children in care are now in permanent placements?
- > Have children in care been placed in a school within 20 days of a placement move if they are unable to attend their previous school?
- > What action is the council taking to ensure sufficient accommodation is available for children in their care within their home area?
- > Do children in care have up to date personal education plans?
- > How does the virtual school head manage the school age pupil premium?
- > Are there delays in the Education, Health and Care plan process?

Encouraging local accountability – questions for scrutiny

Learning from complaints

- > What concerns have independent reviewing officers raised about children in care and are they satisfied that care planning is appropriate and that recommendations, made at their statutory review meetings, are being implemented promptly?
- > Is there a robust dispute resolution process to ensure cases are appropriately escalated to senior managers by independent reviewing officers?
- > Are the council's leaflets or website information about how to make complaints clear to children and young people? Are they easily available?
- > Are children and young people told about their entitlement to ask for an advocate?
- > How many complaints has a council received from children in care (either from them or on their behalf)? What has been the outcome and the learning from them?

Children in secure accommodation

- > How many children in care are deprived of their liberty either in youth offending units, secure children's homes or in a child or adolescent psychiatric unit? Are they still receiving services as a child in care?
- > Is there sufficient planning and support for these children when released or discharged from these secure settings?
- > Has the council agreed with its health partners an aftercare policy for children in care, who have been detained under the Mental Health Act then discharged into the community?

Children leaving care

- > How many care leavers are being provided with services and are the arrangements satisfactory?
- > Does the council have a Local Offer on its website which explains what care leavers are entitled to?

We would encourage councillors to look at the issues highlighted in this report, as well as the complaints raised locally, to ensure that their services to children in care receive proper and effective scrutiny and that those services are accountable to local people.

Local Government and Social Care Ombudsman

PO Box 4771
Coventry
CV4 0EH

Phone: 0300 061 0614

Web: www.lgo.org.uk

Twitter: [@LGOmbudsman](https://twitter.com/LGOmbudsman)

Agenda Item 5

Report To: EXECUTIVE CABINET

Date: 10 February 2021

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 DECEMBER 2020

Report Summary: This report covers the Month 9 2020/21 financial position, reflecting actual expenditure to 31 December 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.

At Month 9, the Strategic Commission is reporting a net forecast overspend of £3.328m by 31 March 2021. The Council is forecasting a year end overspend of £3.8m due primarily to a significant overspend on Children’s Social Care services. Additional COVID funding has been announced in recent weeks to support testing and vaccination logistical costs, and the overall position may improve once costs and funding for this work is confirmed. On the assumption that the anticipated COVID top up is received in full, a surplus of £512k is projected at year end on CCG budgets. Further details can be found in **appendix 1**.

Recommendations: That the Strategic Commissioning Board and Executive Cabinet be recommended to note the forecast outturn position and associated risks for 2020/21 as set out in **Appendix 1**.

Policy Implications: Budget is allocated in accordance with Council/CCG Policy

Financial Implications: This report provides the 2020/21 consolidated financial position statement at 31 December 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.

The NHS was operating under a command and control financial regime for the first six months of 2019/20. Under command and control there was no requirement or expectation that the CCG would deliver efficiency savings. Since October the NHS has entered phase 3 of the COVID recovery process. Under phase 3, financial envelopes have been issued on a Sustainability and Transformation Plan (STP) footprint. In T&G this means that a financial envelope exists at a Greater Manchester level. This report show that local control totals required to deliver against the envelope will be met, however there is risk associated with this. In order to meet the control total QIPP savings of £7,994k are required, against which there is currently a gap of £174k.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Risk Management:

Associated details are specified within the presentation.

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

Background Papers:

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

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

 Telephone:0161 342 5609

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

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

 Telephone:0161 342 5626

 e-mail: tracey.simpson@nhs.net

1. BACKGROUND

- 1.1 Monthly integrated finance reports are usually prepared to provide an overview on the financial position of the Tameside and Glossop economy.
- 1.2 The report includes the details of the Integrated Commissioning Fund (ICF) for all Council services and the Clinical Commissioning Group. The total gross revenue budget value of the ICF for 2020/21 is £980 million.
- 1.3 Please note that any reference throughout this report to the Tameside and Glossop economy refers to the three partner organisations namely:
 - Tameside and Glossop Integrated Care NHS Foundation Trust (ICFT)
 - NHS Tameside and Glossop CCG (CCG)
 - Tameside Metropolitan Borough Council (TMBC)

2. FINANCIAL SUMMARY (REVENUE BUDGETS)

- 2.1 At Month 9, the Strategic Commission is forecasting a net overspend of £3.328m by 31 March 2021.
- 2.2 The Council is forecasting a year end overspend of £3.8m, which is a slight deterioration on the position reported at month 8. This is explored in more detail in appendix 1. Significant pressures remain across Directorates, most significantly in Children's Social Care where expenditure is forecast to exceed budget by £4.134m, with further cost pressures in Adults and Education, and income loss pressures in the Growth Directorate. These are due to underlying financial pressures that the Council would have faced regardless of the COVID pandemic.
- 2.4 On the assumption that the anticipated COVID top up is received in full, a surplus of £512k is projected at year end on CCG budgets.
- 2.5 Further detail on the financial position can be found in **Appendix 1**.

3. RECOMMENDATIONS

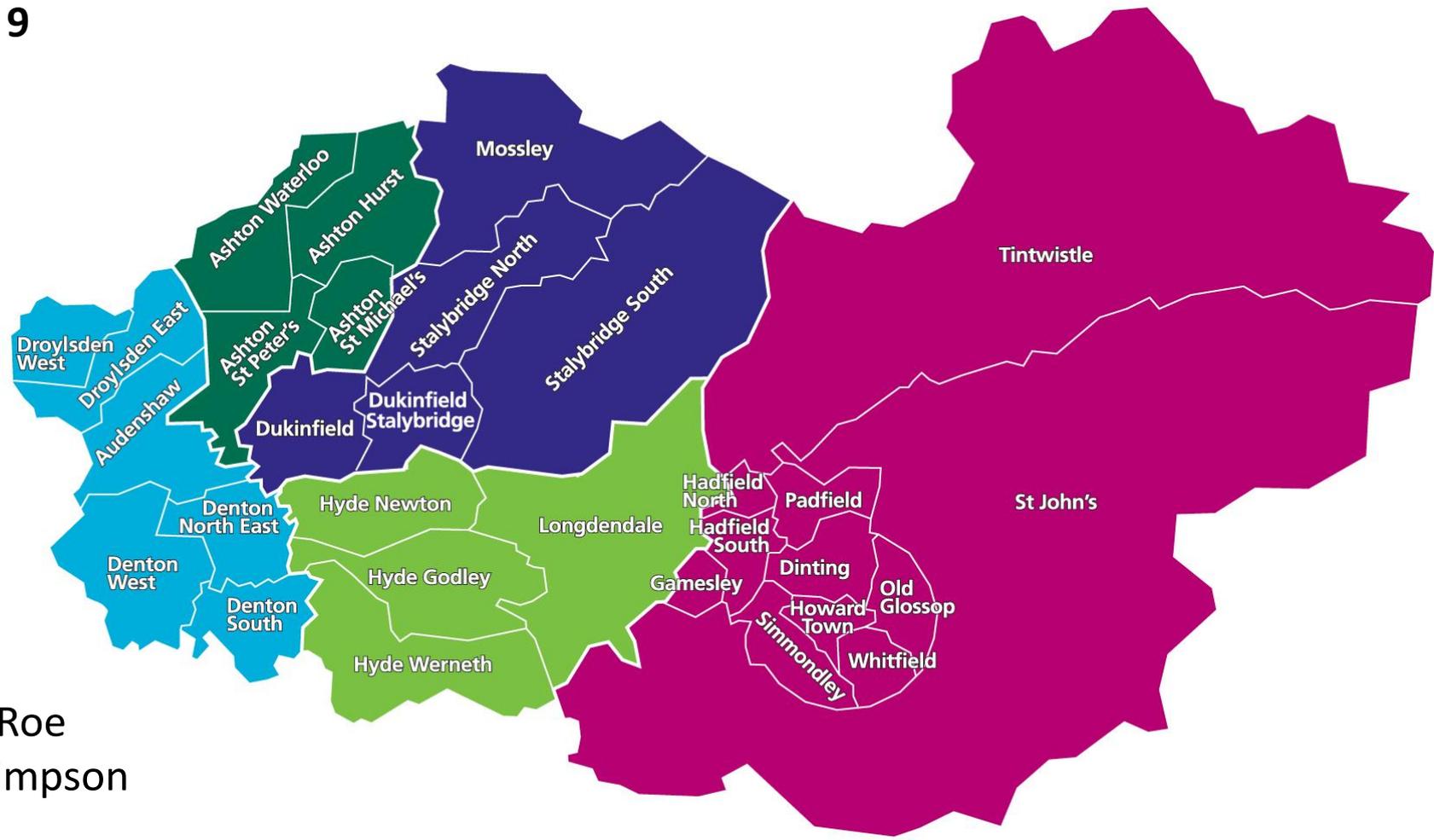
- 3.1 As stated on the front cover of the report.

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Tameside and Glossop Strategic Commission

Finance Update Report Financial Year Ending 31st March 2021 Month 9

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Kathy Roe
Sam Simpson

Month 9 Finance Report

Executive Summary	3
Strategic Commission Budgets	4 - 5
Council and CCG – Headlines	6 – 7
ICFT Summary	8 - 9

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

Children’s Services

£4,134k overspend

Children’s services continue to present the most significant financial risk to the Integrated Commissioning Fund, both for the 2020/21 forecasts and future year budgets.

At M9 the size of the pressure has increased again as a result of an increase in the number and cost of placements.

Message from the Directors of Finance

The first Tameside & Glossop patients received their COVID vaccine in December 2020. This is a clear and encouraging milestone in our COVID recovery process, with 5 neighbourhood vaccine sites now operational for roll out to the population at large. Our Covid vaccination roll out in Tameside and Glossop is going exceptionally well, with over 18,000 vaccinations carried out by mid January (As at 13 January 2021). This success is a credit to the primary care network teams and GPs, CCG and Council colleagues who have been working flat out to ensure we are vaccinating people in the top priority groups as quickly and safely as possible. T&G are central to the GM vaccination programme, with the ICFT acting as the lead employer for the GM mass vaccination site.

Whilst the vaccine roll out is encouraging, the next few months will remain challenging as COVID infection rates remain high. The impact of the current increases in infection rates and hospital admissions, combined with the economic impact of the third national lockdown, present an increased level of financial risk for the last three months of the year.

Despite the ongoing COVID pressures and prioritisation of the vaccine roll out, planning for 21/22 continues where possible. Work is ongoing to finalise the Council budget proposals for 2021/22, and these will be considered by the Council’s Executive Board and Full Council in January. However, CCG planning guidance for 2021/22 has been delayed and the timetable for 21/22 financial planning is not yet clear.

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COVID Top Up

The CCG is showing a YTD overspend of £2,001k, but a surplus of £512k by year end. This relates to anticipated top up payments which have not yet been received.

This is made up of £1,284k from the Hospital Discharge Programme, £20k in relation to the COVID vaccination programme and £696k in relation to activity with the independent sector.

Our position assumes that the top up will be paid in full, but risk to the position if the funding does not materialise as expected.

Forecast Position £000's	Expenditure Budget	Income Budget	Net Budget	Net Forecast	Net Variance
CCG Expenditure	440,495	0	440,495	439,983	512
TMBC Expenditure	540,481	(335,202)	205,279	209,119	(3,840)
Integrated Commissioning Fund	980,977	(335,202)	645,774	649,102	(3,328)

As at Month 9, the Strategic Commission is forecasting a net overspend of £3.328m by 31 March 2021. On the assumption that the anticipated COVID top up is received in full, a surplus of £512k is projected at year end on CCG budgets. Council budgets continue to show a net overall overspend of £3.8m due primarily to a significant overspend on Children’s Social Care services. Additional COVID funding has been announced in recent weeks to support testing and vaccination logistical costs, and the overall position may improve once costs and funding for this work is confirmed.

Finance Update Report – Strategic Commission Budgets

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	217,544	0	217,544	217,641	(97)	0	(97)	36	(133)
Mental Health	44,532	0	44,532	44,609	(77)	0	(77)	(348)	271
Primary Care	92,007	0	92,007	91,763	245	0	245	119	126
Continuing Care	15,021	0	15,021	14,560	461	0	461	352	109
Community	34,694	0	34,694	34,823	(129)	0	(129)	(55)	(74)
Other CCG	32,409	0	32,409	34,301	(1,892)	(2,001)	109	(1,158)	(733)
CCG TEP Shortfall (QIPP)	0	0	0	0	0	0	0	0	0
CCG Running Costs	4,288	0	4,288	4,288	0	0	0	0	0
Anticipated COVID Top Up	0	0	0	(2,001)	2,001	2,001	0	1,055	945
Adults	85,925	(47,187)	38,737	39,177	(440)	0	(440)	(440)	0
Children's Services - Social Care	64,286	(10,288)	53,998	58,131	(4,134)	0	(4,134)	(3,806)	(328)
Education	32,898	(26,500)	6,398	7,081	(684)	(480)	(204)	(684)	0
Individual Schools Budgets	119,722	(119,722)	0	0	0	0	0	0	0
Population Health	15,910	(291)	15,619	18,850	(3,231)	(3,500)	269	(3,231)	0
Operations and Neighbourhoods	80,504	(27,583)	52,921	53,226	(305)	(510)	205	(305)	0
Growth	45,526	(34,537)	10,988	11,811	(822)	(221)	(601)	(822)	(0)
Governance	67,086	(57,556)	9,531	9,620	(90)	39	(129)	(90)	(0)
Finance & IT	9,006	(1,376)	7,630	7,603	27	(29)	56	27	0
Quality and Safeguarding	378	(237)	141	120	21	0	21	21	(0)
Capital and Financing	10,379	(9,624)	756	6,433	(5,678)	(6,474)	797	(5,678)	0
Contingency	3,377	0	3,377	3,385	(8)	(911)	903	(8)	0
Contingency - COVID Costs	0	0	0	28,244	(28,244)	(28,244)	0	(28,244)	0
Corporate Costs	5,486	(301)	5,184	5,009	175	(100)	275	175	(0)
LA COVID-19 Grant Funding	0	0	0	(28,216)	28,216	28,216	0	28,216	0
Other COVID contributions	0	0	0	(11,356)	11,356	11,356	0	11,356	0
Integrated Commissioning Fund	980,977	(335,202)	645,774	649,102	(3,328)	(858)	(2,470)	(3,512)	184

Finance Update Report – Strategic Commission Budgets

Forecast Position £000's	YTD Position			Forecast Position			Variance	
	Budget	Actual	Variance	Budget	Forecast	Variance	COVID Variance	Non- COVID Variance
Acute	162,690	163,623	(933)	217,544	217,641	(97)	0	(97)
Mental Health	32,935	32,501	433	44,532	44,609	(77)	0	(77)
Primary Care	67,617	67,319	299	92,007	91,763	245	0	245
Continuing Care	11,051	10,222	829	15,021	14,560	461	0	461
Community	25,576	25,700	(124)	34,694	34,823	(129)	0	(129)
Other CCG	23,914	26,429	(2,515)	32,409	34,301	(1,892)	(2,001)	109
CCG TEP Shortfall (QIPP)	0	0	0	0	0	0	0	0
CCG Running Costs	3,041	3,032	9	4,288	4,288	0	0	0
Anticipated COVID Top Up	0	0	0	0	(2,001)	2,001	2,001	0
Adults	29,053	34,920	(5,867)	38,737	39,177	(440)	0	(440)
Children's Services - Social Care	40,498	40,848	(350)	53,998	58,131	(4,134)	0	(4,134)
Education	4,319	1,667	2,652	6,398	7,081	(684)	(480)	(204)
Individual Schools Budgets	937	(1,463)	2,400	0	0	0	0	0
Population Health	11,714	6,852	4,862	15,619	18,850	(3,231)	(3,500)	269
Operations and Neighbourhoods	40,583	46,337	(5,754)	52,921	53,226	(305)	(510)	205
Growth	7,722	6,554	1,169	10,988	11,811	(822)	(221)	(601)
Governance	8,077	10,030	(1,953)	9,531	9,620	(90)	39	(129)
Finance & IT	5,935	5,803	132	7,630	7,603	27	(29)	56
Quality and Safeguarding	106	38	68	141	120	21	0	21
Capital and Financing	567	(935)	1,501	756	6,433	(5,678)	(6,474)	797
Contingency	2,532	1,710	822	3,377	3,385	(8)	(911)	903
Contingency - COVID Costs	0	15,821	(15,821)	0	28,244	(28,244)	(28,244)	0
Corporate Costs	3,888	3,049	839	5,184	5,009	175	(100)	275
LA COVID-19 Grant Funding	0	(37,858)	37,858	0	(28,216)	28,216	28,216	0
Other COVID contributions	0	(9,574)	9,574	0	(11,356)	11,356	11,356	0
Integrated Commissioning Fund	482,757	452,626	30,131	645,774	649,102	(3,328)	(858)	(2,470)
CCG Expenditure	326,825	328,826	(2,001)	440,495	439,983	512	0	512
TMBC Expenditure	155,932	123,800	32,132	205,279	209,119	(3,840)	(858)	(2,982)
Integrated Commissioning Fund	482,757	452,626	30,131	645,774	649,102	(3,328)	(858)	(2,470)

Children's Services

The Directorate is reporting a forecast overspend of £4,134K at period 9 which is an overall adverse increase of £328K from period 8. The forecast overspend is predominantly due to the number and cost of external placements.

The placement forecasts have adversely increased by £562K since period 8; however this increase has been partly offset by reduced employee costs of £170k and additional grant income of £135K. There has also been changes to the forecasts for transfers to reserves which accounts for £45K. The overall adverse increase in the placement forecasts is due in an increase in the external placements forecasts of £523K and an increase in the internal placement forecasts of £39K.

At the end of December the number look after children was 727 a reduction of 1 from the previous month. The increase in the placement forecast is primarily due to an increase in external placement costs for existing LAC.

CCG Position

On the assumption that the anticipated COVID top up is received in full, a surplus of £512k is projected at year end.

This is an improvement from the break even position reported in November. Financial performance for CCGs in 2020/21 is being monitored at an STP level, therefore the surplus in T&G will help to offset pressures elsewhere in the system and help GM to manage within the financial envelope.

A significant driver of the T&G improvement is individualised commissioning. During the first wave of the COVID pandemic, NHSE introduced the Hospital Discharge Programme. This enabled the NHS to quickly move appropriate patients from hospital beds into care homes, allowing acute providers to concentrate on the pandemic response. As such a large number of patients entered care home as part of the Hospital Discharge Programme, with full assessments for CHC or social care support deferred until the pandemic response allowed

A majority of these assessments have now been completed, with a much smaller number of patients qualifying for a full CHC placement than envisaged during the phase 3 planning process. As such projected spend in this area has reduced and a surplus has been generated.

TMBC YTD Position

A YTD under spend of £32.3m has been reported in the council, against a full year overspend of £3.8m. The YTD position includes all COVID funding received. This funding needs to cover COVID related costs for the rest of this year and also to support expected funding shortfalls in Council Tax and Business Rates in 2021/22. Because of this, the reported YTD position does not fully represent the underlying financial position and the figure should only be used within the wider context of this narrative. A further £8.6m of business rates grants funding is included in the actuals, but not forecasts, because this is due to be repaid to Government in January 2021

Operations and Neighbourhoods Highways

The recent inclement weather has had a significant impact on the budget to support the gritting of the borough's highways. The whole annual budget of £ 0.441m has been utilised at period 9 (at 31 December 2020).

Since this date, there has and there is forecast to be further inclement weather conditions across the borough which will lead to a projected adverse budget variance by 31 March 2021.

The related details will be included in the Directorate period 10 (at 31 January 2021) revenue monitoring report.

QIPP

The CCG has a QIPP target for 2020/21 of £7,994k, which we need to deliver in order to meet our overall financial control total. £6,783k (85%) of the required savings have been banked in the first nine months of the year, with £241k achieved in December. Further savings of £1,211k are expected in future months, which will fully close the gap. This position has improved since last month because of expected savings on CHC.

Work is still required to deliver against this plan, in particular to ensure that appropriate budget management QIPP is identified. But we are confident that the target can be met on an 'in year' basis for 20/21. However because the majority of savings delivered are non recurrent in nature, there remains a significant financial challenge to address in future years.

Month 9 Position

Summary

Trust I&E excluding COVID-19 expenditure:	(£604k) underspend*
COVID-19 expenditure:	£1.335m
Net deficit (I&E + COVID-19 Exp):	£731k overspend
<hr/>	
GM System Envelope (COVID/Growth):	(£1.238m)
Net Surplus:	(£507k)
<hr/>	

*This includes System financial envelope funding of £2.767m (£16.603m M7-12)

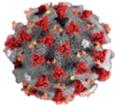
In Month Movement is **£52k Favourable**, of which I&E excluding COVID-19 is **£145k increase** and COVID-19 expenditure is **£93k decrease**

The planned deficit for M9 (based on September plan submission) is **c£1.126m** and the movement to the M9 reported position of £507k surplus is **£1.633m favourable** (see following slide)

The Trust is reporting good performance against activity restoration particularly on Diagnostics and Endoscopy, however in some areas still delivering below 100% restoration targets. The ability for the Trust to meet restoration targets is dependent upon the availability of staff and capacity and is not due to financial constraints

Financial Overview: In Month Movement

Bridge Movement M9 plan to M9 actuals £1.633m (F)



£352k (F) – Decrease in COVID-19 expenditure

- **Sickness Position:** The number of covid-19 related absences in December reduced from the previous month resulting in a reduction of bank and agency costs
- **ITU:** In month 9 there was a reduction in nursing NHSP bank spend as a number of substantive theatre nurses were move into critical care following reduced elective activity



£214k (F) – Non-recurrent items

One off non-recurrent items including recharge to the CCG in relation to GP IT Maintenance (£173k) and other smaller items



£279k (A) – Forecast winter and ward spend not realised:

Winter wards such as ward 30 and ward 43 have largely remained closed meaning that forecast levels of agency and bank spend have not materialised



£262k (F) – Activity related

A reduction in levels of activity compared to plan:

- Reduced theatre and surgical appliance spend
- Critical care occupancy (63% during December)
- Endoscopy activity less than restoration plan



£68k (F) – Income

- Income from SLAs and RTA is higher than forecast

£458k (F) – Forecast assumption not fully materialised

Inability to fully utilise 3rd party outsourced staffing provision due to high demand / workforce challenges

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Agenda Item 6

Report to: EXECUTIVE CABINET

Date: 10 February 2021

Executive Reporting Officer: **Member/** Councillor Brenda Warrington, Executive Leader
Councillor Oliver Ryan, Executive Member (Finance and Economic Growth)
Dr Ashwin Ramachandra (Joint Chair of NHS Tameside & Glossop CCG)
Dr Asad Ali – (Joint Chair of NHS Tameside & Glossop CCG)
Sandra Stewart – Director of Governance & Pensions
Sarah Threlfall – Assistant Director - Policy, Performance & Communications

Subject: BUDGET CONVERSATION 2021-22

Report Summary: It is important that Tameside and Glossop Strategic Commission (Council and CCG) understand the priorities of the public – local residents, businesses, patients and service users. A public engagement exercise was launched between 2 November 2020 and 6 January 2021 to understand their priorities for spending within the context of the financial challenges facing public services. This engagement took the form of a conversation with the public on providing sustainable public services for the future, and encouraging residents to see themselves as citizens, not just consumers of services. The public were encouraged to leave comments and feedback through the Big Conversation including ideas and suggestions for saving money and improving services. The conversation has also been undertaken via virtual attendance at existing meetings/forums and dedicated engagement sessions, and supported by a communications campaign.

This report covers four key elements:

1. Outlines the results of the Budget Conversation 2021/22 and the communication / publicity conducted to promote the consultation (Section 2.0 to 4.0)
2. Details key findings from thematic engagement and consultation in 2020. This review of all thematic activity in 2020 pulls out key and cross-cutting themes that will have relevance to future priorities and spending plans (Section 5.0)
3. Feedback from engagement with Scrutiny Panels (Section 6.0)
4. Proposals for the statutory consultation with business rate (NNDR) payers (specific local government requirement) (Section 7.0)

Recommendations: That the Strategic Commissioning Board and Executive Cabinet be recommended to note the content of the report and take the findings from the conversation into consideration when setting the budget for 2021/22 and future years.

Links to Corporate Plan: An effective conversation with the public informs the budget setting process and ensures the budget aligns with the priorities of local people and the organisation's Corporate Plan.

Policy Implications: The budget reflects the policy choices that the Council and CCG intends to pursue. The outputs from the conversation with the public will inform the budget setting for 2021/22 and in turn that budget will have implications for future policy.

Financial Implications:
(Authorised by the Section 151 Officer) The feedback from the budget conversation will be considered by Executive Cabinet and the Strategic Commissioning Board as part of the budget setting process for 2021/22. The same meeting will consider the budget report, and proposals for budget savings and priorities, ahead of approval by Full Council at its meeting on 23 February 2021.

Legal Implications:
(Authorised by the Borough Solicitor) Under section 53 the Local Government Finance Act 1992 and the Non-Domestic Ratepayers (Consultation) Regulations 1992, the council has a statutory duty to consult ratepayer representatives on its annual spending proposals, ahead of setting its budget to help ensure that service delivery is continuously improved in relation to economy, efficiency and effectiveness.

In addition the council has a number of statutory duties arising from The Equality Act 2010 and the Public Sector Equality Duty to continue to promote equality in our service planning and decision-making processes by considering how the decisions and service delivery affect people from different equality groups who share a 'protected characteristic' which must form part of the consideration of the outcome of the consultation.

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

Access to Information : The background papers relating to this report can be inspected by contacting Jody Smith, Policy & Strategy Service Manager, Governance and Pensions.

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1.0 BACKGROUND

- 1.1 This report provides the findings from the conversation on the 2021/22 budget for Tameside & Glossop Strategic Commission (Tameside Metropolitan Borough Council and NHS Tameside & Glossop Clinical Commissioning Group).
- 1.2 The Budget Conversation approach supports the public (local residents, businesses, patients and service users) in understanding the tough choices and decisions required when shaping the Strategic Commission budget and also to understand the public's priorities.
- 1.3 This report covers four key elements:
1. Outlines the results of the Budget Conversation 2021/22 and the communication / publicity conducted to promote the consultation (Section 2.0 to 4.0). All work to deliver the Budget Conversation has been undertaken within existing staff budgets.
 2. Details key findings from thematic engagement and consultation in 2020. This review of all thematic activity in 2020 pulls out key and cross-cutting themes that will have relevance to future priorities and spending plans (Section 5.0)
 3. Feedback from engagement with Scrutiny Panels (Section 6.0)
 4. Proposals for the statutory consultation with business rate (NNDR) payers (specific local government requirement) (Section 7.0)

2.0 EXECUTIVE SUMMARY

2.1 The key headlines from the Budget Conversation 2021/22 are:

- Undertaken between 2 November 2020 and 6 January 2021
- Information on the Budget Conversation was directly e-mailed to over **31,000** individual contacts
- Information was shared directly with over **100** groups / networks.
- **129** Budget Conversation social media posts reached our followers **91,129 times**
- A total of **524** engagements. This is based on:
 - **188** survey responses
 - **250** contacts at dedicated engagement sessions and other meetings
 - **1** e mail
 - **85** social media responses
- The key themes emerging from the Budget Conversation are outlined below. These are based on the full range of feedback received during the Budget Conversation including survey responses and wider comments (e.g. feedback and drop-in sessions, e mails, social media and letters)

Spending priorities for the Tameside & Glossop Strategic Commission in 2021/22 and future years¹

- Adult social care
- Children's social care

¹ Key themes for suggested spending priorities are collated from both the Budget Conversation survey and engagement sessions

- Education
- GP / Health Services
- Infrastructure/street maintenance (including potholes)
- General health and wellbeing
- Community safety/crime
- Mental Health/loneliness/isolation
- Greenspaces/parks
- Youth services
- Fly-tipping/litter
- Road Safety
- Digital exclusion

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

- Improve estate efficiency
- Involve community
- Reduce staff costs
- Reduced cost of Councillors
- Better integration of services
- More digital services
- Spend less on ornamental / cosmetic objects
- Lobby national government / national bodies
- Larger fines
- Improve efficiency of services
- More speed / CCTV cameras
- Clear communication

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

3.0 BUDGET CONVERSATION

3.1 The Budget Conversation was launched on 2 November 2020 and finished on 6 January 2021.

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

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

3.3 The Budget Conversation was open to all as everyone has the right to contribute their views on what they feel our priorities should be now and in future years. The public were provided with an opportunity to leave comments and feedback through the Big Conversation – available on both the Council and CCG websites. Dedicated webpages to the Budget Conversation were created explaining all aspects of the conversation with links to the feedback form. A dedicated email account was also provided to enable public / service users / businesses to submit any comments.

- 3.4 Due to changing national and local Covid-19 social distancing restrictions, engagement took place through virtual engagement. Methods of virtual engagement were Skype or Zoom video meetings, an online survey and social media. This was supported by an extensive communications campaign including digital methods such as websites, social media and email and non-digital methods such as newspapers and partner organisation networks.
- 3.5 The conversation took place through a number of wider public engagement sessions which were led by Executive Members and CCG Governing Body Members; as well as through attendance at a range of existing meetings / forums. The conversation was promoted extensively via existing groups / networks (further detail at 3.10 to 3.12).
- 3.6 A series of information slides were produced providing context to the Budget Conversation and the considerations the Strategic Commission must take into account to deliver a balanced budget. These covered:

- 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

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

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

Communications / Promotion

- 3.8 To support the engagement activity, a full programme of communications was undertaken. This included infographics used to help explain the Strategic Commission's budget and spend. These were used on social media, the web pages and other publicity material. A selection of the infographics and materials used in the communication programme can be found in Appendix B.

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

- 3.9 The following channels were used to communicate to the public and wider stakeholders (including staff) that the engagement was taking place:
- Press Release
 - Tameside Council and Tameside & Glossop CCG websites
 - Twitter
 - Facebook
 - Leader's Blog
 - Leader's Column and other articles in Tameside Reporter and Manchester Weekly News
 - Staff Portal
 - Chief's Executive Brief

- Wire
- Public sector partner's newsletters, e-mails, websites etc.
- Partnership Engagement Network
- Purple Wi-Fi Mailing List
- Big Conversation Mailing List
- Information Ambassador's Network Mailing List
- Social Media Pack for External Partners and Stakeholders.

Engagement

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

- Partnership Engagement Network - a network of **390** contacts public, patients, stakeholders, partners and voluntary and community sector.
- Big Conversation - **170** members of the public who have signed up to receive regular updates on consultations and engagement opportunities across Tameside and Glossop.
- Purple Wi-Fi - a list of over **37,000** members of the public who have accessed the free Wi-Fi service across Tameside and agreed to receive marketing emails. This was sent on two occasions, once in December and once in January.
- All Patient Neighbourhood Groups were contacted and engaged in regards to the Budget Conversation.

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

3.12 During the budget conversation we have endeavoured to engage with people from all equality groups. Engagement has been undertaken across a range of protected characteristic demographic groups – including young, working age and older people, people with disabilities and those from different ethnic backgrounds. Details of these sessions and the key themes arising from these are outlined within Section 5.0 of this report.

4.0 BUDGET CONVERSATION ANALYSIS

4.1 Analysis of the Budget Conversation and key themes emerging from this are outlined in section 4.0. These are based on feedback taken from:

- **188** survey responses
- **1** e mail
- Feedback from **20** dedicated engagement sessions
- **85** social media comments

Survey

4.2 A total of **188** people completed the Budget Conversation survey.

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

4.4 Table 1 details the achieved sample from the survey by postcode sector compared to the Tameside & Glossop population. The achieved sample figures are based on the **95.7%** of respondents who provided a valid Tameside & Glossop postcode sector in response to Question 2: Please select the first part of your postcode from the options below.

Table 1: Achieved Sample by Postcode Sector

Postcode Sector	Tameside & Glossop Households ² (%)	Achieved sample (%)
M34 – Denton / Audenshaw	18.5	13.9
M43 – Droylsden	9.0	8.9
OL5 – Mossley	4.6	4.4
OL6 – Ashton (Hurst / St. Michaels)	11.6	13.3
OL7 – Ashton (Waterloo / St. Peters)	6.6	9.4
SK14 – Hyde	18.2	19.4
SK15 – Stalybridge	10.9	12.8
SK16 - Dukinfield	7.7	15.0
SK13 - Glossop	12.7	2.8

- 4.5 The table above and those in **Appendix C** detail the achieved sample from the survey, against the Tameside & Glossop population. Respondents who did not specify a particular characteristic have been removed from these figures. This has not impacted on considering their views.
- 4.6 Weighting the data to account for over and under-sampling of particular sections of the population is not necessary, given that the budget conversation was available via the Big Conversation web pages on both the Council and CCG websites. It was open to all residents / members of the public and was not a fixed / controlled sample. No personal data was collected as part of the consultation process.
- 4.7 A total of **188** respondents also stated their interest in the consultation (Question 1). **161** respondents (85.6%) were a resident of the area. Responses are detailed in Table 2.

Table 2: Respondent's interest in consultation

Interest in Issue	%
I am a resident of the area	85.6
I work in the area	3.7
I spend my free time in the area	2.1
I have family in the area	1.1
I am an employee of either Tameside Council, Tameside and Glossop Clinical Commissioning group, or another public sector organisation based in the area	4.3
I am a representative or member of a charity or voluntary group based in the area	2.1
Other	1.1

- 4.8 The Budget Conversation asked two key questions:
- What do you think should be the spending priorities for the Tameside & Glossop Strategic Commission in 2021/22 and future years?
 - Do you have ideas or suggestions for how we might deliver services more efficiently, save money or raise revenue?
- 4.9 The key themes arising from each of the key questions are outlined in Tables 3 and 4 below. A full table of the themes identified are available at **Appendix A**.

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

Table 3: What do you think should be the spending priorities for the Tameside & Glossop Strategic Commission in 2021/22 and future years?³

Theme	No.	%
Adult's social care	46	24.5
Children's social care	35	18.6
Education	35	18.6
GP / Health Services	29	15.4
Infrastructure/street maintenance (including potholes)	27	14.4
General health and wellbeing	27	14.4
Community safety/crime	21	11.2
Mental Health	20	10.6
Greenspaces/parks	19	10.1
Youth services	13	6.9
Fly-tipping/litter	12	6.4
Road Safety	10	5.3

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

Theme	No.	%
Improve estate efficiency	30	16.0
Involve community	27	14.4
Reduce staff costs	16	8.5
Reduce cost of Councillors	14	7.4
Better integration of services	14	7.4
More digital services	12	6.4
Spend less on ornamental / cosmetic objects	11	5.9
Lobby national government/national bodies	11	5.9
Larger fines	11	5.9
Improve efficiency of services	11	5.9
More speed/CCTV cameras	8	4.3
Clear communication	8	4.3

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

Engagement Sessions

4.11 Due to changing national and local Covid-19 social distancing restrictions, the majority of engagement took place through virtual sessions. Over **25** organisations were approached and invited to arrange a virtual engagement session with their members. These were in addition to the public engagement sessions referenced in section 3.5. The organisations and groups approached for engagement were:

³ This list excludes those who stated no comment / provided no answer to this question (8.0%) and those who made a one off comment relating to specific topic which could not be analysed within a wider theme (6.9%) – these are detailed in Appendix A.

⁴ This list excludes those who stated no comment / provided no answer to this question (14.4%) and those who made a one off comment relating to a specific topic which could not be analysed within a wider theme (13.8%) – these are detailed in Appendix A.

- Age UK Tameside and Glossop
- Ashton Sixth Form College
- Autism Reference Group
- BAMER Group
- Clarendon Sixth Form
- Dementia UK
- Denton Community College
- Derbyshire Carers Group
- Diversity Matters North West
- Greenspace Volunteers
- Healthwatch Tameside and Glossop
- High Peak CVS
- Independent Advisory Group
- People First Tameside
- Poverty Action Group
- Stroke Association
- Tameside & Glossop Partnership Engagement Network
- Tameside and Glossop Mind
- Tameside Carers Association
- Tameside College
- Tameside Covid-19 Community Champions
- Tameside Youth Council
- The Bureau Glossop
- The Grafton Centre
- Voluntary Sector Influencing Group
- West African Development Group

4.12 A total of **20** dedicated engagement sessions were undertaken as part of the Budget Conversation. The key themes arising from each of these sessions are outlined in Table 5 below.

Table 5: Key Themes from Engagement Sessions

Group / Organisation	Key Themes
Independent Advisory Group	<ul style="list-style-type: none"> • Ensure that cost-effectiveness of service delivery is not impacted by social restrictions • Prioritise young and elderly • Spend effectively in the community • Engage the public as much as possible • Use third sector
Wider Public engagement session 1	<ul style="list-style-type: none"> • Mental health and support to isolated people should be a priority • Digital provision of services not possible for everyone • Local economy and town centre regeneration important • Increased used of volunteers
Voluntary Sector Influencing Group	<ul style="list-style-type: none"> • Support third sector in service delivery • Prioritise value for money • More investment and innovation in mental health services • Focus on preventative rather than recovery support

Tameside and Glossop Partnership Engagement Network	<ul style="list-style-type: none"> • Mental health support • Use lived experience to guide where to make cuts if necessary • Make greater use of third sector providers • Repurpose buildings in the area • Identify savings in prescribing costs • Use input of the community
People First Tameside (Red, Blue & Green Bubbles across four separate sessions)	<ul style="list-style-type: none"> • GPs, Medicines & general healthcare • Caring for the most vulnerable • Better disabled access in parks, pavements • Mental health services • Education/activities for people with learning disabilities • Maintenance/cleanliness of buildings/parks • Mental health services
Ashton Sixth Form College	<ul style="list-style-type: none"> • Investment in local shops and facilities that would attract young people • Investment in getting young people to take part in exercise • Help older people/digitally excluded to develop skills • Mental health support for young people
Denton Community College (Session 1)	<ul style="list-style-type: none"> • Consider raising money from charitable donations • Invest in youth services – leisure; sport for wellbeing and reduce exposure to antisocial behaviour • Support for homeless • Make use of empty buildings
Denton Community College (Session 2)	<ul style="list-style-type: none"> • Concerns over impact on mental health provision • Focus on elderly, especially those with poor mental health • Facilities for young people needed – sports, leisure facilities, parks • Identify savings where there has been less use of services/change in delivery during lockdown
Tameside College politics year 1	<ul style="list-style-type: none"> • Mental health big concern for young people • Concerns about digital exclusion • The need to tackle poverty and deprivation • Support the local area to prevent unemployment
Tameside Youth Council	<p>Spending priorities:</p> <ul style="list-style-type: none"> • Youth service • Activities and sports • Mental health, including tailored support for specific issues • Young carers • Preserving green spaces • Digital access
Wider Public engagement session 3	<ul style="list-style-type: none"> • Look to adopt more home working to save money on office space. • Focus on converting wasted retail space into housing to raise income and restore town centres. • Improve engagement with local communities. • Develop electric vehicle charging infrastructure • Focus on maternity services
Poverty Action Group	<ul style="list-style-type: none"> • Be creative in partnership working with the third sector

	<ul style="list-style-type: none"> • Local welfare assistance schemes to catch people who fall through the gap • Welfare rights support • Remove barriers to accessing help – digital; language
Community champions session takeover	<ul style="list-style-type: none"> • Make savings through selling/repurposing buildings • Introduce charges for cultural services • Investment in preventative care • Early help in education • Investment in towns • Mutual aid approaches • Investment in green and outdoor spaces to attract people • Partner up with charitable sector • Maintain cleanliness of local area
Diversity Matters North West	<ul style="list-style-type: none"> • Invest in recreational activities/spaces to avoid spending more on poor health further down the line • Activities for young people – places for them to exercise/socialise • More mental health provision • Opportunities for people to train/upskills • Outreach support for older people/people isolated by the pandemic • Street cleaning • Clear, consistent messaging about Covid-19
Tameside College politics year 2	<ul style="list-style-type: none"> • Increase revenue through council tax • Concerns about impact of new developments on finances • Attract investment into the area • Make better use of brownfield sites • Improve transport links in and out the area
Derbyshire Carers Group	<ul style="list-style-type: none"> • Need to invest in carers to prevent people resorting to local authority services • Need clarity on whether remote appointments are appropriate or not on a case-by-case basis. • Money could be saved by moving acute services into a community setting
Autism Reference Group	<ul style="list-style-type: none"> • Training staff on Autism awareness • Support for employees to support people with Autism, including GP practices • Better transition from child to adult services

OTHER FEEDBACK METHODS

- 4.13 In addition to feedback received through the direct survey and via engagement sessions, there were other methods by which comments were received. These include social media (**85**) and e-mails (**1**).
- 4.14 In total **129** posts promoting the Budget Conversation were made across Tameside & Glossop Strategic Commission social media channels (Twitter and Facebook) during the engagement period. Information detailing the reach of these posts is outlined in Table 6.

Table 6: Social Media – Number of Posts, Impressions and Performance

Social Media Platform	No. of posts	Impressions	Shares	Replies	Likes
Twitter	97	66,941	34	20	27
Facebook <i>(Post was pinned to top of Tameside Council page)</i>	32	24,188	22	13	34

4.15 It is important that this feedback is also collated and fed into the engagement process. Table 7 below details the key themes taken from social media across the Budget Conversation engagement period.

Table 7: Key Themes from Other Feedback Methods

Theme
General negative comments (Council don't listen, won't make a difference etc.)
Spend less money on Tameside One
More funding/services for special needs and vulnerable residents
Make more effort to tackle obesity
Request for a service – not related to the Budget Conversation specifically

5.0 THEMES FROM WIDER CONSULTATION & ENGAGEMENT OPPORTUNITIES

5.1 Tameside & Glossop Strategic Commission regularly engage and consult with the public, patients, stakeholders, partners and the voluntary and community sector to understand their views on various issues.

5.2 Key engagement headlines for Tameside & Glossop Strategic Commission from 2020 include:

- Facilitated **26** thematic Tameside and/or Glossop engagement projects
- Received over 3,000 engagement contacts (excluding attendance at events / drop-ins)
- Delivered two Partnership Engagement Network (PEN) conferences attended by approximately **140** delegates
- In addition, five PEN engagement sessions took place over summer 2020, with the overarching purpose of gaining insight into the impact of Covid-19 and ways to 'build back better'. This included a separate session to learn the views of children and young people. These were attended by over **55** participants.
- Promoted **48** regional or national consultations where the topic was of relevance to and/or could have an impact on Tameside and/or Glossop
- Achieved Green Star (with the highest possible score of 15 out of 15) in the 2019/20 patient and community engagement indicator CCG NHS Oversight Framework for the third year running.

5.3 Responses to all thematic engagement and consultation activity is thoroughly analysed and the outputs used to inform the specific project related to that piece of work. Clearly

common themes occur across the different thematic engagement activity. Similarly, the strategic engagement work through the Partnership Engagement Network (PEN) provides an insight into views and opinions outside of the topic specific thematic work. These cross-cutting themes help to provide a direction of travel and under-pinning understanding of needs and aspirations. The outputs from wider engagement that has taken place across the year is also important to take into account when setting our budget priorities – alongside the direct outputs from the Budget Conversation process.

5.4 Below is a summary of the key cross-cutting themes identified in 2020.

Economy/infrastructure:

- Parking availability and cost should be improved
- People were generally supportive of extending cycling and walking provision in Tameside to support social distancing
- Some residents expressed opposition to pop-up cycle lanes, citing concerns around impact on traffic, speeding and safety.
- Respondents were generally in favour of prioritising pedestrians and cyclists over cars, particularly in town centres.
- Justification for support was based on reducing speeding and traffic in residential areas and improving health through physical activity
- Some concerns that pedestrians did not have enough space to walk safely
- Residents have concerns about uncertainty connected with lockdown measures, particularly in the insecurity of employment, housing, financial support and debt.

Children & young people:

- Foster carers need greater support and incentives
- Families with children with SEND need better, more timely support
- Mental health of children requires much consideration and planning – children have missed key life events during lockdown, have anxiety relating to school and exams missed.

Mental health/social isolation

- Mental health issues and isolation were the most significant impact of covid-19
- Many respondents reported either through individual experiences or their experience of working with people that mental health has worsened significantly as a direct result of the lockdown restrictions. Particularly for those who have had to shield as a result, or those who were already socially isolated.
- Some services that have been delivered digitally will need to return to face-to-face, particularly if their remit is to combat social isolation – this cannot be done through screens. For example social groups at the Grafton Centre.
- Assessing and supporting mental health need must remain a priority. Concerns about avoidance of primary care during lockdown.

Building back better

- Consistent and clear communication with residents to support them through social restrictions throughout the pandemic
- The VCSE sector should be harnessed to continue to play a vital role in supporting residents in Tameside & Glossop. Volunteers have been essential.
- Following and enforcing social distancing guidelines was a priority for respondents with regard to getting services reopen
- Respondents' health – and their family's health – was the priority for most respondents. Both physical and mental wellbeing were the most commonly selected priorities for the future of covid-19

- Work is required to understand the impact on certain groups, for example Black, Asian and Minority Ethnic people; older people and; young people.

Access to services

- Digitally accessing services such as GP appointments has been beneficial for some and should continue for some
- However efforts need to be made to ensure service users can access the same level of support, which means in-person services should continue in a safe manner
- The relationship between patients and the NHS must be 'repaired' to encourage people to begin to seek help for whatever their need is once again.
- Respondents generally had a good experience when accessing services online
- Some thought that face-to-face consultations were preferable to other forms of consultation

Digital services/digital exclusion

- Some reported personal experience of having better quality, more frequent contact with a doctor for example, and reported that as professionals there has been more time to deliver services because they have been able to do this virtually
- However many people raised the risk that being digitally delivered excludes some from these new methods, particularly older people, people with no access to digital methods (financial reasons or other), and people who require additional support in such services – such as people who require a chaperone to advocate or family member who can translate.
- Where digital methods have benefited a public service provider or charity, these methods should be retained where possible with learning from the pandemic to be incorporated.

Impact of the pandemic on people from Black, Asian & Ethnic Minority backgrounds

- Concerns raised over the disproportionate impact that the pandemic has had on people from ethnic minority background.
- For those whose first language is not English or who do not speak English, the impact of having to attend appointments (in hospital or elsewhere) has caused issue for those who would normally bring a family member or friend to translate on their behalf. This acts as a further barrier to accessing primary and secondary care, and other services.
- Utilise mosques as community hubs as they worked very well during the height of the first lockdown.

Role of the VCSE Sector

- Many charitable organisations continued throughout the pandemic to ensure that their vital support continued to those who needed it.
- There is a need for recognition of the impact that volunteers have had on people during the pandemic
- Volunteers and VCSE organisations must be harnessed as a vital resource in future

6.0 SCRUTINY PANEL ENGAGEMENT

- 6.1 All Scrutiny Panel members were provided with an opportunity to attend one of two budget briefing sessions held on 18 January 2021. This follows on from a mid-year budget position update received on 22 September 2020. The independence of scrutiny enables members to seek assurances on budget planning, process and priorities for 2021/22 and beyond. It can also be considered appropriate for budget priorities to inform future scrutiny activity and work programmes.

6.2 Detail of the discussions has been drafted in a letter of the Scrutiny Chairs to the Executive Member for Finance and Economic Growth; and the Director of Finance – Section 151 Officer, and attached at **Appendix D**. Scrutiny chairs request that points raised by both Scrutiny Panels are considered in advance of the 2021/22 budget report being finalised. The scrutiny budget letter is also appended to a Scrutiny Update report tabled at the joint meeting of Executive Cabinet and Overview Panel on 10 February 2021.

7.0 STATUTORY RATE PAYERS CONSULTATION

7.1 The Council has a statutory duty to consult with businesses and other representatives of non-domestic ratepayers on its annual spending proposals for 2021/22. Our proposed plans for carrying out this consultation are detailed below.

7.2 Businesses along with the public have already had the opportunity to partake in the budget conversation exercise as detailed in this report.

7.3 Table 8 details the proposed timetable for activity. Due to the timings of Executive Cabinet and Full Council, the amount of time for consultation is limited. We therefore propose to send out an email pre-warning organisations of the impending consultation one week prior to commencement.

Table 8: Proposed Timetable for Rate Payers Consultation of the 2020/21 Budget

Task	Date
<u>Commencement</u> of statutory consultation with business ratepayers on the draft budget – i.e. when papers for Executive Cabinet (joint meeting with Overview 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

7.4 The question for the 2021/22 budget is:

Tameside’s business community is being invited to have its say on the council’s draft budget proposals for the next financial year (2021/22). We are seeking your views on how we intend to use our resources. The budget includes the Council’s saving proposals 2021/22 and these are set out in the budget report which is available to view at the following link

8.0 NEXT STEPS

8.1 The findings from the Budget Conversation exercise will be used, in conjunction with other considerations, to inform the budget setting process. For the council the budget will be set at Full Council on 23 February 2021.

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

9.0 APPENDICES

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

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

10.0 RECOMMENDATIONS

10.1 As set out on the front of the report.

APPENDIX A

KEY THEMES FROM BUDGET CONVERSATION SURVEY

What do you think should be the spending priorities for the Tameside & Glossop Strategic Commission in 2020/21 and future years?		
Theme	No.	%
Adult's social care	46	24.5
Children's social care	35	18.6
Education	35	18.6
GP / Health Services	29	15.4
Infrastructure/street maintenance (including potholes)	27	14.4
General health and wellbeing	27	14.4
Community safety/crime	21	11.2
Mental Health	20	10.6
Greenspaces/parks	19	10.1
Blank/no comment	15	7.4
Youth services	13	6.9
Other (including sports facilities, parking enforcement, support for parents and reference to Covid-19)	13	6.9
Fly-tipping/litter	12	6.4
Road Safety	10	5.3
Street lighting	9	4.8
Building communities	9	4.8
Bin Collection	8	4.3
Efficiency	8	4.3
Helping most vulnerable	7	3.7
Active travel	6	3.2
Public transport	6	3.2
Jobs	6	3.2
Inclusive growth	6	3.2
Town centres	6	3.2
Early intervention	6	3.2
Culture (including libraries and galleries)	5	2.7
Neighbourhood approach	5	2.7
Digital	5	2.7
Invest in older/unused buildings	4	2.1
Disabilities	4	2.1
All services	4	2.1
Affordable housing	3	1.6
Funding charities	3	1.6
Air pollution	3	1.6
Improved recycling	3	1.6
Reduce/don't increase council tax	3	1.6
Care workers pay	2	1.1
Homelessness	2	1.1
Rationalise estate	2	1.1
Reduce inequalities	2	1.1

APPENDIX A

KEY THEMES FROM BUDGET CONVERSATION SURVEY

What do you think should be the spending priorities for the Tameside & Glossop Strategic Commission in 2020/21 and future years?		
Theme	No.	%
Working from home	2	1.1
Deliver statutory services only	2	1.1
Maternity services	2	1.1

APPENDIX A

KEY THEMES FROM BUDGET CONVERSATION SURVEY

Do you have ideas or suggestions for how we might deliver services more efficiently, save money or raise revenue?		
Theme	No.	%
Improve estate efficiency	30	16.0
Involve community	27	14.4
Blank/No/no idea	27	14.4
Other (including staff parking levy, redeveloping older sites, active transport focus and build council housing)	26	13.8
Reduce staff costs	16	8.5
Reduce cost of Councillors	14	7.4
Better integration of services	14	7.4
More digital services	12	6.4
Spend less on ornamental / cosmetic objects	11	5.9
Lobby national government/national bodies	11	5.9
Larger fines	11	5.9
Improve efficiency of services	11	5.9
More targeted interventions	10	5.3
More speed/CCTV cameras	8	4.3
Clear communication	8	4.3
Home working	8	4.3
Retrain staff	7	3.7
Inclusive growth	7	3.7
Early health interventions	7	3.7
Less frequent bin collections	6	3.2
Longer term focusses	5	2.7
Raise council tax/business rates/other charges	5	2.7
Promote Tameside	5	2.7
Invest in youth services	4	2.1
Reduce costs of LAC	3	1.6
Transparency about funding and pay (GPs, schools etc.)	3	1.6
Tackle fraud	3	1.6
Raise awareness of how funding is spent	3	1.6
Statutory spending only	3	1.6
Make money from markets	3	1.6
Education	3	1.6
Privatise culture and leisure	3	1.6
Bring services back in house	3	1.6
Target fly tipping	3	1.6
Improve access to services	3	1.6
Recruit more staff	2	1.1
Reduce social media use	2	1.1
Reduce teacher maternity leave	2	1.1

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GOT 5 MINUTES TO SPARE?

Tameside Council and Tameside & Glossop CCG needs your help to develop new ways to deliver services for residents – in the face of government funding cuts since 2010 and increased service demand due to coronavirus.

Tell them what's important to you in their #BudgetConversation



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DO YOU LIVE OR WORK IN TAMESIDE & GLOSSOP?



Tameside Council and Tameside & Glossop CCG are developing their budget for 2021/22 and need your views.

Join their #BudgetConversation and tell them what's important to you.





We maintain **26,000** street lights,
1,155 kilometres of pavements
& inspect **35,000** trees.



What's important to you? **#BudgetConversation**

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GPs & primary care services in Tameside and Glossop protect the health of over **248,000** residents



Tell us what matters to you **#BudgetConversation**



APPENDIX C

ACHIEVED SAMPLE COMPARED TO THE TAMESIDE & GLOSSOP POPULATION

Demographic Group	Tameside & Glossop Population (%)	Achieved Sample (%)
Sex¹		
Male	49.1	42.9
Female	50.9	57.1
Age²		
Under 18	21.9	1.9
18 – 29	14.5	11.9
30 – 49	26.3	44.7
50 - 64	19.8	29.6
65+	17.5	11.9
Ethnicity		
White	91.8	89.5
BME	8.2	10.5
Religion		
No Religion	24.0	45.3
Christian (including Church of England, Catholic, Protestant and all other Christian denominations)	64.2	42.4
Buddhist	0.2	0.0
Jewish	0.0	0.6
Sikh	0.0	0.6
Hindu	1.3	0.6
Muslim	3.9	5.3
Any other religion	N/A	5.3

¹ These figures exclude those respondents who selected “Prefer not to say” (7.9%), as this figure is not available for the Tameside & Glossop population overall.

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

APPENDIX C

ACHIEVED SAMPLE COMPARED TO THE TAMESIDE & GLOSSOP POPULATION

Sexual Orientation		
Heterosexual / straight	Not available	80.2
Gay or Lesbian		5.2
Bisexual		5.2
Prefer not to say		7.6
Prefer to self-describe		2.9
Disability		
Yes	20.5	28.2
No	79.5	71.8
Carer		
Yes	10.9	37.4
No	89.1	62.6
Armed Forces Member / Ex-Member		
Yes	Not available	1.2
No		95.4
Prefer not to say		3.5
Marital Status³		
Single	34.8	30.2
Married / Civil Partnership	44.4	58.5
Divorced	13.2	9.4
Widowed	7.5	1.9
Pregnancy Status		
Yes	Not available	1.2
No		92.5
Prefer not to say		6.3

³ These figures exclude those respondents who selected "Prefer not to say" (9.1%) as this figure is not available for the Tameside & Glossop population overall.

Chairs of the Scrutiny Panels

Councillors Mike Glover and Teresa Smith

Councillor Oliver Ryan
Executive Member
Finance and Economic Growth

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

Ms Kathy Roe
Director of Finance – Section 151 Officer

email: paul.radcliffe@tameside.gov.uk
Ask for Paul Radcliffe
Direct Line 0161 342 2199
Date 20 January 2021

Dear Councillor Ryan and Ms Roe,

Consultation with Scrutiny Panels regarding the 2021/22 Budget

We write in response to the budget consultation meetings held on 18 January 2021, at which scrutiny members received a comprehensive overview of the planning process associated with budget setting for 2021/22 and beyond. In addition to the mid-year budget monitoring information presented to Scrutiny Panels in September 2020, the sessions have enabled members to seek assurances on the Strategic Commission's approach to managing and mitigating the adverse impacts that Covid-19 continues to place on residents, communities and the local economy.

At the start of the 2020/21 municipal year, it was important for Scrutiny to review its approach to planned activity in order to consider appropriate matters with a keen eye on recovery, as well as community and economic resilience. The pandemic has therefore resulted in a structured consolidation of the scrutiny role, creating a heightened focus on Covid-19 issues. While it is difficult at this time to look beyond the health crisis, Scrutiny has continued to keep abreast of strategic priorities for the borough. Looking forward, we will start to reintroduce the more in-depth reviews and reporting to support plans of the Executive.

The cooperation of public sector agencies and partners during the past 12 months has been commendable. The hard work must continue in order to ensure Tameside is able to find a sustainable path to recovery. It remains important for the Strategic Commission to continue placing residents and businesses at the heart of financial decision-making.

This letter provides an account of discussions captured from the meetings. We do hope the recent Budget Conversation has been successful in gaining insight on a range of priorities. Please pass our thanks to the Assistant Director of Finance for the helpful summary, with a request for consideration to the points raised in the meetings prior to the budget report being finalised.

The Council is set to receive a single year financial settlement for 2021/22. To some extent, this is understandable when considering the level of uncertainty and crisis management taking place at a national level. At a local level, this does affect our ability to project and plan accordingly. It was pleasing to hear of a commitment to undertake prudent financial modelling in order to forecast budget pressures into 2022/23 and beyond. Members accept that a greater level of confidence and assurance is achievable should the government grant a longer funding plan to local authorities beyond the next financial year.

Future challenges remain and they are likely to be profound and far-reaching on the resilience of households and communities. This includes factors such as the uncertainty of future employment,

housing, education, access to healthcare and support. Scrutiny is increasingly concerned about the impact that Covid-19 restrictions place on children and young people, the mental health and wellbeing of residents and prolonged social isolation for the elderly and most vulnerable. Members are conscious of the need to effectively plan for challenges that residents are likely to face going forward, and the impact that will have on the demand for services and the need to close in-year budget gaps.

Budgetary demands and pressures continue to build within statutory services that work to support some of our most vulnerable children and adults. Providing the right financial support is necessary in the short-term. There is however, a growing need to ensure investment in preventative measures reduce the root causes of demand and start to have a positive financial impact. Scrutiny has previously raised concerns on the Council's ability to sustain budget increases of this nature and the use of reserves. Members welcome a refreshed strategy regarding the use of reserves, with no new reliance in 2021/22.

In general, members are aware of the financial fragility across local government. The Council's income has become an increasing proportion of the overall budget, which places significant pressures on a need to grow our Council Tax and Business Rates base. This in itself requires bold decisions and cross-cutting enabling programmes to alleviate additional pressures placed on residents and businesses at this difficult time.

It is felt that the strategic direction for growth and investment have an important role to play going forward. Recent scrutiny activity has focused on the emerging Inclusive Growth Strategy and representation at a regional and national level. Opportunities will continue to arise for the Council to receive recovery grants and it is important that the Council be in a strong position to negotiate on behalf of residents and businesses.

Discussion touched upon the delivery of savings targets identified across individual directorates. It was encouraging to hear of plans to increase the level of monitoring and accountability across Executive Member portfolios to ensure savings are both sustainable and achievable. Members welcome the additional oversight and scrutiny that will aim to keep progress on track and therefore alleviate in-year pressures.

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

Scrutiny members support transparency of budget conversations and request that a mid-year financial update remain in place going forward. The information presented will inform work programme priorities where appropriate.

Yours sincerely,

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

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

Agenda Item 7

Report to:	EXECUTIVE CABINET
Date:	10 February 2021
Executive Member/Officer of Strategic Commissioning Board	Councillor Brenda Warrington – Executive Leader, Tameside MBC Kathy Roe – Director Of Finance – Tameside & Glossop CCG and Tameside MBC
Subject:	BUDGET 2021/22
Report Summary:	<p>The report sets out the detailed revenue budget proposals for 2021/22 and the Medium Term Financial Plan for the 5 year period 2021/22 to 2025/26, including the proposed council tax increase for 2021/22.</p> <p>The budget report proposes a balanced budget for 2021/22, subject to the delivery of identified savings on Council Budgets, and an increase in Council Tax. The response to the Covid pandemic has created significant additional costs and pressures on the Council's income budgets. In response to this, the Government has confirmed a one-year financial settlement and provided a number of one off grants to support the core position as well as additional Covid related pressures. The budget report does proposed setting a balanced budget, but this will be achieved by applying a number of one-off resources and there remain a number of significant financial risks for 2021/22 and beyond which the organisation will need to manage during the forthcoming years.</p>
Recommendations:	That the recommendations outlined in Section 13 of the report are approved.
Links to Community Strategy	The Budget aligns with the priorities of the Corporate Plan and Community Strategy.
Policy Implications	The budget reflects the policy choices that the Strategic Commission intends to pursue to support the Corporate Plan and Medium Term Financial Plan.
Financial Implications (Authorised by the Director of Finance)	These are the subject of the report.
Legal Implications: (Authorised by the Borough Solicitor)	As set out in section 12.
Risk Management:	As set out in section 3 and Appendix 5 .
Access to Information :	Background papers relating to this report can be inspected by contacting Tom Wilkinson, Assistant Director of Finance, Tameside Metropolitan Borough Council Telephone:0161 342 5609 e-mail: tom.wilkinson@tameside.gov.uk Tracey Simpson, Assistant Director of Finance, Tameside and Glossop CCG Telephone: 07917 596278 e-mail: tracey.simpson@nhs.net

1. BACKGROUND

- 1.1. In February and March 2020, the Strategic Commission agreed 2020/21 budgets for Tameside Council and Tameside and Glossop Clinical Commissioning Group (CCG).
- 1.2. The Council set a balanced budget for 2020/21 but the budget process was challenging, with budget pressures of more than £23m having to be funded. Whilst the Council dealt with these challenges it did not propose any meaningful transformational efficiencies from departments and as a result relied on a number of corporate financing initiatives to balance the budget 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.
- 1.3. The budget also relied on drawing down £12.4m of reserves to target investment into priority areas and allow services the time to turn around areas of pressures. The pressures 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 system and additional income generated. The additional investment was targeted at 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.
- 1.4. Although the CCG is on track to meet the 2020/21 amended, post COVID QIPP target of £7.994m, the majority (£6.767m i.e. 85% of target) is expected to be met as a result of non-recurrent means, adding considerable additional pressure to the 2021/22 financial year.
- 1.5. The COVID-19 pandemic has had a significant adverse impact on Council Finances, both in 2020/21 and on future financial forecasts, due to a combination of additional costs and lost income. Significant additional funding has been provided in 2020/21 and for 2021/22 however this does not cover all income losses, particularly those income reductions forecast in future years due to the ongoing economic impact of the pandemic.
- 1.6. For much of the 2020/21 financial year the CCG has been under a command and control regime from NHS England, which whilst providing some short-term financial stability, has limited future planning. CCG planning guidance for 2021/22 has been delayed and the timetable for financial planning remains unclear. Such circumstances and delays bring considerable concerns, risks and significant detrimental consequences on other services and health outcomes as all attention is focused on managing the pandemic. Waiting lists in cancer and other specialties have increased exponentially during this time which have inevitably further heightened inequalities and unmet demand on the health needs of our local population. This therefore adds even greater pressure on our medium term financial plan.
- 1.7. During 2020/21, the Strategic Commission has continued to report on the financial position of the Tameside and Glossop Health Economy as a whole in monthly Integrated Commissioning Fund (ICF) financial monitoring reports. As at the end of December 2020, the Strategic Commission is forecasting a net overspend of £3.3m due primarily to continuing significant pressures in Children's Social Care Services.

Table 1A: Strategic Commission 2021/22 Budget – Forecast Outturn Summary Month 9

Forecast Position £000's	Net Budget	Net Forecast	Net Variance	COVID Variance	Non- COVID Variance
CCG Expenditure	440,495	439,983	512	0	512
TMBC Expenditure	205,279	209,119	(3,840)	(858)	(2,982)
Integrated Commissioning Fund	645,774	649,102	(3,328)	(858)	(2,470)

1.8. This overall forecast position masks a number of significant pressures and overspends in some areas, including significant forecast overspends Children's Social Care Services, Capital and Financing, and Population Health. Many of the adverse variances are driven by COVID pressures and will be offset by COVID grant funding received in the year. Pressures in Children's Social Care due to numbers and increasing costs of placements for looked after children remain high and will continue to present a significant risk to the 2021/22 budget.

Table 1B: Strategic Commission 2020/21 Budget – Forecast Outturn Month 9

Forecast Position £000's	Forecast Position			Net Variance	
	Net Budget	Net Forecast	Net Variance	COVID Variance	Non- COVID Variance
Acute	217,544	217,641	(97)	0	(97)
Mental Health	44,532	44,609	(77)	0	(77)
Primary Care	92,007	91,763	245	0	245
Continuing Care	15,021	14,560	461	0	461
Community	34,694	34,823	(129)	0	(129)
Other CCG	32,409	34,301	(1,892)	(2,001)	109
CCG TEP Shortfall (QIPP)	0	0	0	0	0
CCG Running Costs	4,288	4,288	0	0	0
Anticipated COVID Top Up	0	(2,001)	2,001	2,001	0
Adults	38,737	39,177	(440)	0	(440)
Children's Services - Social Care	53,998	58,131	(4,134)	0	(4,134)
Education	6,398	7,081	(684)	(480)	(204)
Individual Schools Budgets	0	0	0	0	0
Population Health	15,619	18,850	(3,231)	(3,500)	269
Operations and Neighbourhoods	52,921	53,226	(305)	(510)	205
Growth	10,988	11,811	(822)	(221)	(601)
Governance	9,531	9,620	(90)	39	(129)
Finance & IT	7,630	7,603	27	(29)	56
Quality and Safeguarding	141	120	21	0	21
Capital and Financing	756	6,433	(5,678)	(6,474)	797
Contingency	3,377	3,385	(8)	(911)	903
Contingency - COVID Costs	0	28,244	(28,244)	(28,244)	0
Corporate Costs	5,184	5,009	175	(100)	275
LA COVID-19 Grant Funding	0	(28,216)	28,216	28,216	0
Other COVID contributions	0	(11,356)	11,356	11,356	0
Integrated Commissioning Fund	645,774	649,102	(3,328)	(858)	(2,470)

- 1.9. In Children's Social Care Services, the current forecast is that expenditure will exceed the approved budget in 2020/21 by £4.1m. Whilst the cared for children (CfC) population has been relatively stable during 2020/21 (727 at the end of December 2020), the forecast financial position has continued to deteriorate due to changes in the placement mix and the increased cost of placements for existing cared for children (CfC).
- 1.10. The Council has allocated significant additional investment to the directorate budget provision over recent years to support service improvements, including seven key sustainability initiatives from 2020/21. The budget for Children's Social Care in 2021/22 is broadly similar to that in 2020/21, meaning that reductions in expenditure will be required if the budget is to be delivered. The MTFP also assumes that further reductions in expenditure can be achieved in Children's Social Care services over the medium term. Despite the pandemic and significantly increased numbers of open cases in the statutory children's system since June 2020, cared for children (CfC) numbers have remained static, however the full impact of Covid lockdown is not yet known. Similarly to other local authorities, there is the potential for unknown growth in numbers to come forward in the early part of 2021, which may place further financial pressures on the service.

2. PURPOSE OF THIS REPORT

- 2.1. The purpose of this report is to set out and seek approval for the setting of a balanced budget for the Council for the financial year 2021/22, and forecasts for the years up to 2025/26. Whilst the Strategic Commission will continue to monitor and report on the financial position of the economy as a whole via the Integrated Commissioning Fund reports, the statutory requirements and timetables for the approval of Council and CCG budgets differ. Provisional Council funding for 2021/22 was announced in December 2020 and is expected to be confirmed in early February 2021. The Council must set the budget and agree the level of Council Tax by 28 February 2021.
- 2.2. The NHS is currently consulting on a national re-configuration of commissioning organisations which sets out proposals for legislative reform which includes giving Integrated Care Systems a firmer footing in legislation likely to take effect from April 2022 (subject to Parliamentary decision).
- 2.3. These proposals sit alongside other recommendations aimed at removing legislative barriers to integration across health bodies and with social care, to help deliver better care and outcomes for patients through collaboration, and to join up national leadership more formally.
- 2.4. For the purpose of 2021-22 annual budgets, this means 2021-22 will be a transitional year for the CCG. The Section 75 Agreement and the Financial Framework underpinning the joint Integrated Commissioning Fund across the Council and CCG is being updated to reflect 2021-22 being a transitional year and any risk share arrangement being for a duration of 12 months only.
- 2.5. The CCG received indicative allocations as part of the five year plan during 2019, which obviously pre-dates the COVID-19 pandemic. The NHS spent the first half of 2020/21 operating under a command and control financial regime, with continued restrictions on expenditure and contract in the second half of the year under 'phase 3' guidance. NHS planning and funding arrangements for 2021/22 are currently uncertain as command and control procedures are being reintroduced, with an expectation that further guidance will be published in the first quarter of 2021/22. This report therefore includes indicative pre-COVID funding levels and budgets for the CCG, pending publication of NHS guidance for 2021/22.
- 2.6. Based on pre COVID planning assumptions, the CCG would face a funding shortfall of £3.645m in 2021/22. This is subject to change once new guidance is published, but it is highly likely that we will need to identify further savings in order to balance the position. The

combined forecast position for the Strategic Commission for 2021/22 and beyond is summarised in tables 2A and 2B.

- 2.7. The Council is required by law to set a balanced budget for the upcoming financial year. The proposals set out in this report and the detailed appendices propose a balanced Council budget for 2021/22 subject to the delivery of identified savings, and agreement of a proposed increase in Council Tax. **Appendix 1** provides a summary of the Council budget for 2021/22 and forecasts for future years.
- 2.8. Balancing the 2021/22 budget has only been possible through the use of a significant amount of additional one-off funding which is not expected to be available in 2022/23, and as a result the Council still faces a significant budget gap in future years. The delivery of a significant programme of savings in 2021/22 will be challenging, and will require a sustained focus on delivery of plans. The scale of savings, combined with significant financial pressures which may emerge from further demographic changes in Children's Social Care and Adults services, means that delivery of the 2021/22 budget presents a significant financial challenge. The proposals do not, however, drawdown further on Council reserves, which represents a reduction in the reliance on reserves to balance the budget as in previous years. This helps to protect the Council's overall reserves position during 2021/22.

Table 2A: Strategic Commission Gross Budgets 2021/22

Strategic Commission 2021/22 Gross Budgets			
	Tameside MBC	Tameside & Glossop CCG	Strategic Commission
	£000s	£000s	£000s
Gross Expenditure Budget	544,836	446,903	991,739
Gross Income Budget	(350,342)	0	(350,342)
Resources	(194,494)	(443,257)	(637,751)
Forecast Gap	(0)	3,646	3,646

Table 2B: Strategic Commission Net Budget Forecast 2021/22 to 2025/26

Strategic Commission Net Budget Forecasts 2021/22 - 2025/26					
	2021/22	2022/23	2023/24	2024/25	2025/26
	£000s	£000s	£000s	£000s	£000s
<u>Tameside MBC</u>					
Net Budget Requirement	194,494	205,561	209,462	216,947	223,440
Forecast Resources	(194,494)	(191,257)	(192,589)	(197,698)	(201,143)
Forecast Gap	(0)	14,304	16,874	19,249	22,297
<u>Tameside and Glossop CCG</u>					
Net Budget Requirement	458,099	474,128	492,051	492,051	492,051
less Savings already agreed	(11,196)	(12,131)	(13,056)	(13,056)	(13,056)
Forecast Resources	(443,258)	(458,313)	(472,922)	(472,922)	(472,922)
Forecast Gap	3,645	3,684	6,073	6,073	6,073
Strategic Commission Total Forecast Gap	3,645	17,988	22,947	25,322	28,370

- 2.9. **Appendix 16** provides further detail on the CCG budget planning assumptions and current forecasts. Because all efforts are concentrated on the pandemic response, NHS planning

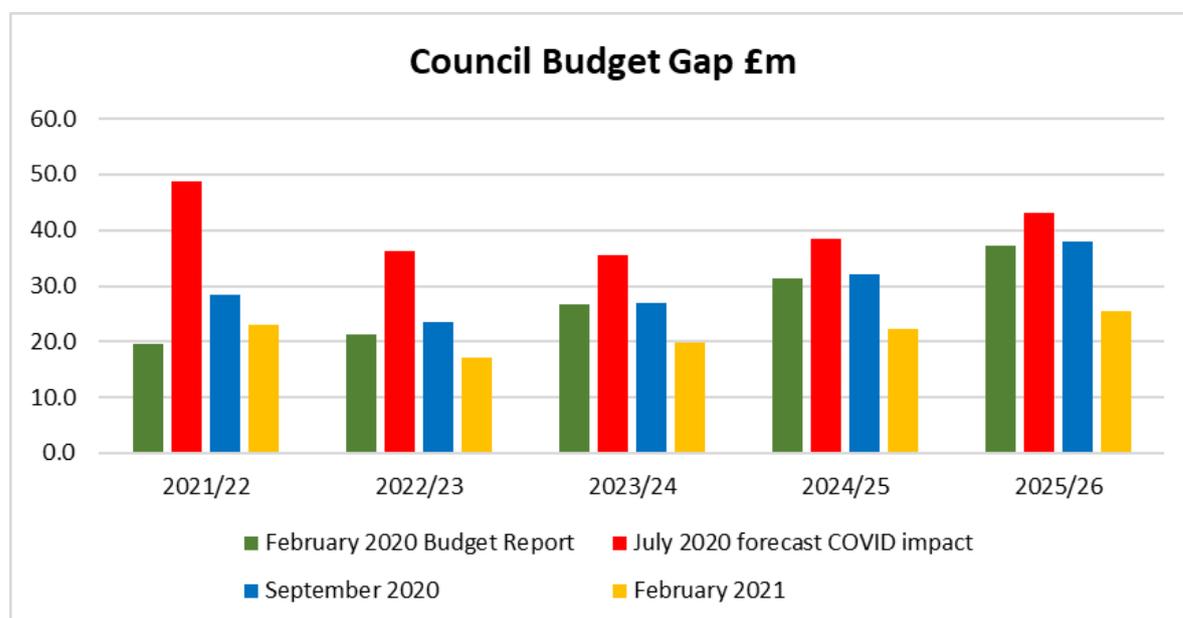
guidance for 2021/22 has still not been published. It is currently envisaged that financial and operational planning guidance, including details of allocations and technical guidance, will be published by April 2021. Long term planning is further complicated by expected reform of the NHS commissioning landscape.

- 2.10. As explained in paragraph 2.5 above, the CCG is unable to finalise budget setting for 2021/22 at this stage until allocations are known and there is clarity regarding the future financial regime within the NHS commissioning. Therefore, for the purposes of joint reporting of Integrated Commissioning Budgets across the Strategic Commission, figures for the CCG are based upon long term plans developed in autumn 2019 before the COVID pandemic. While figures included in Appendix 16 will inevitably change following publication of detailed planning guidance, they provide indicative CCG budgets to inform the Integrated Commissioning Fund based on known factors before the pandemic.
- 2.11. The remainder of this report and the detailed appendices are focused purely on the Council Budgets. The CCG budgets for 2021/22 will be approved by the Strategic Commissioning Board and Governing Body in April or May 2021 and will be subject to a further separate report.
- 2.12. This report makes reference to further detail in the appendices which cover the following areas:
- Appendix 1)** Revenue Budget and Medium Term Financial Plan Summaries
 - Appendix 2)** Pressures, Growth and COVID impact
 - Appendix 3)** Savings and additional income
 - Appendix 4)** Resourcing
 - Appendix 5)** Section 151 Officers' Statement on the Robustness of the Budget Estimates
 - Appendix 6)** Reserves Strategy and General Fund Minimum Balance
 - Appendix 7)** Director of Adults
 - Appendix 8)** Director of Children's – Children's Social Care
 - Appendix 9)** Director of Children's – Education
 - Appendix 10)** Director of Population Health
 - Appendix 11)** Director of Growth
 - Appendix 12)** Director of Operations and Neighbourhoods
 - Appendix 13)** Director of Governance
 - Appendix 14)** Director of Finance and IT, Corporate Costs
 - Appendix 15)** Quality & Safeguarding
 - Appendix 16)** CCG Budgets
 - Appendix 17)** Budget Conversation
 - Appendix 18)** Capital Investment
 - Appendix 19)** Pay Policy Statement 2021/22
 - Appendix 20)** Treasury Management Strategy 2021/22
 - Appendix 21)** Capital Strategy 2021/22
 - Appendix 22)** Fees and Charges 2021/22

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

- 3.1. The 2020/21 budget report included forecasts for 2020 to 2025 which identified a budget gap of £19.6m in 2021/22. This gap assumed that all savings and additional income identified in the 2020/21 budget plans would be delivered, and that expenditure in Children's Social Care Services would reduce by £3.4m in 2021/22 as progress was made around the early help model and reduction in placements, with further reductions in spending of £4.1m planned over the following two years.
- 3.2. Since the approval of the 2020/21 budget, significant additional pressures have emerged which increased the forecast gap for 2021/22 and beyond. The Council has monitored the financial impact of COVID-19 and modelled various scenarios throughout the year. In the

immediate weeks and months following the first national lockdown in March 2020, initial indications suggested that the budget gap for 2021/22 could increase up to £48m. Subsequently, the financial impact and economic forecasts have proven not be as catastrophic as first envisaged, but nonetheless have resulted in an increased financial gap for 2021/22.



- 3.3. The COVID-19 pandemic has placed significant pressures on services in 2020/21 and resulted in significant income losses and reductions which are expected to continue for a number of years. Whilst the number of cared for children has remain relatively stable, the cost of placements has continued to rise, due to a tightening placement market reflecting the national trends of increasing children in care, meaning that anticipated reductions in spending on Children’s Social Care are no longer achievable in the short term. The proposed reductions have therefore been slipped by one financial year, with the £3.4m reduction in placement budgets not expected to be delivered until 2022/23.
- 3.4. The Council also faces pressures on its budgets in 2021/22 due to significant reductions in the income sources it uses to support the budget, as a result of the COVID pandemic. Alongside reductions in income from car parking income and markets, the Council has lost a £6.4m revenue stream from the suspension of the Manchester Airport dividend. Whilst it is expected that the aviation industry will recover in the medium term, no dividend income from Manchester Airport is now assumed within our financial model until at least 2025.
- 3.5. Table 3A summarises the overall net changes in pressures since February 2020. After initially forecasting a gap of £48m in July 2020, this gap reduced to £28m in September and then £23m by December 2020. Service pressures have increased overall by £7.586m. Whilst staffing cost and inflationary pressures have reduced, significant increases in demographic pressures are reflected in Adults Services, Children’s Services (for social care and SEN Home to School Transport) and significant income reductions reflecting reduced income from Manchester Airport and reduced car parking and markets income.
- 3.6. An increase in service savings of £9.105m, together with some additional funding (£0.592m) mean that total service budget reductions for 2021/22 have been increased to just under £10m, compared with less than £0.5m identified last year. However, the resourcing position has been impacted significantly by the COVID pandemic, reducing expected funding from Business Rates and Council Tax by more than £5 million.

Table 3A: Changes to the 2021/22 Budget Requirement since February 2020 (Excluding one-off resources to balance the budget)

Analysis of 2021/22 Budget Gap	February 2020 £000s	February 2021 £000s	Changes £000s
Opening Budget requirement	205,279	205,279	0
Service Pressures (Tables 4A and 4B)			
Staffing related cost pressure	7,609	1,689	(5,920)
Demographic pressures	(2,433)	8,049	10,482
Inflationary pressures	1,501	(340)	(1,841)
Reduction in other fees/charges/income	(267)	7,972	8,239
Grant reduction	3,460	0	(3,460)
Other service pressures	(1,767)	(1,681)	86
Total Service Pressures	8,103	15,689	7,586
Service Reductions (Table 6)			
Existing savings plans	(473)	(648)	(175)
New savings identified	0	(8,930)	(8,930)
Total service reductions	(473)	(9,578)	(9,105)
Service income changes (Table 6)			
New or additional funding	(2)	(594)	(592)
Fees & charges	0	0	0
Service income changes	(2)	(594)	(592)
Business Rates	(89,753)	(88,396)	1,357
Council Tax (Before increase)	(99,636)	(95,287)	4,349
New Homes Bonus	(483)	(654)	(171)
Use of Reserves	(1,442)	(1,442)	0
Total Resources (Appendix 4)	(191,314)	(185,778)	5,536
Assumed Council Tax Increase	(1,933)	(1,881)	52
GAP	19,660	23,137	3,477

4. BALANCING THE 2021/22 BUDGET

- 4.1. Without further additional resources, the Council faces a £23.1m budget deficit in 2021/22 due to demographic pressures and a significant reduction in income due to the COVID pandemic. This report proposes a balance position through the use of significant additional resources from Government and an increase in Council Tax, including a 3% Adult Social Care Precept. The provisional Local Government Finance Settlement was published on 17 December 2020 and a final settlement is expected in early February 2021. The assumptions set out in this report assume that proposals in the provisional settlement are adopted in full.
- 4.2. The additional resources proposed to balance the 2021/22 budget are set out in table 3B below.

Table 3B: Balancing the 2021/22 Budget

Funding Source	£000s
Local Authority General COVID Support Grant (c/fwd) 2020/21	(5,239)
Local Authority General COVID Support Grant 2021/22	(7,321)
Adult Social Care precept on Council Tax (3%)	(2,835)
Additional Adult Social Care Grant 2021/22	(2,096)
GMCA return of reserves	(4,000)
Sales Fees and Charges losses compensation 2021/22	(178)
Collection Fund losses compensation 2021/22	(1,118)
Lower Tier Services Grant 2021/22	(350)
Total additional resources for 2021/22	(23,137)

4.3. Once the additional one-off resources and Council Tax changes set out in Table 3B are reflected in the budget, the changes since February 2020 can be summarised as follows:

Table 3C: Changes to the 2021/22 Budget Requirement since February 2020

Analysis of 2021/22 Budget Gap	February 2020 £000s	February 2021 £000s	21/22 New Funding £000s	Revised position £000s
Opening Budget requirement	205,279	205,279	0	205,279
Service Pressures (Tables 4A and 4B)				
Staffing related cost pressure	7,609	1,689		1,689
Demographic pressures	(2,433)	8,049		8,049
Inflationary pressures	1,501	(340)		(340)
Reduction in other fees/charges/income	(267)	7,972		7,972
Grant reduction	3,460	0		0
Other service pressures	(1,767)	(1,681)		(1,681)
Total Service Pressures	8,103	15,689	0	15,689
Service Reductions (Table 6)				
Existing savings plans	(473)	(648)		(648)
New savings identified	0	(8,930)		(8,930)
Total service reductions	(473)	(9,578)	0	(9,578)
Service income changes (Table 6)				
New funding	(2)	(594)	(16,302)	(16,896)
Fees & charges	0	0		0
Service income changes	(2)	(594)	(16,302)	(16,896)
Business Rates	(89,753)	(88,396)		(88,396)
Council Tax (Before increase)	(99,636)	(95,287)		(95,287)
New Homes Bonus	(483)	(654)		(654)
Use of Reserves/GMCA return of reserves	(1,442)	(1,442)	(4,000)	(5,442)
Total Resources (Appendix 4)	(191,314)	(185,778)	(4,000)	(189,778)
Assumed Council Tax Increase	(1,933)	(1,881)	(2,835)	(4,716)
GAP	19,660	23,137	(23,137)	(0)

5. PRESSURES AND GROWTH (APPENDIX 2)

- 5.1. The Council continues to face significant cost pressures from demographic growth and increased costs. The key cost pressures for 2021/22 have been reviewed and assumptions recalculated and are summarised in tables 4 and 5 below, with further detail in **Appendix 2** and Directorate **Appendices 7 to 14**.

Table 4A: Analysis of Total Pressures 2021/22

Nature of Pressures	Pressures £000s
Demographic Pressures	8,049
Grant reduction	0
Inflationary Pressures	(340)
Other service pressures	(1,681)
Reduction in other fees/charges/income	7,972
Staffing related cost pressure	1,689
Total	15,689

Table 4B: Pressures by Service Area for 2021/22

Pressures by Service Area 21/22	£000s	Further Detail
Adults	5,331	Appendix 7
Children's Services	258	Appendix 8
Children's - Education	1,030	Appendix 9
Population Health	257	Appendix 10
Quality & Safeguarding	4	Appendix 15
Growth	(314)	Appendix 11
Operations and Neighbourhoods	394	Appendix 12
Governance	320	Appendix 13
Finance & IT	812	Appendix 14
Capital and Financing	6,440	Appendix 14
Corporate Costs	8	Appendix 14
Contingency	1,149	Appendix 14
Total	15,689	

6. TARGETED USE OF RESERVES

- 6.1. Reserves are a finite resource and continued use is equivalent to a household running down its savings. They should therefore be used strategically and it is important that the Council holds a robust position on the level of reserves held. A number of pressures were identified in 2020/21 that related to required investment in the economic infrastructure of the borough where it is appropriate to fund this investment from reserves, due to the opportunities afforded to us by doing this. In 2021/22 there are a small number of these investments which will continue to be financed from the targeted use of reserves. This targeted use of reserves is an investment in services which were agreed last year and built into our plans. Their use will enable developments to be brought forward and allow time for actions to be taken to stabilise budgets.

Table 5: Targeted Use of Reserves 2021/22

Targeted Use of Reserves	£000s
Growth	852
Operations and Neighbourhoods	590
Total	1,442

6.2. The amounts identified from reserves are funding investment in:

- Growth - By taking part in the Greater Manchester retained business rates pilot, Tameside has benefited from increased business rate revenues. It was agreed last year to proactively invest these reserves in a number of pump priming initiatives across the borough. These proposals include Town Centre Master planning, Ashton Moss, St Petersfield, Godley Green, and the Mottram By-pass impact report. The successful delivery of these schemes will help to increase the inward investment into the borough and grow the current tax base to contribute to the funding of future services.
- Operations & Neighbourhoods - Reserves are being used in 2021/22 to continue to support income budget shortfalls in car parking and markets whilst work is undertaken to review the services and determine the most sustainable future delivery model.

7. SAVINGS AND ADDITIONAL INCOME (APPENDIX 3)

7.1. The budget for 2021/22 includes a number of budget reductions due to additional grant income and delivery of savings, including the full year effect of savings identified in previous years. The nature of savings is summarised in Table 6 below with further information contained in **Appendix 3** and **Appendices 7 to 14**.

Table 6: Savings and Additional Income 2021/22

Savings and Additional Income	2021/22 £000s
Full year effect of savings identified in prior year	(648)
New savings to be delivered by management (Table 7)	(8,930)
Additional Grant Income	(16,896)
Additional Fees & Charges Income	0
Total service budget reductions	(26,474)

7.2. **New savings to be delivered by management of £8.930m** have been identified for 2021/22. Proposed savings have been subject to robust review and challenge by Finance, Senior Officers and Members and this review process will continue to monitor the delivery of savings and identify new savings for future years. Savings for 2021/22 are summarised in Table 7A, with further detailed analysis of savings in **Appendix 3** and in Directorate **Appendices 7 to 14**.

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

7.4. Savings identified across directorates are significant and will require a relentless focus on delivery. Progress on delivery will be reported monthly to Executive Board alongside monthly budget monitoring reporting, with early action taken to ensure that the proposals remain on track.

Table 7A: Savings by Directorate

Directorate	Savings Forecast £000s (Gross)				
	21/22	22/23	23/24	24/25	25/26
Adults	665	665	665	665	665
Children's Services	493	493	493	493	493
Children's - Education	212	193	193	193	193
Population Health	272	1,015	1,015	1,015	1,792
Growth	954	1,198	1,462	1,520	1,583
Operations and Neighbourhoods	1,823	2,621	2,481	2,481	2,415
Governance	355	335	335	335	335
Finance & IT	55	4,123	4,123	4,123	4,123
Capital and Financing	2,821	1,427	1,427	1,427	1,427
Corporate Costs	875	875	875	875	875
Contingency	406	906	906	906	906
Total service savings	8,930	13,851	13,975	14,033	14,807

7.5. Whilst savings are presented by Directorate for ease of reporting, a number of cross cutting themes have been identified for savings in 2021/22 and beyond. Savings figures under these themes are summarised below.

Table 7B: Savings by cross cutting theme (included in Table 7A)

Cross Cutting Themes	2021/22	2022/23	2023/24	2024/25	2025/26
	£000s	£000s	£000s	£000s	£000s
Accommodation/ Housing Strategy	1,565	1,615	1,615	1,615	1,615
Estates Rationalisation	497	829	1,003	1,036	1,069
Active Tameside	150	300	300	300	1,077
Health Integration	530	530	530	530	530
Early Help	750	1,250	1,250	1,250	1,250
Workforce	1,000	1,500	1,500	1,500	1,500
Digital	0	3,966	3,966	3,966	3,966
Fostering Service	250	750	750	750	750
Godley Green	0	37	182	326	521
Total	4,742	10,777	11,096	11,273	12,278

8. GRANT INCOME, FEES AND CHARGES

8.1. **Additional grant income of £16.896m** is to be used to fund the budget for the 2021/22 financial year, from a combination of COVID grant funding and additional grants announced in the provisional Local Government Finance Settlement. This additional grant funding consists of:

- Local Authority General COVID support grant carried forward from 2020/21 **£5.239m**
- Local Authority General COVID support grant 2021/22 **£7.321m**
- Additional Social Care grant funding in 2021/22 **£2.096m**
- Collection Fund COVID losses compensation grant **£1.118m**
- Improved Better Care Fund grant inflation **£0.594m**
- Lower Tier Services grant **£0.350m**
- Sales Fees and Charges COVID income loss compensation grant **£0.178m**

- 8.2. A significant proportion of this income is COVID related and because of the one-year settlement, there is no certainty about the continuation of some of the additional funding streams. This means we have to treat as mostly one-off in nature, with no expectation that this additional income will be available in future years. A list of all other government grants included in service area budgets for 2021/22 is included in **Appendix 1**.
- 8.3. **Fees and charges** are reviewed annually to ensure that they are set at appropriate levels and are comparable to similar authorities across Greater Manchester. It is usually assumed that fees and charges will be increased by a minimum of 2.5%, unless there are indications that the market conditions require a greater or lesser increase. In addition, a number of fees and charges are set nationally and cannot be influenced by the Council.
- 8.4. **For 2021/22 we are not planning on increasing the budgeted income assumed from Fees and Charges.** Whilst increases are assumed on some fees and charges, current economic conditions mean that increases are not considered appropriate for all charges. In many areas demand for services has also reduced with the result that the total income forecast has reduced. It would be imprudent to assume an increase in the overall level of income collected in 2021/22 for budget setting purposes due to the uncertainties caused by the pandemic. All fees and charges and associated budget assumptions are reviewed annually and the budget will be reviewed again as part of the 2022/23 process once the vaccination programme is complete and the trading position stabilises. **Appendix 22** sets out the proposed fees and charges for 2021/22 and the proposed increase for 2021/22 where relevant.

9. RESOURCING CHANGES (APPENDIX 4)

- 9.1. The Council identifies a 'Net' budget requirement which consists of the gross expenditure budgets, less the gross income budgets for service specific income including fees, charges and specific government grants. This net budget requirement is then financed from non-service specific income such as business rates, general government grants, reserves and Council Tax, which is referred to as 'resourcing'.
- 9.2. 2019/20 was the fourth and final year of a four year funding settlement for the Council, which provided the Council with some certainty over funding levels despite resulting in year on year funding reductions. A review of the Local Government funding methodology commenced in 2019 but did not conclude, and following a one year budget and a one year Local Government Finance Settlement for 2020/21, a full spending review was expected later in 2020.
- 9.3. COVID-19 has inevitably had a significant impact on Government spending, planning and budget plans, resulting in a further one year provisional settlement for 2021/22. The resourcing figures included in the budget are based on the provisional finance settlement which will be confirmed in February 2021. Traditionally there is little movement between the provisional and final settlements, and any differences will be adjusted through the contingency budget or reserves.
- 9.4. This one year settlement has provided some significant additional one-off funding for COVID related pressures, however the provisional settlement headline of a 4.5% increase in core spending power, almost 4% of this reflected an assumed increase in Council Tax of 5% (2% core increase plus 3% Adult Social Care precept). Whilst the Council has the ability to increase Council Tax by up to 5%, in reality Council Tax income is expected to reduce in 2021/22 due to the ongoing impact of COVID19.
- 9.5. The proposals set out in this budget report assume that the Council will approve a 2% general increase in Council Tax and a 3% Adult Social Care precept. However, despite this increase in the amount charged to residents, the Council's total income from Council Tax in 2021/22 is forecast to be over £4 million **less** than the income from Council Tax in 2020/21 (before

any increase in Council Tax rates charged). This reduction in Council Tax income is due to three main factors:

- an increase in Council Tax Support claimants (for whom Council Tax liability is reduced),
- an increase in properties awaiting probate (which are exempt from Council Tax until probate is granted), and
- a reduction in the assumed collection rate reflecting experience since March 2020.

All three factors are attributed to the impacts of COVID19.

- 9.6. Income from Business Rates is also expected to be £1.357m less in 2021/22 than in 2020/21 due to the economic impacts of COVID19. Whilst rate relief and business grants have been provided to support businesses through the pandemic, collection rates have fallen significantly during 2020 and the collection rate is not expected to fully recover during 2021.
- 9.7. Government has signalled a desire for a full spending review in 2021 and a multi-year settlement from 2022/23, however no commitments have been made. Whilst the provisional settlement for 2021/22 enables the Council to plan for the next 12 months, the absence of a multi-year medium term settlement means that planning for future years is very difficult.
- 9.8. Beyond 2021/22, assumptions have been made based on intelligence gathered and commentary from sector experts. The funding for local government is expected to remain broadly flat, with the continued reduction in central government support being compensated by increasing local taxes, specifically business rates and council tax. It is currently assumed that grant funding made available in 2020/21 will as a minimum continue at current levels into future years, but that the additional funding announced in the provision 2021/22 settlement will not be available beyond this year.
- 9.9. **Appendix 4** provides further detail on the resources available to fund the budget. The total net budget requirement for the Council in 2021/22 is £194.494m. Before any increase in Council tax levels, the resource available in 2021/22 is £189.778m, leaving a gap of £4.716m.
- 9.10. The resourcing is based on the following key assumptions:
- The continuation of the 100% retention pilot for Business Rates income in 2021/22. No significant reduction in the business rates base but allowances made for increased losses on collection in line with experience during 2020/21. Top up grant and mandatory relief reimbursement grant is paid in line with the provisional local government finance settlement.
 - New Homes Bonus grant is paid in line with the provisional local government finance settlement.
 - Council Tax collection rates are 1% lower than previously assumed and historic debt is more difficult to collect due to economic conditions. The Council Tax base is reduced based on the number of Council Tax Support claimants and exempt properties in October 2020. No significant growth is assumed in our forecasts for new build properties due to the economic impacts of the COVID pandemic.
 - The budget is supported by the use of one-off grants and return of GMCA reserves. Further detail is included in **Appendix 2** and **Table 3B** above.

10. ROBUSTNESS OF THE BUDGET ESTIMATES (APPENDIX 5) AND RESERVES (APPENDIX 6)

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

- 10.3. The Director of Finance (Section 151 Officer) statement on the robustness of the budget estimates is set out in **Appendix 5**.
- 10.4. The statement concludes that:
In the light of the risk assessment and the details of the budget as set out in this report, which is based on the best information available at the time, and the strength of the Council's Internal Control Systems, it is the opinion of the Section 151 Officer as the Director of Finance that the budget estimates for 2021/22 are robust, and the level of reserves adequate for the time being.
However, the Council faces a significant budget gap beyond 2021/22, and this budget gap will increase if planned reductions in spending are not delivered in 2021/22. The Council must ensure a relentless focus on delivery of savings, both in 2021/22 and planned for 2022/23, to have any chance of closing the gap in future years. The Council has made use of its reserves over the last few years, to provide services with the time to improve, but this is not sustainable in the long run and the Council needs to ensure robust and transparent management of these services to ensure the delivery of the improvement plans in place. A failure to turn around these budget areas will in turn result in an inability to set a balanced budget in future years and raise questions about the Council's ability to deliver value for money services for its residents.
This statement is in compliance with Section 25 of the Local Government Act 2003. This is not a guarantee that spending will be within every budget line but it is reasonable to believe that the expenditure can be contained within the overall resource envelope agreed by the Council.
- 10.5. Section 26 of the Local Government Act 2003, places a duty on the Section 151 Officer to ensure the Council has established a minimum level of reserves to be retained to cover any unforeseen demands that could not be reasonably defined within finalising the proposed budget. **The Director of Finance is recommending a proposed minimum level of general fund balances from 1 April 2021 at £27.4m**, which is £0.2m greater than in 2020 reflecting the combined impact of greater risk exposure and the reduced size of the Council's current Capital programme. Further information is set out in the reserves strategy in **Appendix 6**.

11. COUNCIL TAX (Appendix 4)

- 11.1. After taking account of budget pressures, additional income and savings identified for delivery in 2021/22, the total net budget requirement for the Council in 2021/22 is £194.494m. Before any increase in Council tax levels, the resource available in 2021/22 is £189.778m, leaving a gap of £4.716m.
- 11.2. **Appendix 4** provides further detail on resourcing and Council Tax. The gap of £4.716m can be closed through an increase in Council Tax of 4.99%. This is made up of a 3% increase for the Adult Social Care Precept and a 1.99% general increase in Council Tax (which had previously been assumed in the MTFP).
- 11.3. For a typical band A property in Tameside a 4.99% increase in Council Tax will equate to an increase of £50.83 per year, or 98 pence per week.

12. BUDGET CONVERSATION (Appendix 17)

- 12.1. It is important that Tameside and Glossop Strategic Commission (Council and CCG) understand the priorities of the public – local residents, businesses, patients and service users. A public engagement exercise was launched between 2 November 2020 and 6 January 2021 to understand their priorities for spending within the context of the financial challenges facing public services.

12.2. This engagement took the form of a conversation with the public on providing sustainable public services for the future, and encouraging residents to see themselves as citizens, not just consumers of services. The public were encouraged to leave comments and feedback through the Big Conversation including ideas and suggestions for saving money and improving services. The conversation has also been undertaken via virtual attendance at existing meetings/forums and dedicated engagement sessions, and supported by a communications campaign.

Statutory Consultation

12.3. The Council also has a statutory duty to consult with businesses and other representatives of non-domestic ratepayers on its annual spending proposals. Businesses have had an opportunity to take part in the budget conversation, and this is being supported by a further process of sharing the Executive Cabinet budget 2021/22 report when published with non-domestic ratepayers with a deadline of 16 February 2021 for them to provide any comments which can then be considered in the report to Full Council.

Council Scrutiny

12.4. Members of the Council's scrutiny panels were also invited to consider this year's budget position and the proposals set out in this report and have written to the Director of Finance with their findings.

13. LOOKING FORWARD – THE FIVE YEAR PLAN

13.1. Whilst the budget proposals for 2021/22 present a balanced position (after Council tax increases) the projected gap for 2022/23 and beyond is significant and relies on the delivery of all proposed savings identified as part of this budget process. The gap is primarily driven by forecast demographic and other cost pressures, particularly in Adults services, along with continued pressures in Children's Social Care services. Whilst significant investment in Children's Social Care Services was made in 2020/21, it is assumed that spending on Children's Social Care will reduce from 2022/23 onwards.

13.2. Children's Social Care services continue to face significant cost pressures and the longer term impacts of the COVID pandemic remain difficult to assess, although any lengthy economic recession is likely to place additional demands on services and reduce the income streams available to fund services. The scale of the budget gap in future years requires immediate action to ensure transformational changes can be achieved, and ensure the Council is well placed to respond to changing demands.

Table 8: Five Year Council Budget Forecast

	21/22	22/23	23/24	24/25	25/26
	'£000	'£000	'£000	'£000	'£000
Proposed total budget	194,494	205,561	209,462	216,947	223,440
Total resources	(194,494)	(191,257)	(192,589)	(197,698)	(201,143)
Previous year's (surplus)/deficit	0	0	14,304	16,874	19,249
Current year (surplus)/deficit	0	14,304	2,570	2,375	3,048
Cumulative (surplus)/deficit	0	14,304	16,874	19,249	22,297

14. DELIVERY OF FUTURE SAVINGS

14.1. The budget forecasts for 2022/23 and beyond assume that the £8.9m of savings planned for 2021/22 are delivered in full and that a further £5m of savings is delivered in 2022/23, taking

the cumulative total to £14m. This savings programme is ambitious and will require relentless focus on planning, project management and delivery.

- 14.2. **STAR procurement** - In September 2018, the Council formally joined the STAR procurement shared service, a partnership arrangement between Stockport, Trafford and Rochdale. This will provide the Council with much needed capacity and expertise in an area that previously had limited resources. Limited procurement savings have been assumed in 2021/22 and it is anticipated that significant savings can be achieved in future years as we accelerate the review of contracts and areas of high spend.
- 14.3. **Strategic Asset Management Plan and Estates Strategy** - Development of an effective Strategic Asset Management Plan and associated estates strategy, will be essential to support the delivery of planned savings in 2021/22 and future years.
- 14.4. **Economic Strategy** - Implementation of a Vibrant Economy Strategy to support new and indigenous businesses, creation of new jobs, a skilled workforce and increase in apprenticeships, and supporting the economy in its recovery from the pandemic.
- 14.5. **Housing Strategy** - Develop and implement a new Housing Strategy and Delivery Plan and framework of delivery partners, to support the development of new homes and to raise standards in the private rented sector.
- 14.6. **Service Planning and Service Improvement** - A further drive on service planning and service improvement will take place in 2021 to identify further efficiencies and different models for service delivery. The Council will continue to seek opportunities to work with our partners across the economy and deliver services in different, more efficient and effective ways.
- 14.7. **Workforce Development and Agile working** - As our models of service delivery change, the opportunities for new and different ways of working increase. The economy wide estates strategy and new service delivery models are expected to offer new ways of working which may also offer financial savings.
- 14.8. **Digital Strategy** - Technology is an integral part of modern day life, and IT developments will contribute to new ways of working and new service delivery models. The delivery of significant savings are planned for 2022/23, and beyond, which will be dependent on successful implementation of the Digital Strategy.

15. EQUALITIES IMPACT ASSESSMENT

- 15.1. The Council is required to prepare a balanced budget for 2021/22. Wherever possible, the budget proposals seek to minimise costs and maximise efficiencies, whilst protecting public services. The Council has a specific equality duty to assess the likely impact of proposed policies and practices on protected groups under equality legislation to ensure that decisions are taken with due regard to the need to eliminate unlawful discrimination, advance equality of opportunity and foster good relations.
- 15.2. The budget proposals include a number of savings proposals across service areas which may have a direct or indirect impact on groups of people with protected equality characteristics. When submitting savings proposals, service areas were required to submit a detailed template assessing the savings proposal, including the anticipated impact of the savings and whether an Equalities Impact Assessment was required. Services have or will undertake Equalities Impact Assessments where they have determined that the proposals will have an impact on service delivery.

- 15.3. The proposed increase in Council Tax will affect every household in the borough. Each year the Council aims to set a fair level of council tax as part of the balance between protecting public services within the resources available to finance the budget. The Council continues to operate a Council Tax support scheme for those on low incomes and we are satisfied that the potential negative impact of a Council Tax increase (section 4) is minimal and will continue to be monitored.

16. CAPITAL INVESTMENT (Appendix 18)

- 16.1. A three year capital programme was approved in October 2017 and since then a number of changes have been approved by Executive Cabinet to add additional schemes to the programme. Future investment plans are subject to available resources and the realisation of available capital receipts, however the current plans would see investment in excess of £200million over the four year period 2017 to 2021. The current approved and earmarked programme is set out in **Appendix 18**.
- 16.2. The CIPFA prudential code, which governs how Local Authorities account for and manage capital assets, requires the production of a comprehensive capital strategy, which stretches many years into the future. Work was completed in early 2019 to assess the additional capital demands for the next 5 years that are on top of the current approved investment programme. The result of this work is set out in **Appendix 18**. The capital strategy indicates that the level of investment required over the next five years is £116m which is in addition to the current programme and earmarked schemes. Further work is currently being undertaken to assess and update these indicative capital plans, and to determine the affordability and financing of this additional required investment before any schemes are put forward for full approval. This review will be informed by the Strategic Asset Management Plan and the forecast levels of capital receipts.

17. PAY POLICY STATEMENT

- 17.1. The Pay Policy Statement for 2021/22 is set out in **Appendix 19**. It sets out the Council's approach to pay policy in accordance within the requirements of Section 38 of the Localism Act 2011. The Pay Policy Statement has also been revised to take into account the Council's approach to approval by Full Council for severance payments in excess of £95K in line with guidance received from the Department for Communities and Local Government (DCLG). This pay policy applies for the year 2021/22 unless replaced or varied by Full Council.
- 17.2. It does not cover teaching staff whose salaries and terms and conditions of employment are set by the Secretary of State. Academy Schools are an entirely separate legal entity from the Council and are covered by Academies Act 2010 and as a separate employer are responsible for setting salaries for their employees.
- 17.3. The purpose of the Pay Policy Statement is to ensure transparency and accountability with regard to the Council's approach to setting pay. The Pay Policy Statement has been approved by Council and is publicised on the Council's website in accordance with the requirements of the Localism Act 2011 in March each year.

18. TREASURY MANAGEMENT STRATEGY 2021/22 (Appendix 20)

- 18.1. The Treasury Management service is an important part of the overall financial management of the Council's affairs. At 31 December 2020 the Council had £100m of investments which need to be safeguarded, £141m of long term debt, which has been accrued over the years to help to fund the Council's capital investment programmes, and £10m of short term borrowing. The Council is also the lead authority responsible for the administration of the

debt of the former Greater Manchester County Council on behalf of all ten Greater Manchester Metropolitan Authorities. As at 31 March 2020, this represented a further £40m of debt. The significant size of these amounts requires careful management to ensure that the Council meets its balanced budget requirement under the Local Government Finance Act 1992. Generating good value for money is therefore essential, in terms of both minimising the cost of borrowing and maximising the return on investments.

- 18.2. Under the Local Government Act 2003, the Department for Communities and Local Government issued in March 2010 revised "Guidance on Local Government Investments". The 2003 Act requires an authority "to have regard" to this guidance. Part of this guidance is that "A local authority shall, before the start of each financial year, draw up an Annual Investment Strategy for the following financial year, which may vary at any time. The strategy and any variations are to be approved by the full Council and are to be made available to the public." This strategy is set out in **Appendix 20**.
- 18.3. The Treasury Management Strategy also sets out the estimated borrowing requirement for both Tameside MBC and the Greater Manchester Metropolitan Debt Administration Fund (GMMDAF), together with the strategy to be employed in managing the debt position.

19. CAPITAL STRATEGY 2021/22 (Appendix 21)

- 19.1. The CIPFA Prudential Code (revised 2017) now requires that the Council produces an annual Capital Strategy. The Strategy provides a long term context in which capital decisions are made, the approach for governance for those decisions, and also information on the Council's approach towards treasury management and other investments. The Capital Strategy for 2021/22 is attached at **Appendix 21**.
- 19.2. The Capital Strategy is the Council's framework for the allocation and management of capital resources within the authority, which takes account of the Council's key priorities in the Corporate Plan. It forms a key part of the Council's integrated revenue, capital, and balance sheet planning with a view towards deliverability, affordability, and risk.
- 19.3. The Capital Strategy identifies the current capital programme and the processes that are carried out to maintain an ongoing investment plan together with the links between its objectives and that of the Corporate Plan. It also gives an insight into how the strategy might develop in terms of achieving the priority outcomes in the next 5-10 years and beyond.

20. LEGAL CONSIDERATIONS

- 20.1. The obligation to make a lawful budget each year is shared equally by each individual Member. In discharging that obligation, Members owe a fiduciary duty to the Council Taxpayer. The budget must not include expenditure on items which would fall outside the Council's powers. Expenditure on lawful items must be prudent, and any forecasts or assumptions such as rates of interest or inflation must themselves be rational. Power to spend money must be exercised bona fide for the purpose for which they were conferred and any ulterior motives risk a finding of illegality. In determining the Council's overall budget requirement, Members are bound to have regard to the level of Council Tax necessary to sustain it. Essentially the interests of the Council Taxpayer must be balanced against those of the various service recipients.
- 20.2. Within this overall framework, there is of course considerable scope for discretion. Members will bear in mind that in making the budget; commitments are being entered which will have an impact on future years. Some such commitments are susceptible to change in future years, such as staff numbers which are capable of upward or downward adjustment at any time. Other commitments however impose upon the Council future obligations which are

binding and cannot be adjusted, such as loan charges to pay for capital schemes. Only relevant and lawful factors may be taken into account and irrelevant factors must be ignored.

- 20.3. Under the Member Code of Conduct members are required when reaching decisions to have regard to relevant advice from the statutory Chief Finance Officer, and the Monitoring Officer. Section 114 of the Local Government Finance Act 1988 obliges the Chief Financial Officer to prepare a report (to full Council) if it appears that the expenditure the Authority proposes to incur in a financial year is likely to exceed its resources available to meet that expenditure.
- 20.4. Similarly, the Council's Monitoring Officer is required to report to Full Council if it appears that a decision has been or is about to be taken which is or would be unlawful or would be likely to lead to maladministration. Under section 25 of the Local Government Act 2003 the Chief Financial Officer is now required to report to the authority on the robustness of the estimates made for the purposes of the calculations required to be made by the Council.
- 20.5. Section 91 of the Local Government Act 2000 provides that an External Auditor may issue an "Advisory Notice" if s/he has reason to believe that an Authority is about to take a course of action which, if pursued to its conclusion, would be unlawful and likely to cause a loss or deficiency. This power is to be used where the matter is significant either in amount or in principle or both. A local authority must budget so as to give a reasonable degree of certainty as to the maintenance of its services. In particular local authorities are required by section 32 of the Local Government Finance Act 1992 to calculate as part of their overall budget what amounts are appropriate for contingencies and reserves. The Council faces various contingent liabilities set out in the main budget report. Furthermore the Council must ensure sufficient flexibility to avoid going into deficit at any point during the financial year. In addition to advising on the robustness of the estimates as set out above, the Chief Financial Officer is also required to report on the robustness of the proposed financial reserves.
- 20.6. Apart from statutory duties relating to specific proposals the Council must consider its obligations under the Equality Act. In broad terms this means that the Council has a duty to have due regard to the need to eliminate discrimination and advance equality of opportunity between all irrespective of whether they fall into a protected category such as race, gender, religion, etc. Having due regard to these duties does not mean that the Council has an absolute obligation to eliminate discrimination but that it must consider how its decisions will contribute towards meeting the duties in the light of all other relevant circumstances such as economic and practical considerations. In carrying out the work to identify proposals for 2021/22 officers will have due regard to how the equality duty can be fulfilled in relation to the proposals overall. Detailed consultation processes and equality impact assessments will be carried out for specific proposals prior to final decisions being made where required.
- 20.7. The Localism Act and the Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012 introduced "Disclosable Pecuniary Interests" and new rules on the grant of dispensations to allow Council Members to take part in or vote on matters in which they have a Disclosable Pecuniary Interest ("DPI"). Where a Member has a DPI, they cannot speak and/or vote on a matter in which they have such an interest, unless they have obtained a dispensation in accordance with the requirements of section 33 of the Localism Act. The grounds for the grant of a dispensation under section 33(2) of the Localism Act are, if, after having regard to all relevant circumstances, the Council considers that:
- Without the dispensation the number of Members prohibited from participating/voting in any particular business would be so great a proportion of the body transacting the business as to impede the transaction of the business.
 - Without the dispensation the representation of different political groups on the body transacting any particular business would be so upset as to alter the likely outcome of any vote relating to the business.
 - The grant of the dispensation would be in the interests of the inhabitants of the borough.

- Without the dispensation every Member of the Executive would have a DPI prohibiting them from participating/voting in any particular business to be transacted by the Executive.
 - It is otherwise appropriate to grant the dispensation.
- 20.8. At its meeting on 18 September 2012, the Council delegated to the Monitoring Officer the power to grant dispensations. Any grant of a dispensation must specify how long it lasts for, up to a maximum period of four years. Previously, the old “national” model Code of Conduct for Members specifically stated that Members would not have a prejudicial interest in certain circumstances that potentially affected the majority or a large number of Members. These general exemptions included an interest in any business of the Council which related to setting Council Tax or a precept under the Local Government Finance Act 1992. The new arrangements on DPIs introduced by the Localism Act do not reproduce any of the “general exemptions”.
- 20.9. All Members are likely to have a pecuniary interest in relation to the setting of the Council Tax through their ownership / occupation of property in Tameside in common with any resident of the Borough or indeed anyone who stands as a Councillor. In the Monitoring Officer’s opinion, the transaction of business relating to these matters would be impeded unless a dispensation was granted.
- 20.10. In these circumstances, the Monitoring Officer intends to grant dispensations to all members to allow members to participate in and vote on the setting of the Council Tax or a precept (and matters directly related to such decisions including the budget calculations). It will be necessary for all councillors to apply for dispensations to take part in the meeting at Full Council.

21. RECOMMENDATIONS

- 21.1. This report and the following recommendations will be considered by Executive Cabinet and Strategic Commissioning Board during February 2021, but will require approval by Full Council. Full Council are asked to:
- a) Note the significant financial challenges and risks set out in this report;
 - b) **Approve** the budgeted net expenditure for the financial year 2021/22 of £194.494m as set out in section 3 and **Appendix 1**, noting the significant pressures outlined in **Appendix 2**;
 - c) **Approve** the proposed savings to be delivered by management outlined in section 3 and **Appendix 3**, noting the additional detail provided in **Appendices 7 to 16**.
 - d) **Approve** an uplift to fees and charges as set out in **Appendix 22**;
 - e) **Approve** the proposed resourcing of the budget as set out in **Appendix 4**;
 - f) **Approve** a 4.99% increase to Council Tax for Tameside MBC for 2021/22, consisting of a 1.99% general increase and 3% Adult Social Care precept;
 - g) Note that the budget projections set out in section 6 assume a 1.99% per annum increase in general Council Tax through to 2025/26. The budget projections also assume that there is no further reduction to current levels of Government funding;
 - h) **Accept** the Director of Finance’s assessment of the robustness of the budget estimates and adequacy of reserves as set out in **Appendix 5**. Following this, determine that the estimates are robust for the purpose of setting the budget and that the proposed minimum General Fund Balance is adequate;
 - i) **Approve** the proposed minimum General Fund Balance of £27.4m set out in **Appendix 6**;
 - j) **Approve** the Reserves Strategy and note the projected reserves position as set out in **Appendix 6**;
 - k) Note the position on the Capital Programme (Section 8 and **Appendix 18**) previously approved by Executive Cabinet, and the forecast future investment requirements;

- l) **Approve** the Pay Policy Statement for 2021/22 as set out in section 9 and **Appendix 19**;
- m) **Approve** the Treasury Management Strategy 2021/22, which includes the proposed borrowing strategy, Annual Investment Strategy and Minimum Revenue Provision Policy (**Appendix 20**);
- n) **Approve** the Capital Strategy 2021/22 (**Appendix 21**).
- o) **Approve** delegated authority to the Directors (in consultation with the Section 151 officer) to agree any uplifts required to other contractual rates from 1 April 2021 which Directorates will manage within their approved budgets for 2021/22.

Appendix 1 Revenue Budget and MTFP Summaries

2021/22 Whole Council Revenue Budget

Directorate	Revenue Budget £	Spend Analysis	Revenue Budget £
Adults	40,214,000	Expenditure	
Childrens	60,749,000	Employees	101,644,324
Population Health	15,397,000	Premises Related Expenditure	10,183,770
Quality & Safeguarding	142,000	Transport Related Expenditure	10,140,973
Operations & Neighbourhoods	51,234,000	Supplies and Services	77,230,178
Growth	9,420,000	Transfer Payments	187,712,627
Governance	9,067,000	Recharge Expenses	5,633,995
Finance	8,318,000	Third Party Payments	149,820,796
Corporate Costs	(47,000)	Capital Items & Reserve Movements	(7,452,138)
Grand Total	194,494,000	Capital Financing Costs	9,921,000
		Expenditure Total	544,835,525
		Income	
		Customer and Client Receipts	(31,492,756)
		Government Grant Income	(268,190,588)
		Interest Income	(4,229,700)
		Other Grants Reimbursements and Contributions	(263,200)
		Recharge Income	(32,483,743)
		Other Income	(13,681,538)
		Income Total	(350,341,525)
		Grand Total	194,494,000

Appendix 1 Revenue Budget and MTFP Summaries

2021/22 Whole Council Medium Term Financial Plan – Budget Requirement

	2021/22 '£000	2022/23 '£000	2023/24 '£000	2024/25 '£000	2025/26 '£000
Previous Year's Net Budget	205,279	194,494	205,561	209,462	216,947
Service Pressures					
Staffing related cost pressure	1,689	3,093	2,483	2,513	2,272
Demographic pressures	8,049	3,246	3,861	5,400	4,282
Inflationary pressures	(340)	203	237	200	200
Reduction in other fees/charges/income	7,972	(1,339)	(700)	(250)	0
Grant reduction	0	0	0	0	0
Other service pressures	(1,681)	(973)	364	1,118	513
Total service pressures	15,689	4,231	6,245	8,981	7,267
Undelivered savings	0	0	0	0	0
Existing savings to be delivered by management	(648)	(4,546)	(2,228)	(1,650)	0
New savings to be delivered by management	(8,191)	(4,921)	(124)	(58)	(774)
New funding	(16,896)	16,303	8	212	0
Fees & charges	0	0	0	0	0
Vacancy factor	(739)	0	0	0	0
Total service reductions	(26,474)	6,837	(2,344)	(1,496)	(774)
Net budget increase/(decrease)	(10,785)	11,067	3,901	7,485	6,493
Proposed total budget for year	194,494	205,561	209,462	216,947	223,440

Appendix 1 Revenue Budget and MTFP Summaries

2021/22 Whole Council Medium Term Financial Plan – Funding the Budget

	2021/22 '£000	2022/23 '£000	2023/24 '£000	2024/25 '£000	2025/26 '£000
Proposed total budget for year	194,494	205,561	209,462	216,947	223,440
Resources <i>(Assumes increase in Council Tax)</i>					
Revenue Support Grant (and PH Grant)	0	(29,259)	(29,552)	(29,847)	(30,146)
Business Rates baseline	(50,430)	(25,210)	(25,462)	(25,717)	(25,974)
Business Rates Top Up	(31,371)	(29,918)	(30,217)	(30,519)	(30,825)
Business Rates section 31 grant	(7,961)	(5,131)	(5,182)	(5,234)	(5,286)
Business Rates 100% retention pilot	0	0	0	0	0
Council Tax (Before general increase)	(94,524)	(94,895)	(95,265)	(95,265)	(95,636)
Council Tax 1.99% General Increase	(1,880)	(3,813)	(5,799)	(7,810)	(9,899)
Council Tax 3% Adult Social Care Precept	(2,835)	(2,903)	(2,972)	(3,031)	(3,103)
Collection Fund COVID Deficit - Council Tax	2,382	2,382	2,382	0	0
Collection Fund COVID Deficit - Business Rates	1,424	1,424	1,424	0	0
Collection fund surplus (Prior years)	(2,500)	(2,500)	(1,000)	0	0
Collection Fund surplus (2019/20) - Council Tax	(645)	(645)	(645)	0	0
Collection Fund surplus (2019/20) - Business Rates	(58)	(58)	(58)	0	0
New homes bonus	(654)	(319)	0	0	0
GMCA return of reserves	(4,000)				
Use of reserves	(1,442)	(413)	(242)	(275)	(275)
Total resources	(194,494)	(191,257)	(192,589)	(197,698)	(201,143)
Imbalance (surplus)/deficit cumulative	(0)	14,304	16,874	19,249	22,297

Appendix 1 Revenue Budget and MTFP Summaries

2021/22 Budget Movements by Directorate

	Adults £000	Children's - Social Care £000	Children's - Education £000	Quality & Safeguard- ing £000	Population Health £000
Previous Year's Net Budget	38,444	53,960	6,232	216	15,620
Budget adjustments	293	38	166	(75)	0
Revised net budget	38,737	53,997	6,397	141	15,620
Service Pressures					
Staffing related cost pressure	574	508	30	4	25
Demographic pressures	4,757	0	1,000	0	0
Inflationary pressures	0	0	0	0	232
Reduction in other fees/charges/income	0	0	0	0	0
Grant reduction	0	0	0	0	0
Other service pressures	0	(250)	0	0	0
Total service pressures	5,331	258	1,030	4	257
Undelivered savings	0	0	0	0	0
Existing savings to be delivered by management	(11)	0	0	0	(200)
New savings to be delivered by management	(665)	(493)	(212)	0	(272)
New funding	(2,902)	0	0	0	0
Fees & charges	0	0	0	0	0
Vacancy factor	(276)	(253)	24	(3)	(8)
Total service reductions	(3,854)	(746)	(188)	(3)	(480)
Net budget increase/(decrease)	1,477	(488)	842	1	(223)
Proposed total budget for year	40,214	53,510	7,239	142	15,397

Appendix 1 Revenue Budget and MTFP Summaries

2021/22 Budget Movements by Directorate

	Growth £000	Operations & Neighbour- hoods £000	Governance £000	Finance & IT £000	Corporate £000
Previous Year's Net Budget	11,076	52,949	9,736	7,935	9,113
Budget adjustments	(89)	299	(530)	(306)	205
Revised net budget	10,987	53,248	9,206	7,629	9,318
Service Pressures					
Staffing related cost pressure	86	546	317	119	(520)
Demographic pressures	0	0	0	0	2,292
Inflationary pressures	0	0	3	0	(575)
Reduction in other fees/charges/income	1,000	572	0	0	6,400
Grant reduction	0	0	0	0	0
Other service pressures	(1,400)	(724)	0	693	0
Total service pressures	(314)	394	320	812	7,597
Service Reductions					
Undelivered savings	0	0	0	0	0
Existing savings to be delivered by management	(500)	(357)	30	(10)	400
New savings to be delivered by management	(954)	(1,823)	(355)	(55)	(3,363)
New funding	0	0	0	0	(13,994)
Fees & charges	0	0	0	0	0
Vacancy factor	201	(228)	(133)	(58)	(5)
Total service reductions	(1,253)	(2,408)	(458)	(123)	(16,962)
Net budget increase/(decrease)	(1,566)	(2,014)	(138)	689	(9,365)
Proposed total budget for year	9,420	51,234	9,067	8,318	(47)

Appendix 1 Revenue Budget and MTFP Summaries

2021/22 Forecast Specific Grant Income

Grant	2020/21 £000s	2021/22 £000s
Section 31 Business Rates Grant	7,991	7,961
Section 31 Business Rates Grant - COVID-19 reliefs	29,522	0
New Homes Bonus	1,384	654
Original Better Care Fund (BCF)	11,775	12,087
i-BCF phase 1	9,428	9,428
i-BCF phase 2	1,633	1,633
Independent Living Fund	726	726
Local Reform and Community Voices Grant	209	209
Winter Pressures Grant	1,154	1,154
Social Care Support Grant	6,698	9,294
Troubled Families Grant	792	792
Youth Justice Grant	469	463
Housing Benefit Administration Grant	810	822
Private Finance Initiative (PFI) Grant	14,196	14,196
Dedicated Schools Grant (including Teachers Pay and Pension Grant)	131,380	135,850
School Improvement Grant	235	230
Housing Benefits - Mandatory Rent Allowances: subsidy	54,944	54,944
Housing Benefits - Mandatory Rent Rebates outside HRA: subsidy	2,349	2,349
Local Council Tax Support	297	297
Housing Benefit DHP Grant	735	735
Universal Infant Free School Meals	1,592	1,578
Post 19 adult Education	823	823
Pupil Premium Grant	7,421	7,267

Appendix 1 Revenue Budget and MTFP Summaries

2021/22 Forecast Specific Grant Income (continued)

Grant	2020/21 £000s	2021/22 £000s
Community Safety Funding	244	244
Communities Fund	100	100
A Bed Every Night	270	270
Rough Sleepers Initiative	442	656
Flexible Homelessness Support Grant	328	328
Homelessness Reduction Grant	149	149
Domestic Abuse Grant	151	151
Digital Skills Programme	100	100
Social Workers in Schools Programme (SWIS)	134	0
Total Grants	288,481	265,490

Appendix 1 Revenue Budget and MTFP Summaries

2021/22 Budget Virements

Directorate	Reason for virement	Virement Between	Transfer Between		Virement amount £	Nature of virement
			Debit	Credit		
Operations & Neighbourhoods	To fund change in hours for member of staff	Function	Public Protection	Regulatory Services	4,239	Recurrent
Operations & Neighbourhoods	Allocation of previous years income target	Service	Operations & Neighbourhoods Management	Engineers & Fleet Management	144,170	Recurrent
Operations & Neighbourhoods	Transfer of budget for parking enforcement contract to appropriate Function	Function	Parking Services	Regulatory Services	576,500	Recurrent
Operations & Neighbourhoods	LHA Housing Benefit Expenditure in relation to Homelessness Accommodation – budget transfer to Homelessness service	Director	Operation and Neighbourhoods	Governance	326,418	Recurrent
				Contingency	230,000	Recurrent
				Contingency	556,000	Non-recurrent
Childrens	Education Traded Service review - increased traded income to offset increase in expenditure	Income and Expenditure	Expenditure	Income	109,170	Recurrent
Childrens	Education Traded Service review - reduce traded income to offset efficiency savings in expenditure	Income and Expenditure	Income	Expenditure	18,070	Recurrent
Childrens	Gateway Grant allocation reduction	Income and Expenditure	Income	Expenditure	27,500	Recurrent
Childrens	Access Services budget review - rationalisation of budgets to align to resources	Service	AED of Education	Access Services	46,300	Recurrent
Childrens	School Performance and Standards budget review - rationalisation of budgets to align to resources	Service	School Performance and Standards	AED of Education	3,240	Recurrent
Childrens	Special Educational Needs and Disabilities budget review - rationalisation of budgets to align to resources	Service	AED of Education	Special Educational Needs and Disabilities	48,130	Recurrent

Appendix 1 Revenue Budget and MTFP Summaries

2021/22 Budget Virements (continued)

Directorate	Reason for virement	Virement Between	Transfer Between		Virement amount £	Nature of virement
			Debit	Credit		
Growth	Budget realignment to support Growth directorate priorities	Function	Growth Management		119,480	Recurrent
Growth	Ashton Old Bath's tenancy occupancy has reduced, the reduction in income will be funded from within Growth's existing budget until occupancy improves		Development & Investment		65,580	Recurrent
Growth	Removal of budget to reflect reduced income		Infrastructure		10,000	Recurrent
Growth	The Capital Programme Team is funded from capital project contributions - adjustment to fund 2021/22 team structure		Capital Project Team		1,300	Recurrent
Growth	ACE (Adult Community Education) is grant funded - the grant funds increases in pay due to spinal column point progression from 1 April 2021			Adult Education	(13,930)	Recurrent
Growth	Reduction to operational estate expenditure			Corporate Landlord Admin Buildings	(12,700)	Recurrent
Growth	Funding for Asset Team Structure to support delivery of the OPE (one public estate)			Estates & Valuation	(44,930)	Recurrent
Growth	CCG contribution to the costs of the Asset Team that support NHS property.			Estates General	(87,630)	Recurrent
Growth	Disabled Facilities Grant to support the Adaptation's team establishment cost			Disabled Facilities Grants Adaptations	(88,290)	Recurrent
Growth	Budget realignment to support Growth directorate priorities			Corporate Landlord Holding	(104,620)	Recurrent
Growth	Additional grant income			Economy, Employment & Skills	(132,610)	Recurrent

Appendix 1 Revenue Budget and MTFP Summaries

2021/22 Budget Virements (continued)

Directorate	Reason for virement	Virement Between	Transfer Between		Virement amount £	Nature of virement	
			Debit	Credit			
Adults	Resources reallocated with changing needs over COVID period, with higher demand for domiciliary care versus decline in residential care needs	Function	Direct Payments		346,994	Recurrent	
			Homecare		1,169,640		
			Shared Lives Fees		131,570		
				Resi & Nursing	(1,597,974)		
				Beaumont Place Fees	(50,230)		
Adults	The higher demand for domiciliary care versus decline in residential care has changed the balance of client fee receipts between different functions	Function	Resi & Nursing		832,100	Recurrent	
		Function	Day Centre Income - Commissioning		15,000		
		Service	Day Centre Income - LTS		44,815		
		Function		Non Residential	(871,735)		
		Function		Shared Lives (Non Abacus)	(20,180)		
Adults	The higher demand for domiciliary care versus decline in residential care has changed the balance of Continuing Healthcare funding between different functions	Service		Mental Health	57,868	Recurrent	
					Neighbourhoods		(41,970)
					LTS		(15,898)

Appendix 1 Revenue Budget and MTFP Summaries

2021/22 Budgeted Reserve Transfers

Directorate	Details of request	Reserve Name	Nature of Reserve	Transfer to/from reserves	Amount to be transferred £
Childrens	SEND Implementation Grant required to fund Business Admin Apprentice role to realise one-off savings in 2021/22	Education Unspent Revenue Grant Reserve	Unspent grant	Transfer from	(20,860)
Childrens	Youth Justice Service - Remand Grant - To fund educational psychology support for the youth justice cohort and for cost pressures from young people detained on remand	Unspent Revenue Grant & Cont Reserve	Unspent grant	Transfer from	(32,000)
Childrens	GMCA Grant - To fund part of the Youth Engagement Service. The service provides targeted early help to young people in the Borough.	Unspent Revenue Grant & Cont Reserve	Unspent grant	Transfer from	(50,760)
Childrens	Information Advise & Support Program (National Children Bureau) unspent grant for families to have access to impartial and free information, advice and support for SEND issues.	Unspent Revenue Grant & Cont Reserve	Unspent grant	Transfer from	(15,470)
Childrens	Troubled Families Grant (GMCA) - Ring-fenced unspent grant to be utilised to support early intervention work with families of children at risk of coming into care.	Unspent Revenue Grant & Cont Reserve	Unspent grant	Transfer to	64,470
Childrens	Targeted Innovation & Reform Grant (GMCA) unspent grant - Grant is provided for a specific project that will complete in June 2021, this funding is to pay staffing relating to this work stream.	Unspent Revenue Grant & Cont Reserve	Unspent grant	Transfer from	(154,790)
Population Health	Contribution to Preventing & Managing Long Term Conditions	Health Equalities Reserve	Earmarked	Transfer from	(55,000)
Population Health	Funding to employ a Strategic Domestic Abuse Manager in 2021/22	Health Equalities Reserve	Earmarked	Transfer from	(68,590)

Appendix 1 Revenue Budget and MTFP Summaries

2021/22 Budgeted Reserve Transfers (continued)

Directorate	Details of request	Reserve Name	Nature of Reserve	Transfer to/from reserves	Amount to be transferred £
Operations & Neighbourhoods	Drawdown of revenue grant received in previous years to support initiatives around Homelessness and Domestic Abuse	Community Services Unspent Revenue Grant	Unspent grant	Transfer from	(395,023)
Operations & Neighbourhoods	Delivery of Arts Council Projects	Community Services Unspent Revenue Grant	Unspent grant	Transfer from	(116,760)
Operations & Neighbourhoods	Drawdown remainder of reserve available for installation of lights on Civic Buildings	Neighbourhood & Communities	Other	Transfer from	(70,000)
Operations & Neighbourhoods	Contribution for Central Library Relocation	Neighbourhood & Communities	Other	Transfer from	(37,850)
Operations & Neighbourhoods	Funding to support initiatives to Prevent Repossessions (previously New Burdens funding)	Community Services Unspent Grant	Unspent grant	Transfer from	(51,640)
Operations & Neighbourhoods	Transfer to Crematorium contingency reserve to contribute towards future maintenance / replacement works at Dukinfield Crematorium	Crematorium Contingency	Other	Transfer to	100,000
Operations & Neighbourhoods	Contribution to Fleet Maintenance reserve in recognition of increased maintenance costs of ageing vehicles	Fleet Maintenance	Other	Transfer to	75,000
Growth	New Burdens grant to support digitisation of land charge records	Unspent Revenue Grant & Cont	Unspent grant	Transfer to	13,000
Growth	Annual transfer to the PFI affordability reserve to finance the related contractual costs over the remaining term of the contract.	BSF Affordability	Other	Transfer to	3,676,200
Growth	Annual transfer from the PFI Affordability Reserve to finance the related contractual unitary charge	BSF Affordability	Other	Transfer from	(2,282,100)
Growth	Transfer of service charges (Charlestown and Hattersley Industrial Units) to sinking fund reserve to finance future years industrial units annual maintenance costs	Service Charge	Other	Transfer to	14,160

Appendix 1 Revenue Budget and MTFP Summaries

2021/22 Budgeted Reserve Transfers (continued)

Directorate	Details of request	Reserve Name	Nature of Reserve	Transfer to/from reserves	Amount to be transferred £
Finance & IT	Expected contribution to Insurance reserves based on annual actuarial assessment of insurance provision and reserve requirements.	Insurance Reserves	Earmarked	Transfer to	154,820
Finance & IT	Annual contribution to IT investment reserve, included in IT revenue budget.	IT Investment Fund/Replacement	Earmarked	Transfer to	527,280
Finance & IT	Expected use of IT investment reserve as per five year investment plan approved in February 2020 as part of the 2020/21 budget report.	IT Investment Fund/Replacement	Earmarked	Transfer from	(1,320,400)
Finance & IT	Forecast drawdown from reserve for Teachers Maternity Insurance scheme. Scheme is self financing over the medium term but net cost/surplus will fluctuate between years.	Teacher Maternity Insurance	Earmarked	Transfer from	(59,290)
Corporate	Anticipated draw down in 2021/22 from the COVID-19 emergency fund. This will fund additional costs and income reductions as a result of the COVID-19 pandemic.	COVID-19 Emergency Funding	Earmarked	Transfer from	(5,239,000)

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Appendix 2 Pressures, Growth and COVID impact

Budget Pressures, Growth and COVID impact

The Council continues to face significant cost pressures from demographic growth and increased costs. In addition, the COVID19 pandemic has resulted in many service pressures and significant income reductions which result in a reduced resource base to fund our key services. The main cost pressures for 2021/22 are summarised below, with further analysis in the Directorate **Appendices 7 to 14**.

£5.3m Adults

Pressures reflect a combination of demographic changes resulting in increased demand for services, and cost increases in some areas, particularly where more complex care packages are required. Contractual cost pressures include staffing cost increases reflecting uplifts to the living wage.

Pressures by Service Area 21/22	£000s	Further Detail
Adults	5,331	Appendix 7
Children's Services	258	Appendix 8
Children's - Education	1,030	Appendix 9
Population Health	257	Appendix 10
Quality & Safeguarding	4	Appendix 15
Growth	(314)	Appendix 11
Operations and Neighbourhoods	394	Appendix 12
Governance	320	Appendix 13
Finance & IT	812	Appendix 14
Capital and Financing	6,440	Appendix 14
Corporate Costs	8	Appendix 14
Contingency	1,149	Appendix 14
Total	15,689	

£0.8m Finance & IT

Pressure includes funding to bring forward IT investment that will enable more effective and efficient agile working both in response to COVID and to enable the rationalisation of the administrative estate.

£1.030m Children's – Education

Pressures almost entirely related to increased cost of Special Education Needs (SEN) Home to School transport costs due to increasing numbers of children with Education Health and Care Plans who are eligible for school transport. Increase in numbers and costs reflect local and national trends in pupil numbers, and a corresponding pressure on the schools high needs budget (see Appendix 5 for further detail).

£6.4m Capital and Financing

The 2020/21 budget and Medium Term Financial Plan approved in February 2020 included £6.4m of income from the Manchester Airport Dividend which will now not be paid for a number of years. The aviation industry is expected to take a number of years to recover and no income from the dividend is assumed before 2025..

Appendix 2 Pressures, Growth and COVID impact

Nature of Pressures	Pressures £000s
Demographic Pressures	8,049
Grant reduction	0
Inflationary Pressures	-340
Other service pressures	-1,681
Reduction in other fees/charges/income	7,972
Staffing related cost pressure	1,689
Total	15,689

Inflation and Other Pressures
 Negative figures reflect reduced use of reserves. In 2020/21 targeted use of reserves was approved on a one-off basis to fund specific investments and this is now being removed.

£1.689m Staffing costs
 A 0% pay award is assumed for 2021/22 however additional costs due to increments and increases in the living wage and guaranteed minimum uplift for lower earners need to be funded. In addition, the 2020/21 budget assumed a pay award of 2% - the actual pay award was 2.75% meaning that a further 0.75% needs to be funded in 2021/22.

£8.049m Demographic Pressures

The Council continues to face significant cost pressures from demographic growth – pressures in this area are concentrated in Adults Services, where the needs of a growing older population continue to become more complex, and in Children’s Services, where the number of children with an Education Health and Care Plan continues to increase, placing pressure on home to school transport budgets and the High Needs budgets in schools.

After significant additional investment in Children’s Social Care last year, no further pressures are being funded for 21/22. Whilst numbers of Looked After Children have stabilised, placement costs continue to rise. There remains a significant risk that the Children’s Social Care budget may be insufficient if numbers are not reduced and more appropriate placements found. Provision has been made in contingency for further pressures.

£7.972m Reduction in fees/charges/income

In addition to the £6.4m loss of income relating to the Manchester Airport Dividend (set out on the previous page), several service areas are experiencing income losses as a result of the COVID pandemic.

In Operations and Neighbourhoods, income losses are being experienced in Markets as a result of the economic conditions, and car parking income is significantly reduced due to reduced footfall in the town centres.

Additional income targets for Estates income are also not yet being delivered due to the economic impacts of COVID19 which have hampered the ability of the team to identify additional income sources during 2020/21.

Appendix 3 Savings Proposals

Savings identified by Management

New savings to be delivered by management of £8,930k have been identified for 2021/22. Proposed savings have been subject to robust review and challenge by finance, Senior Officers and Members and this review process will continue to monitor delivery of savings and identify new savings for future years. All savings have been RAG rated and detailed delivery plans required for savings identified as 'Red' or 'Amber' for delivery.

Savings by Directorate	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s	2025/26 £000s
Adults	665	665	665	665	665
Children's	705	686	686	686	686
Population Health	272	1,015	1,015	1,015	1,792
Growth	954	1,198	1,462	1,520	1,583
Operations & Neighbourhoods	1,823	2,621	2,481	2,481	2,415
Finance & IT	1,354	4,123	4,123	4,123	4,123
Governance	355	335	335	335	335
Corporate	2,803	3,208	3,208	3,208	3,208
Total	8,930	13,851	13,975	14,033	14,807

Cross cutting savings - Within the £8,930k of savings, a number of cross cutting themes have been identified as set out below (note that the **£4,742k** is part of the £8,930, not additional).

Cross Cutting Themes	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s	2025/26 £000s
Accommodation/ Housing Strategy	1,565	1,615	1,615	1,615	1,615
Estates Rationalisation	497	829	1,003	1,036	1,069
Active Tameside	150	300	300	300	1,077
Health Integration	530	530	530	530	530
Early Help	750	1,250	1,250	1,250	1,250
Workforce	1,000	1,500	1,500	1,500	1,500
Digital	0	3,966	3,966	3,966	3,966
Fostering Service	250	750	750	750	750
Godley Green	0	37	182	326	521
Total	4,742	10,777	11,096	11,273	12,278

Savings Delivery – The scale and scope of the savings identified for 2021/22 and beyond are significant and will be challenging to deliver. Delivery plans are required for all savings that have been RAG rated as red or amber. A savings delivery board is to be established to drive and monitor delivery.

A relentless focus on project management and delivery will be essential to ensure the ambitious programme is achieved. The budget gap for 2022/23 remains significant and assumes that a further £5m of savings is delivered in addition to those identified for this year.

Appendix 3 Savings Proposals

Savings identified by Management

<u>Adults</u>	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s	2025/26 £000s
RED	-	-	-	-	-
AMBER	665	665	665	665	665
GREEN	-	-	-	-	-
Total	665	665	665	665	665

Adults – Appendix 7

Savings forecast as a result of the implementation of the Adults Services Housing and Accommodation Strategy (approved by Strategic Commissioning Board December 2020), including provision of accommodation for service users currently placed out of borough.

<u>Children's</u>	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s	2025/26 £000s
RED	-	-	-	-	-
AMBER	617	598	598	598	598
GREEN	88	88	88	88	88
Total	705	686	686	686	686

Children's Services – Appendices 8 and 9

Savings focused on review of Early Help effectiveness in social care, partnered with a review of fostering service to enhance foster care offer, and reduce placements spend. In Education, savings relate to realignment of funding for behaviour and attendance.

<u>Population Health</u>	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s	2025/26 £000s
RED	150	500	500	500	500
AMBER	109	502	502	502	1,279
GREEN	13	13	13	13	13
Total	272	1,015	1,015	1,015	1,792

Population Health – Appendix 10

Savings planned through recommissioning of key contracts, including Sport and Leisure, Community Services and Health Improvement contracts.

Appendix 3 Savings Proposals

Savings identified by Management

<u>Growth</u>	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s	2025/26 £000s
RED	300	320	345	370	400
AMBER	339	399	464	464	464
GREEN	315	479	653	686	719
Total	954	1,198	1,462	1,520	1,583

Growth – Appendix 11

A substantial proportion of the savings identified relate to the asset management strategy and accommodation. Through a review of operational estate, and changes to working practices across the Council, there are significant opportunities to reduce the administrative office space utilised by the Council. Operating over a smaller footprint savings can be achieved on facilities management, utilities and other associated costs.

Operations and Neighbourhoods Appendix 12

A range of savings opportunities have been identified across the Directorate. These savings include:

- Review of vacant posts and use of agency staff
- Changes to waste collection arrangements
- Changes to disposal arrangements for street sweeping
- Cost recovery for replacement bins
- Review of vehicle usage and associated costs
- Cancellation of Council funded cycling events
- Procurement savings for stores
- Review of statutory housing service contract
- Highways maintenance efficiencies

<u>Operations & Neighbourhoods</u>	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s	2025/26 £000s
RED	67	156	156	156	156
AMBER	655	1,214	1,214	1,214	1,214
GREEN	1,101	1,251	1,111	1,111	1,045
Total	1,823	2,621	2,481	2,481	2,415

Appendix 3 Savings Proposals

Savings identified by Management

<u>Governance</u>	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s	2025/26 £000s
RED	10	10	10	10	10
AMBER	65	65	65	65	65
GREEN	280	260	260	260	260
Total	355	335	335	335	335

Governance – Appendix 13

Savings include a range of efficiencies including review of vacant posts and service structures, one off savings on workforce development budgets and savings on electoral registration costs.

<u>Finance & IT</u>	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s	2025/26 £000s
RED	-	4,068	4,068	4,068	4,068
AMBER	-	-	-	-	-
GREEN	1,354	55	55	55	55
Total	1,354	4,123	4,123	4,123	4,123

Finance & IT – Appendix 14

2021/22 savings relate to procurement savings on the asset valuation contract and a one-off saving on debt repayment costs due to overpayment in previous years. For 2022/23 onwards significant potential savings have been identified in respect of digitisation of services with further work required to develop and ensure delivery.

<u>Corporate</u>	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s	2025/26 £000s
RED	-	-	-	-	-
AMBER	1,145	1,645	1,645	1,645	1,645
GREEN	1,658	1,563	1,563	1,563	1,563
Total	2,803	3,208	3,208	3,208	3,208

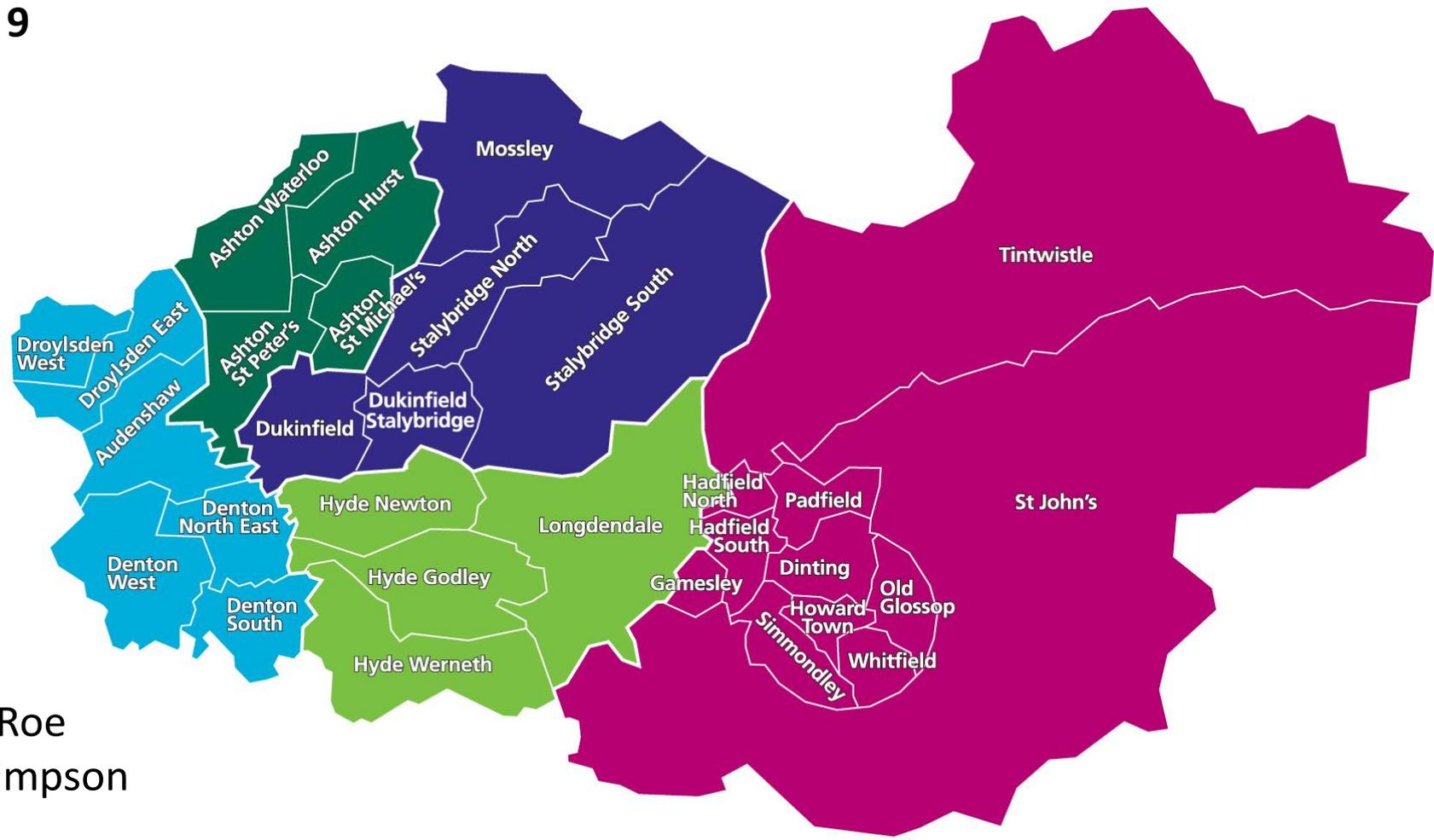
Corporate Savings – Appendix 14

These include workforce savings through reduced agency costs, additional income from further investment in Manchester Airport, additional savings resulting from the advanced payment of pension contributions and a review of single person discounts for Council Tax to ensure only eligible discounts are awarded.

Tameside and Glossop Strategic Commission

Finance Update Report Financial Year Ending 31st March 2021 Month 9

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Kathy Roe
Sam Simpson

Month 9 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

Children’s Services £4,134k overspend

Children’s services continue to present the most significant financial risk to the Integrated Commissioning Fund, both for the 2020/21 forecasts and future year budgets.

At M9 the size of the pressure has increased again as a result of an increase in the number and cost of placements.

Message from the Directors of Finance

The first Tameside & Glossop patients received their COVID vaccine in December 2020. This is a clear and encouraging milestone in our COVID recovery process, with 5 neighbourhood vaccine sites now operational for roll out to the population at large. Our Covid vaccination roll out in Tameside and Glossop is going exceptionally well, with over 18,000 vaccinations carried out by mid January (As at 13 January 2021). This success is a credit to the primary care network teams and GPs, CCG and Council colleagues who have been working flat out to ensure we are vaccinating people in the top priority groups as quickly and safely as possible. T&G are central to the GM vaccination programme, with the ICFT acting as the lead employer for the GM mass vaccination site.

Whilst the vaccine roll out is encouraging, the next few months will remain challenging as COVID infection rates remain high. The impact of the current increases in infection rates and hospital admissions, combined with the economic impact of the third national lockdown, present an increased level of financial risk for the last three months of the year.

Despite the ongoing COVID pressures and prioritisation of the vaccine roll out, planning for 21/22 continues where possible. Work is ongoing to finalise the Council budget proposals for 2021/22, and these will be considered by the Council’s Executive Board and Full Council in January. However, CCG planning guidance for 2021/22 has been delayed and the timetable for 21/22 financial planning is not yet clear.

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COVID Top Up

The CCG is showing a YTD overspend of £2,001k, but a surplus of £512k by year end. This relates to anticipated top up payments which have not yet been received.

This is made up of £1,284k from the Hospital Discharge Programme, £20k in relation to the COVID vaccination programme and £696k in relation to activity with the independent sector.

Our position assumes that the top up will be paid in full, but risk to the position if the funding does not materialise as expected.

Forecast Position £000's	Expenditure Budget	Income Budget	Net Budget	Net Forecast	Net Variance
CCG Expenditure	440,495	0	440,495	439,983	512
TMBC Expenditure	540,481	(335,202)	205,279	209,119	(3,840)
Integrated Commissioning Fund	980,977	(335,202)	645,774	649,102	(3,328)

As at Month 9, the Strategic Commission is forecasting a net overspend of £3.328m by 31 March 2021. On the assumption that the anticipated COVID top up is received in full, a surplus of £512k is projected at year end on CCG budgets. Council budgets continue to show a net overall overspend of £3.8m due primarily to a significant overspend on Children’s Social Care services. Additional COVID funding has been announced in recent weeks to support testing and vaccination logistical costs, and the overall position may improve once costs and funding for this work is confirmed.

Finance Update Report – Strategic Commission Budgets

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	217,544	0	217,544	217,641	(97)	0	(97)	36	(133)
Mental Health	44,532	0	44,532	44,609	(77)	0	(77)	(348)	271
Primary Care	92,007	0	92,007	91,763	245	0	245	119	126
Continuing Care	15,021	0	15,021	14,560	461	0	461	352	109
Community	34,694	0	34,694	34,823	(129)	0	(129)	(55)	(74)
Other CCG	32,409	0	32,409	34,301	(1,892)	(2,001)	109	(1,158)	(733)
CCG TEP Shortfall (QIPP)	0	0	0	0	0	0	0	0	0
CCG Running Costs	4,288	0	4,288	4,288	0	0	0	0	0
Anticipated COVID Top Up	0	0	0	(2,001)	2,001	2,001	0	1,055	945
Adults	85,925	(47,187)	38,737	39,177	(440)	0	(440)	(440)	0
Children's Services - Social Care	64,286	(10,288)	53,998	58,131	(4,134)	0	(4,134)	(3,806)	(328)
Education	32,898	(26,500)	6,398	7,081	(684)	(480)	(204)	(684)	0
Individual Schools Budgets	119,722	(119,722)	0	0	0	0	0	0	0
Population Health	15,910	(291)	15,619	18,850	(3,231)	(3,500)	269	(3,231)	0
Operations and Neighbourhoods	80,504	(27,583)	52,921	53,226	(305)	(510)	205	(305)	0
Growth	45,526	(34,537)	10,988	11,811	(822)	(221)	(601)	(822)	(0)
Governance	67,086	(57,556)	9,531	9,620	(90)	39	(129)	(90)	(0)
Finance & IT	9,006	(1,376)	7,630	7,603	27	(29)	56	27	0
Quality and Safeguarding	378	(237)	141	120	21	0	21	21	(0)
Capital and Financing	10,379	(9,624)	756	6,433	(5,678)	(6,474)	797	(5,678)	0
Contingency	3,377	0	3,377	3,385	(8)	(911)	903	(8)	0
Contingency - COVID Costs	0	0	0	28,244	(28,244)	(28,244)	0	(28,244)	0
Corporate Costs	5,486	(301)	5,184	5,009	175	(100)	275	175	(0)
LA COVID-19 Grant Funding	0	0	0	(28,216)	28,216	28,216	0	28,216	0
Other COVID contributions	0	0	0	(11,356)	11,356	11,356	0	11,356	0
Integrated Commissioning Fund	980,977	(335,202)	645,774	649,102	(3,328)	(858)	(2,470)	(3,512)	184

Finance Update Report – Strategic Commission Budgets

Forecast Position £000's	YTD Position			Forecast Position			Variance	
	Budget	Actual	Variance	Budget	Forecast	Variance	COVID Variance	Non- COVID Variance
Acute	162,690	163,623	(933)	217,544	217,641	(97)	0	(97)
Mental Health	32,935	32,501	433	44,532	44,609	(77)	0	(77)
Primary Care	67,617	67,319	299	92,007	91,763	245	0	245
Continuing Care	11,051	10,222	829	15,021	14,560	461	0	461
Community	25,576	25,700	(124)	34,694	34,823	(129)	0	(129)
Other CCG	23,914	26,429	(2,515)	32,409	34,301	(1,892)	(2,001)	109
CCG TEP Shortfall (QIPP)	0	0	0	0	0	0	0	0
CCG Running Costs	3,041	3,032	9	4,288	4,288	0	0	0
Anticipated COVID Top Up	0	0	0	0	(2,001)	2,001	2,001	0
Adults	29,053	34,920	(5,867)	38,737	39,177	(440)	0	(440)
Children's Services - Social Care	40,498	40,848	(350)	53,998	58,131	(4,134)	0	(4,134)
Education	4,319	1,667	2,652	6,398	7,081	(684)	(480)	(204)
Individual Schools Budgets	937	(1,463)	2,400	0	0	0	0	0
Population Health	11,714	6,852	4,862	15,619	18,850	(3,231)	(3,500)	269
Operations and Neighbourhoods	40,583	46,337	(5,754)	52,921	53,226	(305)	(510)	205
Growth	7,722	6,554	1,169	10,988	11,811	(822)	(221)	(601)
Governance	8,077	10,030	(1,953)	9,531	9,620	(90)	39	(129)
Finance & IT	5,935	5,803	132	7,630	7,603	27	(29)	56
Quality and Safeguarding	106	38	68	141	120	21	0	21
Capital and Financing	567	(935)	1,501	756	6,433	(5,678)	(6,474)	797
Contingency	2,532	1,710	822	3,377	3,385	(8)	(911)	903
Contingency - COVID Costs	0	15,821	(15,821)	0	28,244	(28,244)	(28,244)	0
Corporate Costs	3,888	3,049	839	5,184	5,009	175	(100)	275
LA COVID-19 Grant Funding	0	(37,858)	37,858	0	(28,216)	28,216	28,216	0
Other COVID contributions	0	(9,574)	9,574	0	(11,356)	11,356	11,356	0
Integrated Commissioning Fund	482,757	452,626	30,131	645,774	649,102	(3,328)	(858)	(2,470)
CCG Expenditure	326,825	328,826	(2,001)	440,495	439,983	512	0	512
TMBC Expenditure	155,932	123,800	32,132	205,279	209,119	(3,840)	(858)	(2,982)
Integrated Commissioning Fund	482,757	452,626	30,131	645,774	649,102	(3,328)	(858)	(2,470)

Children's Services

The Directorate is reporting a forecast overspend of £4,134K at period 9 which is an overall adverse increase of £328K from period 8. The forecast overspend is predominantly due to the number and cost of external placements.

The placement forecasts have adversely increased by £562K since period 8; however this increase has been partly offset by reduced employee costs of £170k and additional grant income of £135K. There has also been changes to the forecasts for transfers to reserves which accounts for £45K. The overall adverse increase in the placement forecasts is due in an increase in the external placements forecasts of £523K and an increase in the internal placement forecasts of £39K.

At the end of December the number look after children was 727 a reduction of 1 from the previous month. The increase in the placement forecast is primarily due to an increase in external placement costs for existing LAC.

CCG Position

On the assumption that the anticipated COVID top up is received in full, a surplus of £512k is projected at year end.

This is an improvement from the break even position reported in November. Financial performance for CCGs in 2020/21 is being monitored at an STP level, therefore the surplus in T&G will help to offset pressures elsewhere in the system and help GM to manage within the financial envelope.

A significant driver of the T&G improvement is individualised commissioning. During the first wave of the COVID pandemic, NHSE introduced the Hospital Discharge Programme. This enabled the NHS to quickly move appropriate patients from hospital beds into care homes, allowing acute providers to concentrate on the pandemic response. As such a large number of patients entered care home as part of the Hospital Discharge Programme, with full assessments for CHC or social care support deferred until the pandemic response allowed

A majority of these assessments have now been completed, with a much smaller number of patients qualifying for a full CHC placement than envisaged during the phase 3 planning process. As such projected spend in this area has reduced and a surplus has been generated.

TMBC YTD Position

A YTD under spend of £32.3m has been reported in the council, against a full year overspend of £3.8m. The YTD position includes all COVID funding received. This funding needs to cover COVID related costs for the rest of this year and also to support expected funding shortfalls in Council Tax and Business Rates in 2021/22. Because of this, the reported YTD position does not fully represent the underlying financial position and the figure should only be used within the wider context of this narrative. A further £8.6m of business rates grants funding is included in the actuals, but not forecasts, because this is due to be repaid to Government in January 2021

Operations and Neighbourhoods Highways

The recent inclement weather has had a significant impact on the budget to support the gritting of the borough's highways. The whole annual budget of £ 0.441m has been utilised at period 9 (at 31 December 2020).

Since this date, there has and there is forecast to be further inclement weather conditions across the borough which will lead to a projected adverse budget variance by 31 March 2021.

The related details will be included in the Directorate period 10 (at 31 January 2021) revenue monitoring report.

QIPP

The CCG has a QIPP target for 2020/21 of £7,994k, which we need to deliver in order to meet our overall financial control total. £6,783k (85%) of the required savings have been banked in the first nine months of the year, with £241k achieved in December. Further savings of £1,211k are expected in future months, which will fully close the gap. This position has improved since last month because of expected savings on CHC.

Work is still required to deliver against this plan, in particular to ensure that appropriate budget management QIPP is identified. But we are confident that the target can be met on an 'in year' basis for 20/21. However because the majority of savings delivered are non recurrent in nature, there remains a significant financial challenge to address in future years.

Month 9 Position

Summary

Trust I&E excluding COVID-19 expenditure:	(£604k) underspend*
COVID-19 expenditure:	£1.335m
Net deficit (I&E + COVID-19 Exp):	£731k overspend
<hr/>	
GM System Envelope (COVID/Growth):	(£1.238m)
Net Surplus:	(£507k)
<hr/>	

*This includes System financial envelope funding of £2.767m (£16.603m M7-12)

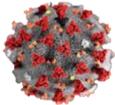
In Month Movement is **£52k Favourable**, of which I&E excluding COVID-19 is **£145k increase** and COVID-19 expenditure is **£93k decrease**

The planned deficit for M9 (based on September plan submission) is **c£1.126m** and the movement to the M9 reported position of £507k surplus is **£1.633m favourable** (see following slide)

The Trust is reporting good performance against activity restoration particularly on Diagnostics and Endoscopy, however in some areas still delivering below 100% restoration targets. The ability for the Trust to meet restoration targets is dependent upon the availability of staff and capacity and is not due to financial constraints

Financial Overview: In Month Movement

Bridge Movement M9 plan to M9 actuals £1.633m (F)



£352k (F) – Decrease in COVID-19 expenditure

- **Sickness Position:** The number of covid-19 related absences in December reduced from the previous month resulting in a reduction of bank and agency costs
- **ITU:** In month 9 there was a reduction in nursing NHSP bank spend as a number of substantive theatre nurses were move into critical care following reduced elective activity



£214k (F) – Non-recurrent items

One off non-recurrent items including recharge to the CCG in relation to GP IT Maintenance (£173k) and other smaller items



£279k (A) – Forecast winter and ward spend not realised:

Winter wards such as ward 30 and ward 43 have largely remained closed meaning that forecast levels of agency and bank spend have not materialised



£262k (F) – Activity related

A reduction in levels of activity compared to plan:

- Reduced theatre and surgical appliance spend
- Critical care occupancy (63% during December)
- Endoscopy activity less than restoration plan

£68k (F) – Income

- Income from SLAs and RTA is higher than forecast



£458k (F) – Forecast assumption not fully materialised

Inability to fully utilise 3rd party outsourced staffing provision due to high demand / workforce challenges

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Appendix 5 Statement on Robustness of the Budget Estimates

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

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

Use of reserves and the General Fund balance

Appendix 6 considers the reserves and balances of the Council and their anticipated use over the next three years. Previous Budgets have approved the use of reserves to fund one-off initiatives and investments in the revenue budget, and the 2020/21 budget proposed the use of £12.395m of further investment from reserves. £5m was to support the Children's Social Care Budget with a further £7.395m targeted investment to support projects and service improvement across Children's Services, Growth, and Operations & Neighbourhoods. This was a significant investment of reserves into services, with much of the investment to provide time for services to improve and reduce their spending overall. Such a level of funding from reserves to support services where improvement plans are in place is unsustainable in the medium term, and cannot be continued into future years.

For 2021/22 the budget proposes the use of £1,442m of reserves which is a continuation of the investment approved as part of the 2020/21 budget. In addition £4,000k is being returned to districts from the Greater Manchester Combined Authority reserves and this funding is to be used to support the 2021/22 budget due to the significant cost and income loss pressures facing the Council as a result of the COVID-19 pandemic

Section 26 of the Local Government Act 2003, places a duty on the Section 151 Officer to ensure the Council has established a minimum level of reserves to be retained to cover any unforeseen demands that could not be reasonably defined within finalising the proposed budget. The Director of Finance is recommending a proposed minimum general fund balance of £27.437m from 1 April 2021, which is which is a small increase on last year, reflecting the increased risk exposure and reduced size of the Council's current Capital Programme. Further information is set out in **Appendix 6**.

Monitoring and forecasting

The Council will continue to undertake robust monthly budget monitoring throughout the financial year. This will include specific assessment and monitoring of the delivery of planned savings, and regular review and updating of the MTFP to identify future financial risks at the earliest opportunity.. Proposed savings have been subject to review and challenge by Finance, Senior Officers and Members and this review process will continue to monitor delivery of savings and identify new savings for future years.

Appendix 5 Statement on Robustness of the Budget Estimates

Risk Assessment

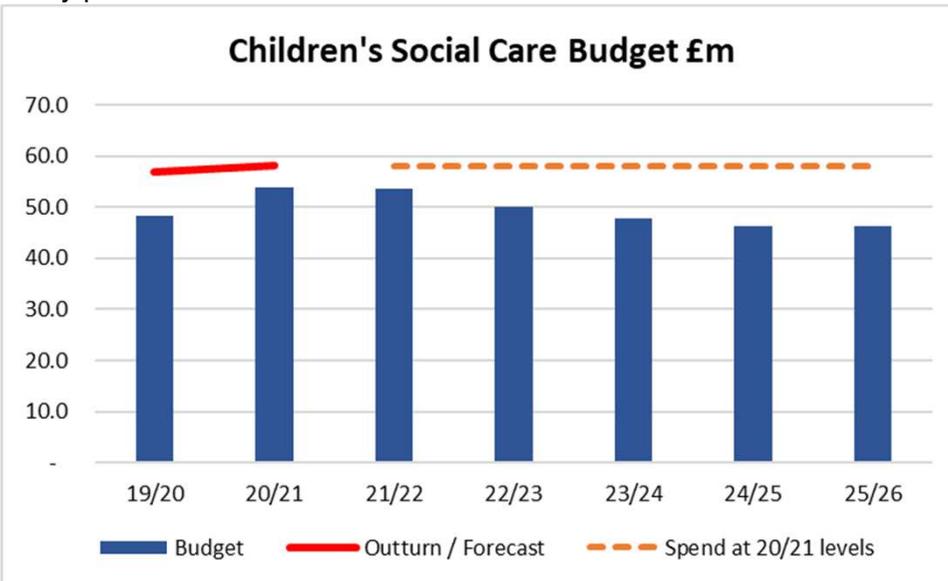
The proposals set out in this report will enable the Council to balance the 2021/22 budget, but there remain a number of significant risks which could impact on 2021/22 and future years.

- **Children's Social Care:** The financial pressures in this area continue to present the single greatest risk to the Council. Further detail is set out on the following page of this appendix.
- **Education:** We continue to experience growing pressures in Local Authority funded areas including Home to School Transport and Pupil Support Services. National trends in SEN provision indicate that these pressures may well continue to increase in future years, resulting in further financial pressures. Further detail is set out on page 4 of this appendix.
- **Adults Services:** The Council continues to face significant demographic and other cost pressures which present a significant challenge for future years. Costs pressures and any notable variation in demographic forecasts and contractual assumptions could have significant financial implications for the Council.
- **Income generation:** A number of pressures emerged during 2019/20 due to under-recovery of income across the Growth and Operations & Neighbourhoods directorate, with plans in 20/21 to review service delivery and establish a sustainable future delivery model. The economic impacts of COVID-19 have placed further pressures on these areas, and the speed of recovery is likely to be dependent on local and regional economic conditions.
- **Council Tax and Business Rates Income:** Appendix 4 highlights the pressures facing the Council in respect of income from Council Tax and Business Rates. The resourcing position for 2021/22 is based on estimates and assumptions, reflecting conditions and experience in 2020/21. Any significant variation from these assumptions, such a further deterioration in collection rates, could result in a further deficit position on the Collection Fund in March 2022 which will need to be repaid in future years.
- **Future Local Government Funding:** Government have committed to a review of Local Government funding but the timescales for that review remain unclear. The absence of a multi year finance settlement and no indication of how the funding model may change, mean it is very difficult to develop financial plans for the medium term. The MTFP, at this stage, assumes that Local Government Funding will be sustained at current levels, but that there will be no increases in funding for future years. The continuing lack of certainty over the timing and outcome of the fair funding review, makes planning beyond 2021/22 extremely difficult. Any significant change to the allocation methodology for Local Government Funding could have a significant impact on the MTFP.

Appendix 5 Statement on Robustness of the Budget Estimates

Children's Social Care

The Council has allocated significant additional investment to the directorate budget provision over recent years to support service improvements, including seven key sustainability initiatives from 2020/21. Despite the pandemic and significantly increased numbers of open cases in the statutory children's system since June 2020, cared for children (CfC) numbers has remained static, however the full impact of lockdown is not yet known. Similarly to other local authorities there is the potential for growth in numbers to come forward in the early part of 2021.



Service Wide Budget Risk

A significant risk is the underlying assumptions in the MTFP. There are inbuilt budgetary savings to achieve, following the investment in the improvement plans outlined above, of £7.3m by 2024/25. A further saving of £0.5m from operational efficiencies has been identified as part of the 2021/22 budget process to contribute to the corporate savings.

The service is currently overspending by £4.1m, mainly on external placements. There is a risk that the service will not bring spending back on line or be able to deliver the savings to the timeline or scale assumed.

External Placements

Despite CfC numbers remaining stable there are huge pressures in the market resulting in higher costs of placing individual children. To help to address placement sufficiency

and placement mix and improvements across strategic commissioning, placement procurement and brokerage, contract management and quality assurance, a Commissioning Manager has been recruited. Alongside this there is a Placement and Permanence panel where the service continue to review each placement/care arrangement, and a brokerage service which will manage centrally all contract negotiation and variances to placement fees. The Commissioning/Brokerage team is the smallest in GM, supporting the greatest number of Cared for Children. Some of the posts are on fixed term contracts which will result in an even smaller team by the end of 2020/21. This team is fundamental in terms of identifying and driving down financial costs of costly external provision. Capacity in the team presents a significant risk to deliver a reduced budget.

Time Limited funding

Some of the preventative service areas such as Early Help are funded on one off or time limited funding. If funding is withdrawn or does not continue, there is a risk that the preventative work will not be fully delivered which will potentially drive the numbers of CfC back up, impacting on the ability of the service to deliver the budget reductions expected.

Appendix 5 Statement on Robustness of the Budget Estimates

Education

The Dedicated Schools Grant (DSG) provides ring fenced revenue funding for allocation to education providers, allocated in four blocks, it should be noted that this year the Department of Education (DfE) have rolled Teachers Pay and pensions grant into DSG:

	2020-21	2021-22	Increase	TW7
Schools Block (includes Academies)*	169.918m	183.081m	13.163m	
High Needs Block	24.425m	28.277m	3.852m	
Early Years Block	17.261m	17.494m	0.232m	
Central Schools Services Block	0.953m	1.114m	0.161m	
Total	212.557m	229.965m	17.408m	

Schools Block funding is allocated on a per pupil basis and has increased due to increased pupil numbers, and increased funding per pupil from government. The increase in High Needs Funding is also due to an increase in the amount of funding rates and a growth in pupil numbers. The High Needs increase in funding for Tameside is capped at the maximum increase the DfE will allow (12%). The DfE formula therefore acknowledges that Tameside should receive an additional £3.2m, but there is insufficient in the national budget to allow this, hence the cap. The Early Years Block relates to an increase in the rate.

High Needs Pressures:

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

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

A Deficit Recovery plan has been developed in line with DfE requirements, which as been presented to schools forum and Education Attainment Board. Details of which can be found in the report. [Item 4 - High Needs Deficit Recovery 2021-22 FINAL.pdf \(modern.gov.co.uk\)](#)

Further consultation will be need with schools to achieve this plan, and appropriate decision making and governance routes within the council where appropriate.

Slide 4

TW7

Can we have a £ sign on this table?

Tom Wilkinson, 30/01/21

Appendix 5 Statement on Robustness of the Budget Estimates

Risk environment

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

Conclusion

In the light of the risk assessment and the details of the budget as set out in this report, which are based on the best information available at the time, and the strength of the Council's Internal Control Systems, **it is the opinion of the Section 151 Officer as the Director of Finance that the budget estimates for 2021/22 are robust, and the level of reserves adequate for the time being.**

However, the Council faces a significant budget gap beyond 2021/22, and this budget gap will increase if planned reductions in spending are not delivered in 2021/22. The Council must ensure a relentless focus on delivery of savings, both in 2021/22 and planned for 2022/23, to have any chance of closing the gap in future years. The Council has made use of reserves over the last few years, to provide services with the time to improve, but this is not sustainable in the long run and the Council needs to ensure robust and transparent management of these services to ensure the delivery of the improvement plans in place. A failure to turn around these budget areas will in turn result in an inability to set a balanced budget in future years and raise questions on its ability to deliver value for money services for its residents.

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

Reserves Strategy

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

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

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

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

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

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

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

Appendix 6 Reserves Strategy

Review of reserves

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

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

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

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

Use of reserves

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

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

Appendix 6 Reserves Strategy

Minimum level of general fund balances

Over time the risks facing an organisation can change and as such a more proactive risk based approach is required when setting a minimum level of reserves. In the context of the increasing pressures and risks facing the Council and Local Government in general, an analysis of financial risks is now undertaken as part of the budget setting process, to establish the required minimum level of general fund balances that should be set aside for the coming financial year.

The risk assessment for the minimum level of general fund balances has been reviewed and updated as part of the budget setting process for 2021/22. This assessment is set out on the following page. The proposed minimum level of general fund balances from 1 April 2021 is recommended at £27.4m, which is slightly greater than in 2020 reflecting the increased risk exposure and reduced size of the Council's current Capital programme.

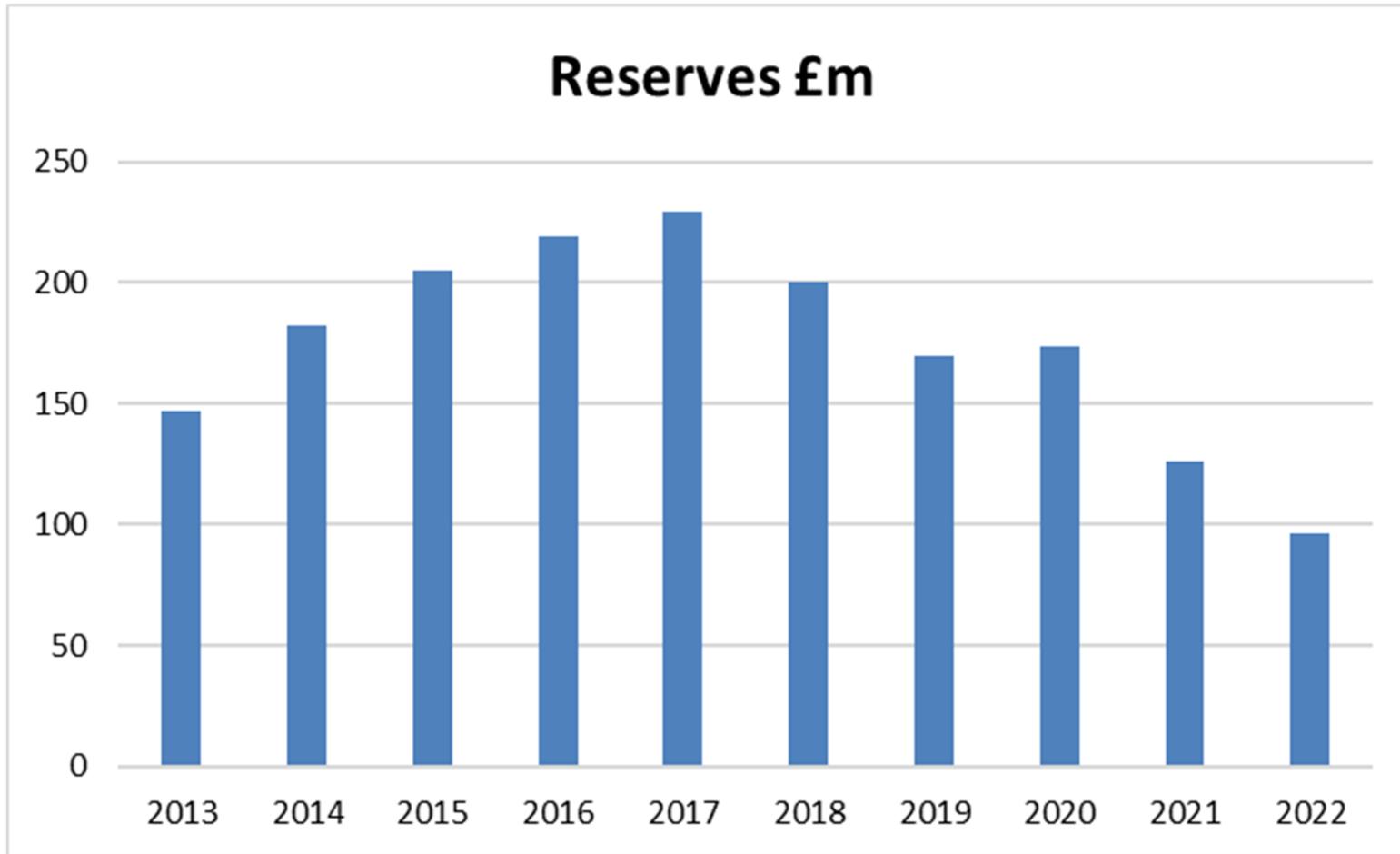
Total Minimum General Fund Balance recommended for 1 April 2021	£27,437k
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Appendix 6 Reserves Strategy

Risk assessed minimum level of general fund balances from 1 April 2021

Risk	£000s	Basis of Assessment
<u>Inflation</u>		
General Pay Awards exceed assumed increase by 2.5%	1,016	1% of Employee Costs
General price inflation exceeds current forecasts by 2.5%	1,125	1% of Budget for non-staffing costs
<u>Savings and Pressures</u>		
Non-delivery of savings identified for coming year	884	10% of savings target for 2021/22
Service specific pressures/investments exceed cost estimates	1,569	10% of Pressures identified for 2021/22
<u>Service Demand / Demographics</u>		
Forecast Demand and Demographics exceed current forecasts:		
Children's Services	6,075	10% of Children's Services net budget
Adult's Services	2,011	5% of Adult's net budget
<u>Income</u>		
Income forecasts fall short of current forecasts by 5%	2,272	5% of Budgeted Income
Unexpected reductions to Government Grant Income	3,376	2% of Government Grant Income
Unexpected decline in Business Rates Income	349	5% of Gap between forecast rates and safety net
<u>Reactive / responsive scenarios</u>		
Impact of major disaster or emergency	3,000	Director of Finance Assessment
<u>Capital</u>		
Capital Receipts not realised or delayed	790	5% of current forecast capital receipts
Capital Financing Costs exceed current estimates	496	5% of Capital Financing Budget
Capital Project delivery / Supply Chain Risk / costs exceed contingencies	4,474	5% of Total Capital Programme
Total Minimum General Fund Balance Required	27,437	

Appendix 6 Reserves Strategy



The Council has been in a strong financial position with regard to reserves which it accumulated over a period of time. However, whilst the Council's current level of reserves remains strong, many of these are to meet known or expected liabilities and for planned investment. By the end for 2020/21 the Council will have invested over £70m on Capital Projects and £49m to support investment in the revenue budget, including Children's Social Care.

Appendix 6 Reserves Strategy

Categories of Reserve

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

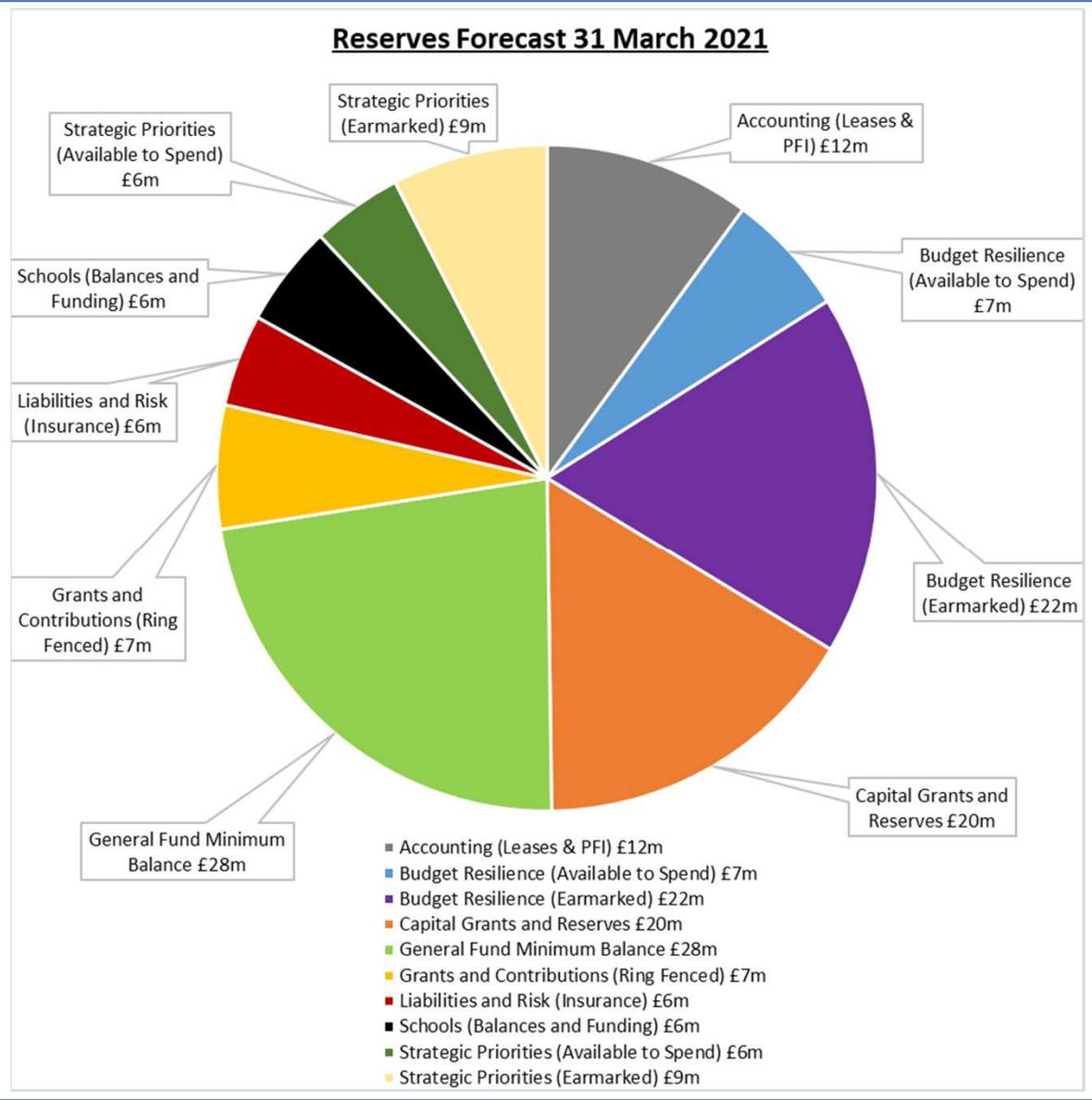
Category	Description	Approval Required to spend
Accounting reserves	This will include two sub categories: 1) Unusable reserves - those reserves required by proper accounting practice that are not resource backed. 2) General Accounting Reserves - reserves established as good accounting practice for specific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

Appendix 6 Reserves Strategy

Categories of Reserve

Existing reserves are categorised in accordance with the reserves strategy which was approved by Council in February 2019. The categories and forecast value of reserves at 31 March 2021 are shown in the chart (right).

Whilst the overall level of reserves held by the Council remains strong. Most of these reserves are earmarked, with only £13m generally available to spend outside of the general fund balance of £28m. Whilst not all other reserves are fully committed, funds are earmarked for expected commitments or restrictions on their use mean that funds cannot be freely applied to support general expenditure.



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Appendix 7 Director of Adults Budget Proposals

Budget Proposals 2021/22

Vision and key priorities:

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

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

The essence of ASC services is to support individuals and families to live fulfilled lives with great outcomes in their local neighbourhoods, and as such the services work to support all the Corporate Priorities. Services look to build resilience and minimise the formal interventions needed to ensure good outcomes.

Purpose of the Directorate:

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

Spend Analysis	Revenue Budget £
Expenditure	
Employees	23,856,047
Premises Related Expenditure	1,288,610
Transport Related Expenditure	189,171
Supplies and Services	3,415,130
Third Party Payments	61,201,206
Transfer Payments	100,055
Recharge Expenses	771,830
Expenditure Total	90,822,049
Income	
Recharge Income	(308,140)
Customer and Client Receipts	(13,565,330)
Government Grant Income	(27,414,610)
Other Income	(9,319,968)
Income Total	(50,608,048)
Grand Total	40,214,000

Appendix 7 Director of Adults Budget Proposals

Services Delivered

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

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

Achievements and Successes 2020/21:

- Despite the current pandemic, services have continued to support people to live independently in their own homes and have maintained all service provision.
- The Support at Home model has been fully rolled out, with home care providers providing approximately 2,000 hours more per week.
- Where individuals have chosen to isolate alternative engagement has been managed via all providers.
- On-going support to all providers, with Public Health to support where there are covid outbreaks – daily contact and Outbreak Control Team Meetings..
- Despite the pandemic the number of people with LD in paid employment has been maintained.
- 96% of people who consented in care homes have had the vaccine.
- Daily support with all providers has been maintained through the pandemic.
- A reduction in the number of younger people being placed in out of area residential placements through the supported accommodation programme
- Services were delivered within the allocated budget, though this continues to be supported with additional funding via the improved Better Care Fund (iBCF)
- A further successful winter pressures grants exercise with VCS organisations
- Regular briefings for providers and staff circulated every week.

How is the service performing?

At the end of 2020 Adult Services were helping 3,646 people to remain in their own homes. 1,417 of these people were in receipt of more than one type of service.

CRS continues to support 2,723 people helping them to remain in their own homes safely.

We have reduced the number of new admissions to permanent residential or nursing care in both 18-64 and 65+ age groups which is slightly above the England average in 65+ group. (11.8 per 100,000 compared to 14.6 and 644.6 per 100,000 compared to 584 respectively).

Satisfaction with care services has increased from 56.8% to 61.1%.

Significant improvement has been made in helping adults with learning disabilities into paid employment 8.3% and is significantly above the England average 5.6%. In Tameside 96.1% of people with a learning disability are living in settled accommodation compared with the England average 77.3% and NW average 85.3%

Appendix 7 Director of Adults Budget Proposals

What are the key challenges and priorities for 2021/22 and beyond?

- To continue to support people to live independently in their own homes with the appropriate advice, guidance and support.
- Continue to deliver supported accommodation and day time options programmes to return people to borough, improve outcomes and deliver savings..
- To develop the neighbourhood offer, with all partners, to ensure there are appropriate services for people to live within the borough.
- The development of the local offer to carers.
- An effective progression into adulthood offer to ensure a smooth transition from Children's to ASC.
- Continue to improve the quality of in house and commissioned services.
- Development of Adult's complex safeguarding model.
- To sustain the level of performance and staff resilience through a second year of pandemic.

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

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

What challenges and risks is the service facing?

- Resilience of the workforce and of informal carers as the pandemic continues.
- Inability to meet the needs of the local population within the identified financial envelope.
- BCF and Winter Pressures funding are key supports to the Adult budget. The former has been confirmed for 2021-22, a further pressure if winter pressures does not continue.
- GM transformation funding ends 2021-22 which creates a significant financial pressure.
- Demographic pressures already known through transition work with Children's Services will place significant financial pressures on ASC – in the next 5 years it is predicted that approximately 46 young people with complex needs will be transitioning through to Adult Services and require a service.
- In 2017 there were approximately 39,600 people aged 65+ living in Tameside. By 2025, the 65+ population is estimated to grow to approximately 45,600 (a 15% increase). Healthy life expectancy for males in Tameside is 58.1 years and for females is 57.6 years; both lower than the England average.

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

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

Appendix 7 Director of Adults Budget Proposals

How will the service measure success?

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

Statutory or legislative obligations:

- Care Act 2014
- Mental Health Act 1983
- Mental Capacity Act 2005
- Housing Grants, Construction and Regeneration Act 1996 - Disabled Facilities Grant Regulations
- Health and Social Care Act 2008 (Regulated Activities) Regulations 2014 – Provision of regulated services.
- Coronavirus Act 2020 and associated guidance

Service	Revenue Budget £
Adults Commissioning Service	37,576,141
Adults Neighbourhood Teams	8,790,196
Integrated Urgent Care Team	2,083,070
Long Term Support, Reablement & Shared Lives	13,035,563
Mental Health / Community Response Service	3,923,310
Senior Management	(25,194,280)
Grand Total	40,214,000

Appendix 7 Director of Adults Budget Proposals

Savings 2021/22

Service Area	Saving Title	Saving Forecast				
		2021/22	2022/23	2023/24	2024/25	2025/26
		£000s	£000s	£000s	£000s	£000s
Cross-Cutting	Out-of-Borough Savings including Mount Street and Hart Street	665	665	665	665	665
		665	665	665	665	665

Appendix 7 Director of Adults Budget Proposals

Pressures 2021/22

Nature of Pressure	Description of pressure	Pressures Forecast £000s - Incremental				
		2021/22	2022/23	2023/24	2024/25	2025/26
Demographic Pressures	ICFT Support Functions	7	7	8	7	0
Demographic Pressures	ICFT Support Functions - Non Recurrent	-113	0	0	0	0
Demographic pressures	Various demographic pressures include increased placement costs for Support at Home, Day Services, Direct Payments and Mental Health, plus inflation on current contracted services.	4,863	-863	0	0	0
Staffing related cost pressure	Cost of salary increments	407	0	0	0	0
Staffing related cost pressure	Cost of additional 0.75% pay award for 20/21	167	0	0	0	0
		5,331	-856	8	7	0

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

Budget Proposals 2021/22

Service	Revenue Budget £
Child Protection & Children In Need	7,665,420
Children's Social Care Safeguarding & Quality Assurance	1,955,990
Children's Social Care Senior Management	(6,441,620)
Early Help & Youth Offending	434,990
Early Help, Early Years & Neighbourhoods	4,309,600
Looked After Children (External Placements)	28,028,770
Looked After Children (Internal Placements)	9,961,330
Looked After Children (Support Teams)	7,595,520
Grand Total	53,510,000

Purpose of the Directorate:

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

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

The Directorate has a responsibility to -

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

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

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

Services provided include -

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

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

Spend Analysis	Revenue Budget £
Expenditure	
Employees	23,386,433
Premises Related Expenditure	325,980
Transport Related Expenditure	340,960
Supplies and Services	3,184,110
Third Party Payments	32,675,510
Transfer Payments	3,745,110
Recharge Expenses	306,480
Capital Items & Reserve Movements	(188,550)
Expenditure Total	63,776,033
Income	
Recharge Income	(362,210)
Government Grant Income	(9,372,643)
Other Grants Reimbursements and Contributions	(177,650)
Other Income	(340,930)
Customer and Client Receipts	(12,600)
Income Total	(10,266,033)
Grand Total	53,510,000

Achievements and successes in 2020/21: Improvements through 2018/19 was slow, but this picked up in 2019/20. The upward/positive trajectory of many key indicators and the "rolling 12 months" showing a generally positive direction of travel, including a reduction in referrals and re-referrals for statutory services, reduced numbers of children's subject to a child protection intervention/ plan, or requiring statutory support as a Child in Need. Unfortunately this has been largely reversed with the advent of Covid and we have seen significantly increased numbers of contacts, referrals and cases held in the statutory system since June 2020, although this has not worked through to impact on the Child Protection or Cared for Children numbers.

Significant progress has though been made in further developing a locality based early help offer and the role out of Team Around the School with demonstrable impact, including the launch of our EH Access Point and Website. Close working arrangements between our EH services, Education and Schools during Covid has enabled significant numbers of children and families to be promptly and appropriately supported and minimised escalations into statutory services.

Significant progress has been made in delivering on the 7 Cared for Children sustainability projects despite the pandemic and most have remain on track.

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

Key priorities for 2021/22 and future years

At this stage in our improvement, although our reliance on agency staffing has now significantly reduced from a peak in 2017/18, it remains to high following an increase in Spring 2020. We retain a focus on further improving our work force stability and moving from a relatively high, but reducing reliance on newly qualified Social works. This is supported by an enhanced work force development offer including a second supported year in practice and a training program commencing January 2021 to support the quality of our practice.

In partnership with HR colleagues a recruitment and retention campaign will be launched in 2021

In Tameside we are now getting the basics right most of the time and we are now able to add to the focus on core compliance, a focus upon effective relationship based practice, but there remains a way to go to embed this consistently across the service. Signs of Safety remains our core practice framework, which continues to be embedded for frontline practitioners, supervisors and senior managers in 2021/22.

Our quality audits show that whilst the large majority of casework meets standards that are either Requires Improvement or Good, some casework remains Inadequate. This remains a priority for 2021/22 and we are launching an updated and revised Quality Assurance framework focused more on the wider engagement and ownership by managers across the service and with improved feedback and learning lops

The quality of our plans and the timeliness of achieving permanence for our children in care remains a priority.

We have made good progress on the implementation of a Multi Agency Safeguarding Hub (MASH) and incorporated this within an overarching and locality based operational model spanning Early Help and Social Care along with an aligned Early Help Access Point launched in 2020. The aim being to protect and safeguard the most vulnerable children from harm, neglect and abuse by taking a more holistic view of the needs and the situation of those most vulnerable and to ensure that we are able to support and when necessary intervene at an earlier pre statutory point and that our early help is appropriately targeted, evidence based and outcome focused , and we would anticipate more fully embedding this in 2021/22.

The number of Looked After Children remains high but stable and this a priority for 2021/22 to ensure that only those children who need to enter care and that once in care plans for permanency are both agreed and implemented in good time. This is supported by our 7 point Looked After Sufficiency plan and a range of other aligned activity.

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

Savings 2021/22

Service Area	Saving Title	Saving Forecast				
		2021/22	2022/23	2023/24	2024/25	2025/26
		£000s	£000s	£000s	£000s	£000s
Early Help, Early Years & Neighbourhoods	Alignment of services to neighbourhoods model	10	10	10	10	10
Early Help, Early Years & Neighbourhoods	Alignment of services to neighbourhoods model	70	70	70	70	70
Early Help, Early Years & Neighbourhoods	Alignment of services to neighbourhoods model	64	64	64	64	64
Early Help, Early Years & Neighbourhoods	Alignment of services to neighbourhoods model	32	32	32	32	32
Duty and Locality Teams	Duty and Locality Teams	235	235	235	235	235
Children's Social Care Safeguarding & Quality Assurance	Review of staffing	81	81	81	81	81
		492	492	492	492	492

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

Pressures 2021/22

Nature of Pressure	Description of pressure	Pressures Forecast £000s - Incremental				
		2021/22	2022/23	2023/24	2024/25	2025/26
Other service pressures	Systems Investment / Liquid Logic	-250	0	0	0	0
Staffing related cost pressure	Cost of salary increments for 20/21	329	0	0	0	0
Staffing related cost pressure	Cost of additional 0.75% pay award for 20/21	179	0	0	0	0
		258	0	0	0	0

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Appendix 9 Director of Children's Services - Education

Budget Proposals 2021/22

Service	Revenue Budget £
Access Services	3,780,000
Assistant Executive Director - Education	285,455
School Performance and Standards	239,815
Schools Centrally Managed	1,656,650
Special Educational Needs and Disabilities	1,277,080
Grand Total	7,239,000

Purpose of the Directorate:

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

Service Objectives and Services Provided: The Education Service has strategic leadership responsibility for the Starting Well priority as part of the Council's Corporate Plan '*Our People, Our Place, Our Plan*'. In addition, improved learning outcomes are vital to all subsequent corporate priorities, notably Living Well, Ageing Well and Vibrant Economy.

Our Education Service has the following core functions:

Early Years – to ensure sufficient provision is available and that the quality is either good or outstanding;

School Improvement – to ensure that all education provision is either good or outstanding;

Place Planning & Admissions – to ensure we have sufficient school places and that children all have fair access to our schools;

Special Educational Needs – to ensure that all children's needs are accurately assessed at the first opportunity and they receive education provision that meets their needs and helps them to achieve their potential;

Alternative Provision – to deliver provision for children who are too ill to attend school and those who have been permanently excluded from school;

Virtual School – to fulfil our corporate parenting responsibility for children in care;

Specialist Services – to manage resources (including oversight of whole council wide trade with schools), governor services, school attendance service, elective home education, children missing education, music service.

The statutory functions for which the Education Service is responsible for are set out in annex 2 of Schools Revenue Funding 2021 to 2022. As outlined in Tameside's Schools Strategy (agreed by Executive Cabinet in August 2018) the Council is committed to delivering more assertive and systematic leadership in order to deliver these key functions. To do this well we will be a credible, effective and responsive partner for schools and central government and have an effective and engaged relationship with all our schools. Our success is dependent on mutual co-operation.

Appendix 9 Director of Children's Services - Education

Achievements and successes in 2020/21

- Supported all schools to remain open throughout the COVID 19 pandemic, including at least weekly updates for school leaders, weekly planning via our scenario planning group, Public Health and Health and Safety webinars, risk assessment templates and advice, and launching a parent helpline for parents with children with additional needs.
- 85.6% of young people were placed in their 1st choice secondary school compared to 82.2% nationally.
- 91.5% of children were placed in their 1st choice primary school compared to 90.2% nationally.
- 78% of 2 year olds are benefitting from universal funded early education places despite the coronavirus pandemic closures.
- 100% of Personal Education Plans completed in Summer term 19/20 for our cared for children.
- EHC plans maintained by Tameside is 1738 in 2021, 1575 in 2020, 1344 in 2019.
- The volume of plans completed in the 2020 calendar year was 299 (2019 – 409, 2018 – 348).
- Timeliness of EHCPs completed in 20 weeks increased to 83% when excluding exceptions (from 49% in 2019 calendar year).
- Over 27,000 supermarket vouchers distributed to families in need eligible for free school meals over October half term, Christmas holidays and February Half Term.
- Closed the gap with national standards by 3% in KS1 Phonics Check.
- Around 15,000 calls made to schools by the SLOs.

Appendix 9 Director of Children's Services - Education

Key priorities for 2021/22 and future years

Greater capacity and stability in the Council's Education service in recent years, has enabled a more rigorous approach to our core functions (outlined above) be implemented.

This year the service's focus has been to support schools throughout the COVID-19 pandemic. We have worked closely with schools to enable them to remain open and provide support for all pupils with a clear focus in the most vulnerable.

The Borough's clear priorities (Reading, Attendance, SEN support) continue to be the right areas for focus. Despite the impact of COVID-19 on the school data landscape, the data on the impact of targeted work continues to show it is an effective improvement tool.

Our approach also continues: evidence-informed practice and **brokering support locally** to strengthen the system; a focus on **relationships and partnerships**, which have been extremely important in the Council's COVID-19 response, resulting in an effective, as well as harmonious, school system during the exceptionally difficult context of a pandemic.

For 2021/2 our specific focus will be to secure early intervention for 2021/2 academic year and focus recovery support on **disadvantaged and vulnerable children and accelerating our SEND improvement plans**. Approaches will include **early language development, transformation of the Tameside PRU and an exclusion culture; reading especially in Year 7; ongoing SEND transformation; Wellbeing for Education Return.**

Spend Analysis	Revenue Budget £
Expenditure	
Employees	7,599,870
Premises Related Expenditure	21,530
Transport Related Expenditure	3,248,365
Supplies and Services	2,361,650
Third Party Payments	19,519,624
Transfer Payments	172,865
Recharge Expenses	853,280
Capital Items & Reserve Movements	(80,150)
Expenditure Total	33,697,034
Income	
Recharge Income	(2,046,690)
Customer and Client Receipts	(1,098,587)
Government Grant Income	(23,311,317)
Other Income	(1,440)
Income Total	(26,458,034)
Grand Total	7,239,000

Appendix 9 Director of Children's Services - Education

Savings 2021/21

Service Area	Saving Title	Saving Forecast				
		2021/22	2022/23	2023/24	2024/25	2025/26
		£000s	£000s	£000s	£000s	£000s
Access and SEND	Behaviour & Attendance Offer	124	105	105	105	105
Pensions Increase Act	Pensions Act Increase	88	88	88	88	88
		212	193	193	193	193

Appendix 9 Director of Children's Services - Education

Pressures 2021/22

Nature of Pressure	Description of pressure	Pressures Forecast £000s - Incremental				
		2021/22	2022/23	2023/24	2024/25	2025/26
Demographic pressures	SEN Home to School Transport	1,000	0	0	0	0
Staffing related cost pressure	Cost of salary increments for 20/21	22	0	0	0	0
Staffing related cost pressure	Cost of additional 0.75% pay award for 20/21	8	0	0	0	0
		1,030	0	0	0	0

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Appendix 10 Director of Population Health Budget Proposals

Budget Proposals 2021/22

Service Area	Revenue Budget £
Population Health	15,397,000
Grand Total	15,397,000

Purpose of the Directorate:

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

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

Vision and key priorities:

- Improve population health and wellbeing and reduce inequalities
- Lead, develop and implement the Borough response to COVID-19 via the Outbreak Management Plan, Test, Trace and Isolate
- Support for Tameside Starting Well partnership and action plan, developing co-located children's neighbourhood teams, integrated 0-19 services with particular focus on infant mortality, child health speech, language and communication needs and school readiness
- Development of integrated specification for 0-19 Healthy Child Programme, recommissioning of breastfeeding peer support, home visiting/Peer Support
- Review of Active Tameside estate, management fee and contract – to ensure financial and future sustainability. Promoting Active Neighbourhoods via the Active Alliance
- Recommissioning a new Health Improvement offer – increasing our focus on tobacco control and asset based community development
- Tackling Substance Misuse issues across the population including via the specialist treatment service
- Improving sexual health outcomes across the system including an open access integrated sexual health service
- Taking a strategic lead role in tackling Domestic Abuse across Tameside
- Delivery of Sustainable Food Strategy and partnership action plan
- Delivery of Age Friendly Communities Strategy and action plan, including Ageing in Place programme
- Take action to address health inequalities and wider determinants of health by reducing the impact of environmental factors on health such as air quality and the built environment
- Provide specialist support to the wider health and social care system to embed a preventative approach,
- Continue to work with directorates across the Strategic Commission in the design of joint commissioning processes, including across Greater Manchester

Appendix 10 Director of Population Health Budget Proposals

Services Delivered (D = delivered; C = commissioned)

- Public Health support and advice to wider system (D)
- Health Protection (D): oversight/assurance & local co-ordination of COVID response, responding to outbreaks, establishment of testing strategy, local contact tracing, communications
- Coordination and leadership of the annual flu vaccine campaign (D)
- Health Improvement programmes (D& C): physical activity, smoking cessation/ weight management, oral health
- Integrated specialist substance misuse treatment service (C)
- Integrated Sexual Health service (C)
- Contribution to Domestic Abuse support services and strategic leadership (D & C)
- General Practice Locally Commissioned Services (C): smoking cessation; weight management; LARC; chlamydia screening; health checks
- Starting Well Programme - Healthy Child Programme – Infant feeding, Health Visiting, FNP and School Nursing (C), Early Years/Early Help, Neighbourhood Model, Early Attachment and CYP Emotional Health and Wellbeing
- Public Mental Health Programme (D & C)
- Ageing Well Programme (D&C)

Achievements and Successes 2020/21:

- Delivery and leadership of COVID-19 response – Containing Covid, outbreak management, testing programme and contact tracing
- Delivery and commissioning of statutory functions for public health
- Recruitment of new strategic lead post around domestic abuse - has introduced new governance process with new DA Steering Group and Operational Group – also have plans throughout 2021/22 to meet our statutory obligations under the DA Bill; conduct in depth finance and needs assessment work; and develop a new Domestic Abuse Strategy for Tameside.
- Secured additional funding for public health programmes including Physical activity (Local Pilot) and Domestic Abuse
- Scaled up tobacco programme with successes in reduced prevalence and smoking in pregnancy
- Lead delivery of the local Maternity Transformation Programme
- Commissioned services working differently due to Covid-19, and taking learning to improve pathways and increased engagement with families
- Improved up take of the Healthy Start Scheme across Tameside.
- Coproduced a new Children and Young People's Emotional and Mental Wellbeing Community Offer
- Performance of drug and alcohol services - embedding the Alcohol Exposed Pregnancy Programme into CGL core service delivery and doubled number of interventions delivered, review of PIPS service and Hidden Harm Needs Assessment completed
- The overall rate of prescribed LARC has seen recent year-on-year increase, several STI diagnoses rates reducing and latest data from 2019 shows overall STI diagnoses in Tameside significantly lower than national average, latest HIV testing coverage data shows significant increase from previous year (2018)
- Ageing Well Nutrition and Hydration programme launched, Ageing in Place, Intergen project and Age Friendly Champions and Social Connectors programme

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Appendix 10 Director of Population Health Budget Proposals

How is the service performing?

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

- Significant reductions in Smoking in Pregnancy at a faster rate than GM or nationally, to 13.6% in 2019/20
- Prevalence of smoking in Routine and Manual workers fell very slightly from 28.9% in 2018 to 28.8% in 2019
- Significant increases in physical activity levels (Active People Survey)
- As of December 2020, more people had been vaccinated against flu than at the same time in whole of 2019 for 5 of the 6 measured targets

Individual service level KPIs

- Lead for delivery of local and mobile testing sites, and ATS for rapid testing – consistent high levels of testing Delivery of local contact tracing and support for high risk settings – high levels of engagement with hard to reach residents
- Support and management of over 150 outbreaks across schools, workplaces, care homes
- Training in infection control, covid guidance and risk assessment to all early years settings, schools, care homes and domiciliary care providers in the Borough
- Over 2019/20 – 562 people quit smoking in Tameside: an increase of 35 compared to 2018/19
- The Health Improvement service conducted 1460 health checks in the community
- Excellent performance (best in GM) within school aged immunisations - HPV vaccination coverage significantly above national average and continues to improve (currently 95.1% uptake)
- Increase in Alcohol referrals, implemented CGL Alcohol plan leading to increase in risk management of alcohol users. Increase referrals by 50% into PIPS service and continued focus on Branching CYP services
- Local roll out of national PrEP (pre-exposure prophylaxis) programme to prevent HIV infection amongst high risk groups.

Spend Analysis	Revenue Budget £
Expenditure	
Employees	954,780
Transport Related Expenditure	4,100
Supplies and Services	13,098,530
Recharge Expenses	607,760
Capital Items & Reserve Movements	(123,590)
Third Party Payments	1,085,120
Premises Related Expenditure	1,000
Expenditure Total	15,627,700
Income	
Other Income	(156,380)
Recharge Income	(50,000)
Other Grants Reimbursements and Contributions	(9,320)
Customer and Client Receipts	(5,000)
Income Total	(230,700)
Grand Total	15,397,000

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

- Deliver local authority response to Covid-19 and contain and manage the pandemic
- Provide GM Public Health leadership via GM DsPH and subgroups
- Supports the Health Economy in delivery of the NHS Long Term Plan
- Delivers on subregional priorities and strategies, eg GM Population Health priorities and strategies, GMCA, GM Health and Social Care Partnership
- Leads on the delivery and implementation of national policy
- Lead Authority on the development, delivery, implementation and evaluation of the Alcohol Exposed Pregnancy Programme - Lead Authority across GM for BBV and Hepatitis C

Appendix 10 Director of Population Health Budget Proposals

What are the key challenges and priorities for 2021/22 and beyond?

- Continue to respond to managing the Covid pandemic and response, and deliver 'BAU' public health functions and commissions
- The continued need to identify further efficiencies and savings continues to present challenges within a reduced programme capacity and the need to further prioritise the overall work programme.
- Embed Public and Population Health in strategic commissioning, integration and the co-location of health and social care servicing relating to children, young people and families.
- Review the Health Protection function to ensure pathways, roles and responsibilities are optimised
- Re-commission Health Improvement Services (smoking and healthy weight) to deliver efficiencies and value for money
- Development of plans to meet statutory requirements under DA bill
- Develop a financially sustainable sport and leisure offer
- Deliver and commission programmes to deliver on the ambitions across life course areas of the corporate plan
- Promoting Health in All Policies including supporting the further development of the Healthy Spaces/ Clean Air agenda
- Recommissioning of sexual health service including a focus on community-based provision

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

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

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

- Deliver local authority response to Covid-19 and contain and manage the pandemic
- Provide GM Public Health leadership via GM DsPH and subgroups
- Supports the Health Economy in delivery of the NHS Long Term Plan
- Delivers on subregional priorities and strategies, eg GM Population Health priorities and strategies, GMCA, GM Health and Social Care Partnership
- Leads on the delivery and implementation of national policy
- Lead Authority on the development, delivery, implementation and evaluation of the Alcohol Exposed Pregnancy Programme - Lead Authority across GM for BBV and Hepatitis C

How will the service measure success?

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

Appendix 10 Director of Population Health Budget Proposals

What challenges and risks is the service facing?

- Capacity and resources to manage the Covid pandemic and required public health response
- Outbreak responses and specialism of team in sort supply – high workloads
- Impact of austerity on public services and health status
- Working to reduce the health gap
- Making the case for prevention - Well-chosen interventions implemented at scale, help avoid poor health, reduce the growth in demand on public services, and support inclusive economic growth.
- The continued need to identify further efficiencies and savings continues to present challenges within a reduced programme capacity and the need to further prioritise the overall work programme.
- Impact of Covid on local economy and jobs
- High demand in services and flexible service delivery need - sexual health service with upcoming recommissioning during 20/21, mental health services, health visiting and school nursing

Statutory or legislative obligations

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

Appendix 10 Director of Population Health Budget Proposals

Savings 2021/22

Service Area	Saving Title	Saving Forecast				
		2021/22	2022/23	2023/24	2024/25	2025/26
		£000s	£000s	£000s	£000s	£000s
Commissioning	Sport and Leisure	150	0	0	0	0
Commissioning	ICFT CONTRACT	0	500	500	500	500
Commissioning	Health Improvement Recommissioning	93	186	186	186	186
Commissioning	Sport and Leisure	0	300	300	300	1077
Health Improvement	Schools Health & Wellbeing Reductions	13	13	13	13	13
Commissioning	Drugs and Alcohol Recommissioning	200	200	266	266	266
Commissioning	CYP Emotional Health and Wellbeing	16	16	16	16	16
		472	1,215	1,281	1,281	2,058

Appendix 10 Director of Population Health Budget Proposals

Pressures 2021/22

Nature of Pressure	Description of pressure	Pressures Forecast £000s - Incremental				
		2021/22	2022/23	2023/24	2024/25	2025/26
Inflationary Pressures	Pressure for part year savings - Drugs & Alcohol contract	67	0	34	0	0
Inflationary Pressures	ICFT Community Services Contract Inflation – recurrent 19/20 value - no additional inflation on contract value from 20/21	200	200	200	200	200
Inflationary Pressures	Pennine Care Contracts – 19/20 inflation within 20/21 contract value - Service retendered from 1 October 2020	-35	0	0	0	0
Staffing related cost pressure	Cost of salary increments for 20/21	18	0	0	0	0
Staffing related cost pressure	Cost of additional 0.75% pay award for 20/21	7	0	0	0	0
		257	200	234	200	200

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Budget Proposals 2021/22

Service Objectives and Services Provided:

The following services are delivered from Growth Directorate:

STRATEGIC PROPERTY DIVISION

- Oversight and senior level management of the CCG and Council estate merged during 2019 under the new Director of Growth, to ensure consistency in delivering the Corporate Plan and this has proved invaluable during this years pandemic, ensuring a joined up and expedient approach when identifying and managing Covid19 testing and vaccination sites. A Strategic Asset Management Plan (SAMP) has been developed and approved by Cabinet during 2020, including a new estates strategy, an updated Disposals Policy and new Freehold Reversions policy. A worksmart project has commenced, involving a comprehensive review of the operational estate and future service needs, with the pandemic and associated home working providing an opportunity to maximise agile working across the workforce and identify areas to rationalise the estate to realise revenue savings and a pipeline of capital receipts from 2021/22 . The team manage a rent roll of c£1.4m; undertake rent reviews to maximise income, acquisitions and disposals of land and buildings and provide surveying and valuation professional advice on development and regeneration projects.
- The Facilities Management and Environmental Development Teams oversee property management of the Councils operational estate, including building compliance. It undertakes the Corporate Landlord function, managing the various external contracts which support this operation, including client management of the facilities management and school meals services undertaken by the LEP. The service also has a team which manages the councils responsibilities for sustainability and utility management, writes bids to support carbon reduction building improvements and works with colleagues across Greater Manchester to deliver the GMCA 5yr Environment Plan.
- In December 2020 Executive Cabinet approved the budget to commission a review of 1,500 property assets, which will culminate in pipeline of sites for development and disposal pipeline to support the Capital Programme. The Asset Management, Capital Programme and Housing Adaptations Teams oversee major construction and smaller scale projects, including Ashton Old Baths new Data Centre, Hyde pool extension, demolition of the former Denton pool, extensions and repairs to schools, including Hyde Community College. The team has a client management role with the Local Enterprise Partnership (LEP) and this contract was reviewed during 2020, with Cabinet approving a further extension to the framework in July 2020. Housing Adaptations are continuing throughout the pandemic, ensuring this critical service continues to support Tameside residents to live independently in their own homes.

DEVELOPMENT, INVESTMENT AND HOUSING DIVISION

- Develops, manage and deliver strategic development sites, major regeneration programmes and town centre initiatives, such as Ashton Moss innovation zones, Godley Green Garden Village and Stalybridge Town Challenge. They deliver other major regeneration programmes, such as Hattersley Central and bring forward employment sites for development, such as St Petersfield. The team prepare and submit funding bids and manage external funding and relationships with funders and stakeholders. The Housing Growth Team includes strategic housing, housing market intelligence; Empty Property Strategy, housing development delivery, refugees and asylum work. The team is currently developing a new Housing Strategy and Housing Delivery Plan, linking with the estates review work, to identify development opportunities for new housing, including homes for our care leavers and residents with specialist needs.
- The Economy, Employment & Skills Service supports businesses to start and grow and helps our residents to improve their skills and access employment, training and apprenticeships. During 2020/21, the team has had to adapt to the pressures brought about by the pandemic, with staff seconded into different roles to respond to business enquiries, process and distribute business grants and work with population health colleagues to ensure businesses are supported to operate in a Covid safe way. The team produced a Covid19 Economic Response Plan and draft Inclusive Growth Strategy, which is due to be published by March 2021. They design and deliver bespoke projects in partnership with other agencies to support residents into employment; provide careers information, advice, education and guidance and intervene as appropriate to reduce young people 'Not in Education, Employment and Training' (NEET). The team provide key worker support to adults with disabilities and health conditions through Routes to Work and provide Adult Community Education to residents 19+ including English, maths, ICT and employability courses.

PLANNING & STRATEGIC INFRASTRUCTURE DIVISION

- The team works closely with GMCA and TfGM in shaping Transport Policy and Strategy. They help deliver major projects within the Borough, such as the new Tameside (Ashton-under-Lyne) transport interchange, TransPennine Upgrade initiatives and the Hattersley ticket office improvements. The Planning teams process planning applications, deal with pre application enquiries and appeals, undertake Building Regulations inspections, investigate complaints and potential enforcement matters and process Land Charges applications. They also work with the Combined Authority to produce a development plan for Greater Manchester and will be developing a Local Plan for Tameside, whilst responding to Central Government's proposed reforms of the planning system. The service also hosts and manages the GMCA Ecology Unit, which delivers services within Greater Manchester and the wider North West of England.

Appendix 11 Director of Growth Budget Proposals

Achievements and successes in 2020/21

- Published Strategic Asset Management Plan, new Disposals Policy and declared some council owned sites surplus to requirements, to enable them to be brought forward for development or community uses.
- Commenced Worksmart Project, completing all service property needs surveys.
- Inclusive Growth Strategy published.
- Ashton Interchange completed.
- Supported the delivery of the governments Kickstart Scheme to help residents back into employment.
- Delivered over 30 Tameside Employment Fund Placements
- Facilitated 23 residential placements for residents with special needs and care leavers, e.g. Mount Street
- Secured external funding to undertake site investigations at Ashton Moss and St Petersfield, to help bring the sites forward to create thousands of employment opportunities for Tameside residents.
- Undertook a further review of the LEP and extended the contract to 2024.
- Commenced construction of the new Data Centre at Ashton Old Baths, St Petersfield with completion due early 2021/22.
- Commenced demolition of the former Denton pool building with completion due early 2021/22, to bring the site forward for development.
- Commenced construction of the Hyde Pool extension with completion due early 2021/22.
- Godley Green Garden Village site surveys completed, community consultation completed and planning application prepared.
- For period 1 April 2019 to 31 March 2020 474 affordable homes constructed:
 - 19/20 completions - 88 properties utilising £2.85m
 - 19/20 Starts on site to be completed in 20/21 172 properties utilising £5.86m of grants
- £1.2M Heritage Action Zone funds secured for Stalybridge Town Challenge.
- Completed site investigations in Stalybridge to ascertain costs of bringing sites forward for development.
- Published various planning data, surveys and studies to inform a Greater Manchester Plan and future Local Plan for Tameside.
- Undertook 1141 number of Local Land Searches in 2020, an increase of 46.1% from 2019.

Appendix 11 Director of Growth Budget Proposals

Response to COVID19:

- Produced Covid19 Economic Response Plan.
- Administered and paid out 240 number of Discretionary Business Grants totalling £2,345,250
- Set up ARG and LRSG Open Covid19 Business Grants Scheme to ensure £6.8m ARG and £1.8m LRSG Open support to businesses impacted by the pandemic. Latest performance ARG 214 grants equalling £295k and LRSG Open 168 grants equalling £590k
- Managed the Humanitarian Hub property, equipment and facilities set up.
- Sourced more than 20,000 food donations and supplies for the Humanitarian Hub and food banks.
- Set up Covis19 Business Resilience Clinic supporting 53 local companies with free help from business community champions such as finance and digital.
- Set up and facilitated Covid19 Business Leaders' Group
- Ensured the council's operational buildings are Covid secure.
- Ensured primary school meals available for vulnerable children.
- Identified and set up Covid19 drive through and lateral flow testing sites across Tameside.
- Set up Covid19 Vaccination sites for GP's in Tameside – property and facilities management, insurances and licences.
- Covid business enquiries – responded to approximately 2,100 emails and 600 telephone calls.

Appendix 11 Director of Growth Budget Proposals

Key priorities for 2021/22 and future years

- Continue to respond to Covid19 Pandemic and work to support businesses and residents of Tameside.
- Continue development and delivery of Strategic sites:
 - Godley Green
 - Ashton Moss
 - St Petersfield
 - Hattersley
- Town centre regeneration:
 - Vision Tameside, Ashton-under-Lyne
 - Stalybridge Town Centre Challenge
 - Droylsden
 - Hyde
- Delivery of Growth savings plans.
- Strategic Asset Management Plan property rationalisation and disposals to generate revenue savings and capital receipts (corporate cross cutting budget savings project).
- Complete review of 1,500 land and property assets.
- Tranche 3 disposals pipeline – sites declared surplus to requirements.
- Publication of the Housing Strategy/Delivery Plan and provider frameworks to support care leavers and adults housing needs to 2024 (corporate cross cutting budget savings project).
- Delivery of the Inclusive Growth Strategy.
- Work with GMCA to produce a Spatial Plan (Plan of 9).
- Respond to Central Governments Planning Reform announcements and proposals and progress the Local Plan when the primary legislation is in place to proceed.
- Publish Tameside's Environment & Sustainability Plan.
- Commence In Work Progression Pilot with DWP.
- Recommence face-to-face Adult Community Education Service when safe to do so.
- Complete digitalisation of Local Land Searches.
- Mottram Bypass and Glossop Spur Impacts Study completed.
- Review Building Control Service and alternative service delivery options.
- Maximise external funding opportunities.

Appendix 11 Director of Growth Budget Proposals

Spend Analysis	Revenue Budget £
Expenditure	
Employees	5,564,710
Premises Related Expenditure	5,325,550
Transport Related Expenditure	24,400
Supplies and Services	30,713,960
Third Party Payments	272,800
Transfer Payments	435,660
Recharge Expenses	438,290
Capital Items & Reserve Movements	1,457,020
Expenditure Total	44,232,390
Income	
Recharge Income	(12,771,510)
Customer and Client Receipts	(4,222,980)
Government Grant Income	(15,032,280)
Other Income	(2,144,920)
Interest Income	(605,700)
Other Grants Reimbursements and Contributions	(35,000)
Income Total	(34,812,390)
Grand Total	9,420,000

Director/ Assistant Director	Revenue Budget £
Growth	386,544
Investment, Development & Housing	2,390,293
Planning & Transportation	638,631
<u>Strategic Property</u>	<u>6,004,533</u>
Grand Total	9,420,000

Appendix 11 Director of Growth Budget Proposals

Pressures 21/22

Directorate	Nature of Pressure	Description of pressure	Pressures Forecast £000s - Incremental				
			21/22	22/23	23/24	24/25	25/26
Growth	Reduction in other fees/charges/income	Delay in delivery of additional income targets due to COVID	1,000	-500	-250	-250	0
Growth	Other service pressures	Local Plan exc staffing	-40	149	19	33	25
Growth	Other service pressures	Removal of one-off budgets funded from reserves	-1,360	-844	0	0	0
Growth	Staffing related cost pressure	Cost of salary increments for 20/21	50	0	0	0	0
Growth	Staffing related cost pressure	Cost of additional 0.75% pay award for 20/21	36	0	0	0	0
			-314	-1,196	-231	-217	25

Appendix 11 Director of Growth Budget Proposals

Savings 21/22

Service Area	Brief Description	Saving Forecast				
		2021/22	2022/23	2023/24	2024/25	2025/26
		£000s	£000s	£000s	£000s	£000s
Corporate Landlord	Asset Management Accommodation Strategy (operational)/ WorkSmart (Lease Out of Tameside One Office Floor)	300	300	300	300	300
Corporate Landlord	Reduction in costs associated with the Tameside Additional Services Contract (TAS)	200	200	200	200	200
Corporate Landlord	Asset Management Accommodation Strategy (operational)/ WorkSmart (Relocation of Droylsden Library and Coming out of Hattersley Hub Offices and Community 7 Rooms)	20	80	145	145	145
Corporate Landlord	Cost Reduction of Utility (Gas and Electricity) by installation of energy saving measures in Council Buildings	0	20	45	70	100
Planning	Budget reductions across a number of budget lines reflecting historic underspends.	7	7	7	7	7
Planning	Recurrent income Review Land Charges fees aligned to completion of Land Registry digitisation project to ensure that the remaining chargeable services are at an appropriate up to date level	57	57	57	57	57
Planning	Planning and Transportation Review	55	55	55	55	55

Appendix 11 Director of Growth Budget Proposals

Savings 21/22

Service Area	Brief Description	Saving Forecast				
		2021/22	2022/23	2023/24	2024/25	2025/26
		£000s	£000s	£000s	£000s	£000s
Economy, Employment & Skills	Reduction in posts, income generation from management fees and restructuring external budgets.	76	33	33	33	33
Economy, Employment & Skills	Reduce Employment and Skills project budget by £10,000 (40%).	10	10	10	10	10
Development & Investment	Future Income Generation – Contributions to post	52	52	52	52	52
Corporate Landlord	Asset Management Accommodation Strategy (operational)/ WorkSmart	177	384	558	591	624
		954	1,198	1,462	1,520	1,583

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Appendix 12 Director of Operations and Neighbourhoods

Budget Proposals 2021/22

Service Area	Revenue Budget £
Community Safety & Homelessness	4,905,022
Cultural & Customer Services	2,993,012
Engineers, Highways & Traffic Management	3,739,900
Management & Operations	(1,354,455)
Operations & Neighbourhoods Management	30,909,050
Operations, Greenspace & Markets	4,904,201
Public Protection & Car Parks	1,167,528
Waste & Fleet Management	3,969,742
Grand Total	51,234,000

Purpose of the Directorate:

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

Vision and key priorities:

- Continue to deliver a comprehensive range of frontline services and Covid compliance function throughout the pandemic.
- Development and delivery of regional objectives – Tackling Congestion, Air Quality, Minimum Licensing Standards, Green Travel, Community Cohesion, Community Safety Strategy, Domestic Abuse, Waste and recycling, Homelessness
- Contributing to the building back a stronger community in the face of economic challenges and post the Covid pandemic – addressing issues of inequality, supporting vulnerable residents and the local economy.
- Delivery of capital programme: – Flood management, replacement of fleet, new cremators, LED lighting,, playgrounds, Tameside Highways Improvements 2 (TAMP).
- Implementation of a Walking and Cycling strategy in line with Local Walking and Cycling Infrastructure Plan (LCWIP).
- Development of Cultural offer both digitally and through an evolving venue and delivery strategy (Ashton Town Hall, a new Droylsden Library).
- Conduct a borough wide-review of car parking
- Address the issue of waste contamination within Tameside, specifically reducing rejected loads and increasing the mass balance performance.

Appendix 12 Director of Operations and Neighbourhoods

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

- Licensing Act 2003
 - Gambling Act 2005
 - Local Government (Miscellaneous Provisions) Act 1982
 - Local Government (Miscellaneous Provisions) Act 1976
 - Public Health (Control of Disease) Act 1984
 - Local Authorities Cemeteries Order 1977 Officer of the burial authority
 - Cremation Regulations Registrar for various matters relating to cremation Health and to nominate a Medical Referee and Deputy Referees under the regulations
 - Highways Act 1980 S37(5)
 - Building Act 1984 S61(2) Weights and Measures Act 1985 S72 Chief Inspector (Weights and Measures)
 - Environmental Protection Act 1990 S149
 - Public Health Act 1961, the Building Act 1984, the Local Government (Miscellaneous Provisions) Acts 1976 and 1982, the New Roads and Street Works Act 1991 and the Environmental Protection Act 1990.
 - Road Traffic Regulation Act 1984
 - Disposal (Amenity) Act 1978.
 - Safety of Sports Grounds Act 1975
 - Sunday Trading Act 1994.
 - Clean Air Act 1993
 - Control of Pollution Act 1974.
 - Agriculture Act 2020.
 - Civil Contingencies Act 2004
 - The Health Protection (Coronavirus, Restrictions) (All Tiers) (England) Regulations 2020
- There are six key health protection regulations. These regulations provide rules to be complied with for the public and businesses, they also provide powers that allow the Council to enforce for non-compliance;;
- The Health Protection (Coronavirus, Restrictions) (Local Authority Enforcement Powers) (England) Regulations 2020
 - The Health Protection (Coronavirus, Restrictions) (No. 3) (England) Regulations 2020
 - The Health Protection (Coronavirus, Wearing of Face Coverings in a Relevant Place) (England) Regulations 2020
 - The Health Protection (Coronavirus, Collection of Contact Details etc. and Related Requirements) Regulations 2020
 - The Health Protection (Coronavirus, Restrictions) (Self-Isolation) (England) Regulations 2020
 - The Health Protection (Coronavirus, International Travel) (England) Regulations 2020

Appendix 12 Director of Operations and Neighbourhoods

Statutory responsibilities under the following acts in the appropriate clauses (2) ((for full details see constitution)

- To exercise the following powers under the Anti-social Behaviour, Crime and Policing Act 2014:
- Provision of Libraries, Customer Services and Cultural Services
- The provision of Parks, Countryside and Play Areas
- To exercise the Council's powers and duties in relation to the safety of reservoirs.
- The operation and management of indoor and outdoor markets

- **Flood & Water Management Act 2010 & Land Drainage Act 1991:**
- F&WMA 2010 established area Councils' as the Lead Local Flood Authority to coordinate the management of Risk Management Authority (Section 13 F&WMA 2010)
- Maintain a register of local structures and features that are likely to have a significant effect on flood risk (Section 21 F&WMA 2010).
- In the event of a significant flood, investigate to which authorities have flood risk management functions and whether these authorities have or intend to carry out these functions (Section 19 F&WMA 2010).
- Provide consultations for the Planning Authority on the design of surface water drainage submitted for major development sites (Town and Country Planning (Development Management Procedure) (England) Order 2015)
- Determine and consent, where appropriate, the changes to the structure of ordinary watercourses (Land Drainage Act 1991).

- Countryside & Rights of Way Act 2000
- Traffic Management Act 2004
- Reservoir Act 1975
- Highways Act 1980
- Section 41 – Duty to maintain the highway
- Section 130 – Protect right of public to use and enjoy the highway
- Section 156 – Duty to remove obstruction from the highway e.g. snow
- Highways Act 1986 – Duty to maintain
- Health and Safety at Work Act 1974

Services Delivered

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

Achievements and Successes 2020/21:

- Continuation of frontline services throughout Covid-19, including staff redeployment to ensure resilience.
- Establishment of the Covid Compliance Team
- Major changes in service delivery to ensure Covid-19 compliance at all funerals
- Call Centre staff took Covid-19 related calls to help our vulnerable residents access their basic needs
- After initial lockdown successfully re-opened all Libraries in Tameside for face to face services and support digital access for the most vulnerable.
- Opening & operating the Town House – homeless hostel & community hub
- Reducing the number of rough sleepers to zero across the borough
- Introduction of the Councils' first core fleet electric vehicles and charging infrastructure
- Delivery of the major capital projects – including structural and highways maintenance projects
- Recycling at a rate of 54%, above the UK average of 48%

How is the service performing?

- The Service is performing well delivering front-line services to residents within budget and meeting the statutory responsibilities of the Directorate.
- The challenges of austerity and budget restraints mean that we need to continually look at service efficiency and review the standard of delivery.
- Key issues include: Homelessness, Rough sleeping and the availability of supported housing. Recycling and contamination rates in waste. A holistic and effective response to Domestic Abuse. Issues of Anti Social Behaviour and tackling knife crime. Improving air quality and increasing access to sustainable transport.
- All of the key issues and performance against priorities will be monitored through the Public Service Reform Board.
- Against the delivery of front-line services, the Directorate will focus on meeting challenging budget savings, finding service efficiencies and redeveloping the way we deliver services in a post-Covid world.

Appendix 12 Director of Operations and Neighbourhoods

12.1m bins collected per year	758km of highway maintained	311 retaining walls, totalling 31km, inspected	13,739 Covid-19 Engagement Contacts made
3942 Covid-19 Compliance Visits/Interventions	92 Road Bridges and 46 Footbridges maintained	Manage and maintain 37 children's play areas	166,000 issues of digital items from Libraries
3300 disabled parking blue badges issued	Transport 600+ vulnerable residents each day	268km of public rights of way and bridleways inspected	Manage 41 School Crossing Patrol Points
Over 102,000 telephone calls answered by the Call Centre in 20/21	32 War memorials / remembrance sites inspected & maintained	35,000 highway & greenspace trees inspected and maintained	Maintain and operate a fleet of over 200 vehicles and items of plant
Advice provided towards 1358 Covid-19 Service Access Requests	Rehousing 166 people to prevent and reduce homelessness	2103 residents supported to claim £5 million of welfare benefits	35 Covid outbreaks investigated
Recycling rate approaching 60%	4600 pest control visits per year	Over 245,000 engagements, for Cultural Services (almost) 200 virtual events and activities	Maintain 44,500 road gullies
3000 funerals a year	865 licensed premises	1453 Taxi Tests completed	1800 food premises regulated

Appendix 12 Director of Operations and Neighbourhoods

What are the key challenges and priorities for 2021/22 and beyond?

- Reframing and delivering services in a financially challenging and post-Covid environment.
- Delivering responsibilities under the Clean Air Plan, Minimum Licensing Standards, Community Cohesion, Domestic Abuse and Homelessness.
- Review of the Refuse Collection Regime
- Delivering a wide range of capital projects including the Cycling and Walking Schemes, Highways Improvements, Droylsden Library
- Maintenance and repairs to deteriorating infrastructure assets, including boundary walls, bridges, culverts.
- Maintaining universal services for residents with diminishing resource.
- Developing a Cultural Framework to support Cultural Recovery in Tameside

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

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

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

Spend Analysis	Revenue Budget £
Expenditure	
Employees	21,078,169
Premises Related Expenditure	2,842,050
Transport Related Expenditure	6,078,927
Supplies and Services	10,644,043
Transfer Payments	1,676,264
Recharge Expenses	2,556,710
Capital Items & Reserve Movements	(35,783)
Third Party Payments	34,084,741
Expenditure Total	78,925,121
Income	
Recharge Income	(15,023,608)
Customer and Client Receipts	(9,584,586)
Government Grant Income	(2,699,883)
Other Grants Reimbursements and Contributions	(31,230)
Other Income	(351,814)
Income Total	(27,691,121)
Grand Total	51,234,000

Appendix 12 Director of Operations and Neighbourhoods

How will the service measure success?

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

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

What challenges and risks is the service facing?

- Successful completion of major capital projects across the directorate, within budget and on time.
- Reducing contamination levels and increasing recycling levels to reduce the waste levy through targeted awareness campaigns.
- Ensuring that the borough's car parking review leads to a greater understanding of residents' needs and address income pressures.
- Maintaining occupancy levels across the Markets in light of the high street decline
- Ensuring that we monitor and address issues of Community Safety and Cohesion.
- Increasing service demands on the frontline services that the Directorate provides.
- Further budget pressures across the Directorate.

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

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

Appendix 12 Director of Operations and Neighbourhoods

Pressures 21/22

Directorate	Nature of Pressure	Description of pressure	Pressures Forecast £000s - Incremental				
			21/22	22/23	23/24	24/25	25/26
Operations and Neighbourhoods	Reduction in other fees/charges/income	Additional income pressures in car parks and markets	839	-439	-400	0	0
Operations and Neighbourhoods	Other service pressures	Removal of one-off budgets funded from reserves	-1,757	-334	-190	0	0
Operations and Neighbourhoods	Staffing related cost pressure	Cost of salary increments for 20/21	361	0	0	0	0
Operations and Neighbourhoods	Staffing related cost pressure	Cost of additional 0.75% pay award for 20/21	165	0	0	0	0
Operations and Neighbourhoods	Other service pressures	LHA Homelessness funded accomodation	786	-556	0	0	0
			394	-1,329	-590	0	0

Appendix 12 Director of Operations and Neighbourhoods

Savings 21/22

Service Area	Saving Title	Saving Forecast				
		2021/22	2022/23	2023/24	2024/25	2025/26
		£000s	£000s	£000s	£000s	£000s
Engineers	Highway maintenance efficiencies	67	67	67	67	67
Public Protection & Car Parks	CCTV Connection to Dark Fibre	0	89	89	89	89
Engineers	Work with STAR to ensure procurement in Stores is best value and on contract	68.5	137	137	137	137
Management & Operations/Operations & Greenspace	Review of Security Provision	10	20	20	20	20
Public Protection & Car Parks	Public Protection operating review	110	225	225	225	225
Public Protection & Car Parks	CCTV Equipment	49	49	49	49	49

Appendix 12 Director of Operations and Neighbourhoods

Savings 21/22

Service Area	Saving Title	Saving Forecast				
		2021/22	2022/23	2023/24	2024/25	2025/26
		£000s	£000s	£000s	£000s	£000s
Waste & Fleet Management	Reduce collection frequency - 3 weekly Blue Bin collections	130	265	265	265	265
Waste & Fleet Management	Reduce collection frequency - Black bin collections to 3 weekly	130	265	265	265	265
Operations & Neighbourhoods	Review of customer contact delivery	51	97	97	97	97
Engineers	Design Charges	70	70	70	70	70
Management & Operations	Non filling of vacant post - Cemetery Operative	30	30	30	30	30
Management & Operations	Review of dog wardens service	12	12	12	12	12

Appendix 12 Director of Operations and Neighbourhoods

Savings 21/22

Service Area	Saving Title	Saving Forecast				
		2021/22	2022/23	2023/24	2024/25	2025/26
		£000s	£000s	£000s	£000s	£000s
Operations & Greenspace, Markets	Transfer processing of street sweepings into the waste levy	200	250	250	250	250
Operations & Greenspace, Markets	Review of vehicle costs	100	100	100	100	100
Operations & Greenspace, Markets	Review of seasonal agency provision	53	107	107	107	107
Operations & Greenspace, Markets	Non filling of street cleansing vacant posts	20	20	20	20	20
Operations & Greenspace, Markets	Markets Events	50	50	50	50	50
Waste & Fleet Management	Review of service provision	9	9	9	9	9

Appendix 12 Director of Operations and Neighbourhoods

Savings 21/22

Service Area	Saving Title	Saving Forecast				
		2021/22	2022/23	2023/24	2024/25	2025/26
		£000s	£000s	£000s	£000s	£000s
Operations & Greenspace, Markets	Transfer processing of street sweepings into the waste levy	200	250	250	250	250
Waste & Fleet Management	Cost recovery of wheelie bins	190	190	190	190	190
Community Safety & Homelessness	Review provision of Statutory Housing Service contract	50	100	100	100	100
Operations & Neighbourhoods	STAR Procurement	50	50	50	50	50
Cultural & Customer Services	Cancellation of the Tour of Britain Series, Tour of Britain and associated cycling events	140	206	66	66	0
Cultural & Customer Services	Non filling on vacant posts for Museum of Manchester Regiment (MMR)	70	50	50	50	50
Cultural & Customer Services	Non filling of vacant posts	157	157	157	157	157
Operations & Neighbourhoods	Review of book access points in Post Offices	6	6	6	6	6
		1,823	2,621	2,481	2,481	2,415

Appendix 13 Director of Governance Budget Proposals

Budget Proposals 2021/22

Service Area	Revenue Budget £
Exchequer	1,320,435
Governance	3,778,900
People & Workforce Dev	2,504,560
Policy, Performance & Communications	1,463,105
Grand Total	9,067,000

Purpose of the Directorate

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

Vision and key priorities

Exchequer services

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

Democratic Services

- Successfully deliver scheduled local elections, Mayoral election and other elections that may be called during the year.
- To support the formal Council decision making process.
- Support school appeals processes.
- Continued implementation of key functions of modern. Gov meeting software.
- Support Local Government Boundary Review

Policy & Communications

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

Executive Support

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

Vision and key priorities

Legal Services

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

Statutory or legislative obligations

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

Much of the directorate:-

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

Human Resources & Organisation Development

Worksmart Project – redesign and transformation of our working and employment arrangements following during the pandemic and beyond

Workforce Engagement and Wellbeing – continue to engage our workforce to gauge satisfaction levels and receive feedback to inform future priorities, continue with our proactive approach to support our workforce

Pathways to grow our own talent – continue to strengthen our approach to supporting apprenticeships, work experience and work placements, to ensure we grow our own and meet any skills gaps emerging

Elected Member Development – continue to support the Elected Member Briefing Sessions and development as identified

Employee Recognition and Awards – refresh our approach to employee recognition, including the introduction of an annual virtual awards ceremony

Refresh People Plan – develop our refreshed plan for 2021/4

Workforce Cross Cutting Theme Budget Reductions – deliver the plans and commitments to reduce workforce costs associated with agency, overtime/additional hours and staff travel

Recruitment – review and refresh of all recruitment methods and processes to embrace digital recruitment and on-boarding

Health and Care Integration - Engagement of Workforce, lead the transaction process for the workforce, continued delivery of the shared OD plan for Health & Care, support the development of primary care workforce

Children's Improvement Plan - continued delivery of the range of workforce priorities relating to the recruitment, development and retention of social work and associated workforce, support the 7 key strategic priorities

Appendix 13 Director of Governance Budget Proposals

Human Resources & Organisation Development

Systems Development - to continue to review current ICT systems and processes to ensure that these operate efficiently and effectively and achieve the objectives of the service/function and are compliant with statutory requirements.

Collaboration/Partnership - continue to consider and progress areas of collaborative working both within the local economy and across GM to drive efficiencies

STRIVE leadership and blended learning offer – continue to develop the offer for our workforce, including the increased use of digital platforms and other media

Squad working – continued development and use of squad methodology for improvement and workforce engagement

Green Travel – development of a green car salary sacrifice scheme to be launched in March 2021 and expansion of the existing cycle to work scheme to enable greener purchases to be launched in Feb 2021; these schemes contribute to the wider climate change programme

Competency Framework – development of a new competency framework to support the corporate plan and embed the organisations values and behaviours across the workforce. The pilot provided valuable insight into how the framework can support employee engagement and development and is due to be launched in Spring 2021.

High quality transactional services – Recruitment, Payroll, Pensions administration and accounts payable services that offer compliant, high quality services to our customers.

A diverse and inclusive workforce - strengthening of our current approach to equality, diversity and inclusion to ensure a truly diverse and inclusive workforce, including softer elements of diversity covering working carers, armed forces veterans and looked after children

Service redesign activity support – support all council services through their service redesign plans, from design through to implementation, in achieving their efficiency targets in support of the Council's overall budget plan and having in place alternative service delivery models that are fit for purpose

Services Delivered

Exchequer provides a Council Tax and Business Rates administration and collection function with estimated net collectable debits for 2020/21 being £111m for Council Tax and £58m for Business Rates. The service also administers Housing Benefit and Council Tax Support benefits. Both benefits are means tested. Housing Benefit provides support for housing costs for anyone on a low income and Council Tax Support provides assistance towards Council Tax payments. On average £14m a year is paid out in Council Tax Support and £73m in Housing Benefits. The service also manages a key financial system – Capita on which the administration of Council Tax, Business Rates and benefits are based. The Adults Social Care Finance function is means tested for assistance in paying adults social care costs in addition to providing an Appointee and Deputyship function for residents who are unable to manage their own finances. The Income & Collection Service raises invoices and collects monies owed for goods and services provided by the Council

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

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

The **Systems Team** provides leadership, delivery, maintenance and improvement of a range of corporate systems that support major priority areas namely HR, Finance, Adults, Children's and Education.

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

The **Recruitment, Payroll and Pensions Team** provide a compliant and high quality service to ensure staff are remunerated (pay and pensions) in line with statutory and policy requirement and administer all recruitment. They are also responsible for the payment of the authorities foster carers.

The **Accounts Payable Team** are responsible for the processing and payment of the Council's suppliers and payees in an accurate and timely way, supporting good client supplier relations and cashflow in the economy.

Achievements and Successes 2020/21

Exchequer Services

Successful spend of Discretionary Housing Payment monies April to December £391.6k

Payment of £45.1m COVID Business Rates Grant monies to 4,073 businesses from April to October 2020.

Payment of £1.8m COVID Business Rates Grant monies post September 2020 as at Jan 2021.

Despite COVID and suspension of recovery of monies on track to achieve collection rates of 94% for current year Council Tax and 96% NNDR

Administered discretionary COVID Council Tax Support Hardship Scheme totalling £ 1.843m resulting in every Council Tax Support claimant receiving a £150 reduction from Council Tax.

Administered the mandatory and discretionary Self Isolation Payments where NHS instructed a person they must by law self isolate. Number of successful cases paid totalling 501 value £251k as at 11 Jan 2021.

Maximising Income exercise of recovery of monies using HMRC/DWP data up to December 2020 resulted in £846k collected.

Revised Court hearing process in accordance with HMCTS guidance for virtual hearings to take place for recovery courts in accordance with COVID guidelines.

Review of Single Person Discounts taking place Jan 2021. Last review in 19/20 realised £640.67k on the Council Tax Base after removing Single Person Discount from 2,034 accounts.

Undertook the Discharge to Assess work for social care financial assessments where people released from hospital post coronavirus have to be assessed under different funding streams.

Commenced the mandatory Housing Benefit Accuracy programme with DWP and on course to achieve targets set by DWP.

Achievements and Successes 2020/21

Policy and Performance

Supporting inspection and accreditation (Peer review preparation, Ofsted Inspection preparation)

Significant future proofing projects / major improvement work programmes – Ofsted / ILACS, Census, LGBCE electoral review

Support to Executive Leader (blogs, speeches etc.)

Supporting consultation- enabling difficult decisions and avoiding legal challenge. Enabling over 50 consultations per year. 5,000 plus responses

Enabling the organisation to meet its statutory equality duties

Supporting Scrutiny Panels / Overview Panel

Leading Co-operative Council Accreditation

Support to emerging initiatives/ policy issues (humanitarian hub, complex vulnerability)

Delivery of the Corporate Plan (e.g. Environment Strategy)

Providing a communications and external relations support to the organisation

Providing timely and accurate information to residents and staff through various channels and networks to enable informed choices, actions and positive behaviour change

Providing advice and guidance to staff, elected members and schools on media and public relations - liaising with the media on behalf of Officers, Cllrs and schools, providing press briefing notes, drafting quotes for enquiries, and arranging media training

Developing the Tameside offer to market the borough - Increasing Civic pride as well as well as promoting Tameside as a desirable place to live a visit for people outside of the borough.

Reach on social media of 1 million plus per annum

Supporting dozens of events and initiatives including behaviour change driving cost reductions recruitment of foster carers, seasonal events etc)

Providing a 24/7 emergency communications service

Design of 2,000 organisational assets

Production of Borough Newsletter 3 times per annum

Achievements and Successes 2020/21

People and Workforce Development

Significant improvement in performance of creditors function with 98% of invoices being paid within 30 days.

Clearing of all accounts payable within 24 hours of lockdown to ensure no local businesses were adversely affected by outstanding payments. 1018 suppliers/payees were paid a total of £11.6m. During lockdown the average number of days taken to pay suppliers was 6 days.

Support the mobilisation of the whole workforce changes in response to Covid 19 pandemic

Developed and delivered a range of health and wellbeing interventions for our workforce

Directly supported the Covid response by delivery of the humanitarian hub, neighbourhood contact hub, planning for community testing programme.

Development of flexible pay arrangements in response to the Covid 19 pandemic

Development of a comprehensive redeployment programme for 200 staff to ensure they are fully utilised when not able to do their normal job role during the pandemic

Development and update of weekly FAQs for our managers and workforce

Secured free employee health and wellbeing advice for our private social care workforce

Developed and delivered a fast track recruitment campaign for social care

Met with all trade unions on a weekly basis during the lockdown and subsequent period to ensure full engagement provided

Supported the schools workforce in their return to work in a Covid secure environment, including input into weekly communications to school leaders, provision of webinars and supporting the development of plans for the introduction of testing in schools.

Continued delivery of the STRIVE leader/aspiring leaders programme and conversion to digital delivery method 66 people accessed STRIVE (across 3 cohorts of 7 modules each) during 2020/2021. 33 people accessed ALP (across 2 cohorts of 6 modules each) during 2020/2021. On the wider workforce calendar 474 people have attended various courses. In addition to the above:

Wellbeing: it Starts with you has been delivered to 216 people over 17 sessions.

Health and Wellbeing have delivered 12 networking sessions to Mental Health First Aiders and Wellbeing Champions each with same 8 attendees.

Achieved ILM assurance for the STRIVE leadership programme

Development of digital induction and Chief Executive welcome sessions where 115 people have attended over 5 virtual sessions

Joint Tameside and Salford leadership apprentice programme and conference, 50 apprentices currently on programme from Tameside and the CCG

Appendix 13 Director of Governance Budget Proposals

Achieved member level status of the Good Employment Charter

Undertook a whole workforce survey with 55% return rate

136 TMBC and 9 CCG apprenticeships currently being undertaken, 35 TMBC and 4 CCG recruited apprentices and 101 TMBC and 5 CCG upskilling

14,557 e learning completions across 210 individual courses, equating to 17137:31:41 hours of learning

Secured and delivered a range of health, wellbeing and resilience resources for our workforce

Implemented the UNISON Care Workers Pledge

Implemented a number of workforce principles for flexibility of work, working from home, supporting remote workers

Commenced the Worksmart programme and undertook full consultation and engagement survey with managers

Ongoing substantial support to Children's Improvement Plan and 7 strategic priorities

Introduced HR Business Partnering model

Deployed full time HR Business Partnering resource to support the workforce cross cutting theme and childrens services budget reduction programme

Progressed 110 pieces of casework (disciplinary, grievance, capability)(up to Dec 20)

Processed 285 occupational health and counselling referrals and supported 157 managing attendance meetings (up to Dec 20)

Implementation of the national pay progression scheme for CCG staff

Maintained high pension performance

Reviewed and implementation of revised employment procedures for Council and CCG

Supported the workforce elements of Health and Care Integration programme, including primary care and the development of the Primary Care Academy

Implementation of self service function of iTrent payroll pilot.

Achieved 57 schools buying back recruitment, payroll and pensions function

Achieved 51 schools buying back HR function

Implemented Early Help system

Initiated the Capita ONE strategic review.

Fundamentally changed the way our registrars team operate in light of pandemic within an ever changing landscape of legislation and guidance.

67 job evaluation reviews undertaken to support workforce change and improvement

Continued development of the greater.jobs recruitment model, joining the collaboration's electronic applicant tracking system (ATS) to replace manual processes.

Leading alignment project for the greater.jobs alignment project.

Oversee all recruitment activity for the council and CCG– 415 adverts to date from April 2020

Assisted 5 TUPE Acemisations

Onboarded 2 new customers to payroll and pensions team during 20/21 (Thomas Ashton and the new created Stamford Park Trust) with 100% accuracy rate

Appendix 13 Director of Governance Budget Proposals

Implemented 5 pay awards across 6 organisations, winter gritting payment programme for 20/21 and career development scheme for 100 employees

Implemented process changes as a result of “Day One Rights” contract of employment legislative update

Completed annual End of Year Certificate for Teachers Pensions

Implemented built in payment programme for staff in Reablement and Early Help Service. This included 150 staff ensuring both nights and weekend working rota are built into pay each month. This helps reduce holiday pay payments and ensure regularity of contractual pay

Ensured all new starters, transfers, additional jobs and those with contractual changes were administered on time. Volume to date:

New Starters – 600

Transfers – 324

Additional Job - 93

Contractual Changes – 1018

Undertaken pension auto enrolment assessments and declarations for compliance for external clients (Homestart, All Saints, Credit Union)

Introduction and roll out of iConnect for the Local Government Pension Fund

Children and Adults system developments to support the service re Mental Capacity and Best Interest Assessments and Development of Covid Pathways, Integrated system with Early Help system Signs of Safety and channel shifted training to digital delivery. Training of seconded staff in response to COVID.

Appendix 13 Director of Governance Budget Proposals

What are the key challenges and priorities for 2021/22 and beyond?

Exchequer Services

- **Resources:** Additional COVID related work has stretched resources to the extent that day to day work is not completed timely
- **Recovery:** Focus on recovery of monies against backdrop of stretched resources and mandatory COVID related work
- **Grant Assurance Work:** Significant post grant assurance work required for BEIS and working with internal audit.
- **Digital:** AI, web chat, mobile working for Visiting Officers although this requires resource investment
- **Revised Adult Charging Policy:** Appointee and Deputy Service and Deferred Payment Arrangements reviews
- **Alternative Recovery Methods:** Charging orders on property / Committals
- **Reducing Budget:** from DWP for work undertaken

Democratic Services

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

Executive Support

- Continued development of the information case management system including using the data intelligence to be begin to develop service improvement models/failure-demand.
- Successful delivery of the Customer Service Excellence Annual Review for 2021
- Continue to provide business management support to children's services improvement journey
- Delivery of service within budget whilst delivering required efficiency savings
- Continued corporate support to improve admin systems and processes across the organisation.
- Continued corporate support to the response to Covid 19.
- To assist in the delivery of the local and GM Mayoral elections
- To assist in the work related to health transformation/reform

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

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

Appendix 13 Director of Governance Budget Proposals

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

HR & OD

- **Worksmart Project** – redesign and transformation of our working and employment arrangements following during the pandemic and beyond
- **Budget Reductions** – supporting the whole organisation to achieve the necessary workforce changes to support the challenging budget reduction programme, ensuring that we are able to support smooth exits of staff where necessary through a revised voluntary exit scheme
- **Workforce Engagement and Wellbeing** – continue to engage our workforce to gauge satisfaction levels and receive feedback to inform future priorities, continue with our proactive approach to support our workforce. Support and respond to the health and wellbeing needs of our workforce
- **Refresh People Plan** – develop our refreshed plan for 2021/4, ensuring that we have robust policies and guidance that comply with changing legislation and support our organisational values and behaviours
- **Pathways to grow our own talent** – continue to strengthen our approach to supporting apprenticeships, work experience and work placements, to ensure we grow our own and meet any skills gaps emerging
- **Elected Member Development** – continue to support the Elected Member Briefing Sessions and development as identified
- **Employee Recognition and Awards** – refresh our approach to employee recognition, including the introduction of an annual virtual awards ceremony
- **Digitisation of key HR OD work streams including continuing roll out of self service, online learning and development records, greater jobs, phase 2 of the teachers pensions online submissions etc.** **Workforce Cross Cutting Theme Budget Reductions** – deliver the plans and commitments to reduce workforce costs associated with agency, overtime/additional hours and staff travel
- **Recruitment** – review and refresh of all recruitment methods and processes to embrace digital recruitment and on-boarding
- **Equality, Diversity and Inclusion** – ensuring that we are representative of the community we serve, use our own data to challenge our systems and processes. Supporting an inclusive and diverse workforce through active engagement and consultation
- **Health and Care Integration** - Engagement of Workforce, lead the transaction process for the workforce, continued delivery of the shared OD plan for Health & Care, support the development of primary care workforce

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

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

Appendix 13 Director of Governance Budget Proposals

- **Children's Improvement Plan** - continued delivery of the range of workforce priorities relating to the recruitment, development and retention of social work and associated workforce, support the 7 key strategic priorities
- **Systems Development** - to continue to review current ICT systems and processes to ensure that these operate efficiently and effectively and achieve the objectives of the service/function and are compliant with statutory requirements.
- **Collaboration/Partnership** - continue to consider and progress areas of collaborative working both within the local economy and across GM
- **High quality transactional services** – Continue to deliver Recruitment, Payroll, Pensions administration and accounts payable services that offer compliant, high quality services to our customers in an ever changing legislative landscape.
- **STRIVE leadership and blended learning offer**– continue to develop the offer for our workforce, including the increased use of digital platforms and other media
- **Squad working** – continued development and use of squad methodology for improvement and workforce engagement
- **Brexit** – respond to any additional workforce changes that are required due to Brexit
- **Challenges**
- Responding to the ever changing workforce issues arising from Covid 19 with the expectation that 'business as usual' is to still continue and impact challenging pressures can have on staff members' positive health and wellbeing
- Achieving the necessary budget reductions within the service to contribute to the wider organisational budget reduction process
- Addressing the impact of reducing income from schools with the requirement to maintain our statutory functions and expectations for schools where the Council continues to be the ultimate employer
- Impact on daily business and employee relations climate across our Tameside schools campus where schools choose not to purchase TU Support
- Responding to the continuing change in demand and operating model in Registrars and reduction in income through mandatory statutory led cessation of services.
- Future workforce models and ensuring the morale and productivity of the workforce
- Maintaining the high levels of performance and output with a very streamlined team which is often stretched and has too many competing priorities and demands
- Addressing issues raised through our gender pay reporting and workforce equality data

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

Policy & Communications

- **Resources:** Additional COVID related work has stretched resources and capacity
- **Recovery:** Supporting the organisation to refocus its strategy and policy agenda post Covid

Legal Services

- As will all departments covid has increased demand and has stretched existing resources to the extent that work has had to be prioritised which has an impact.
- The increasing demand from children's services in relation to the number of child protection matters, the nature of the cases especially with regards to the impact of covid and the relationship with the courts especially in relation the quality and timely filing of evidence.
- Supporting Children's Services in relation to the review of care orders for children placed at home and care packages particularly from a HRA perspective.
- Supporting Adult Services in relation to it supported accommodation programme and its general service delivery.
- Supporting the growth directorate including the disposals programme. Additional challenge as growth are not in a position yet to provide their action plan for 21/22 which makes it difficult to estimate what demand there will be for legal support and how that will be provided which in turn could have an impact on delivery.
- Godley Green - support to the project and being instructed on planning related matters
- Brexit and its impact on a wide range of matters from state aid, procurement to health and safety enforcement.
- Embedding lean instruction processes with all client departments so that clear and complete instructions are received by legal and client departments can have clarity in relation to timescales.
- Providing timely and detailed legal implications in reports remains a key challenge which is it hoped will be improved in 21/22 by the continued liaison with client departments and the drive for earlier engagement to allow sufficient time for reports to be considered.

What challenges and risks is the service facing?

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

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

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

Appendix 13 Director of Governance Budget Proposals

How is the service performing?

Generally services within the directorate continue to perform at an optimal level. 100% achievement in relation to turnaround times for registrars, 100% compliance for Customer Service Excellence.

More specifically key indicators effecting the budgets of the organisation are:-

- Council Tax £104.8m collected 2019/20 - 93.52% of total due
- Council Tax current year collection as at December 2020 is 80.41%
- Business Rates £56m collected 2019/20 - 97.01% of total due
- Business rates current year collection as at December 2020 is 79.43%
- Sundry Debt Collection £69.8m 2019/20 – current year in year collection £51.8m

Legal Services

In light of the additional pressures brought by covid, especially in relation to court proceedings the service is performing well.

The service always operated with an element of flexible working but has embraced working from home and the challenges this is posed especially in relation to conducting advocacy remotely.

As with many services resources are an issue especially if the demand from clients continues to rise. The area of child care legal is under particular strain.

Recruitment has been an issue as demand for quality local government lawyers exceeds supply even in the locum market.

The service has endeavoured to ensure that all reports have been carefully considered and contain detailed legal implications. This has been a challenge given the number of urgent reports.

People & Workforce Development

Best ever engagement levels (55%) on whole workforce engagement survey

Continued reduction of absence levels to lowest across GM and compared with the Metropolitan Councils in the country

Payment of accounts payable – 98% payment within 30 days.

Payroll accuracy rate 99%.

Pension's performance remains high with record low numbers of outstanding Altair tasks.

High internal audit compliance over a number of areas e.g. payroll, pensions administration and registrars.

Reduced gender pay gap from +2.37% to +1.52%, as at 31 March 2020

Increased % of BAME workforce from 6.73% in 2017 to 8.09% in 2020

Registrars –

- Births, - 1688
- Deaths – 2251
- Marriages – 90
- Civil Partnerships – 4
- Marriage Notices – 417

Policy & Communications

The service has significantly increased its reach on social media in 20/21 to over a million engagements

The consultation and engagement function has been awarded a 15/15 green star rating

The organisation has been accredited as a co-operative institution

The service has delivered the design of 2,000 organisational assets

The service has led the development of a Community Champions Network, a network of over 200

Appendix 13 Director of Governance Budget Proposals

How will the service measure success?

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

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

- Monthly review of new Workforce dashboard
- KPIs of the Accounts Payable function
- KPIs of the Recruitment, Payroll and Pensions Service
- Delivery of system development against individual system action plans.
- Key workforce metrics relating to: employee absence, disciplinary, grievance etc, apprenticeships, courses attended, elearning
- High levels of assurance on audits
- Positive employee relations with trade union colleagues
- High employee engagement and satisfaction
- Performance of pension administration and reporting to GMPF
- KPIs on timely registration of births, deaths and marriages

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

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

Spend Analysis	Revenue Budget £
Expenditure	
Employees	12,673,255
Premises Related Expenditure	48,260
Transport Related Expenditure	39,610
Supplies and Services	2,126,415
Transfer Payments	56,644,958
Third Party Payments	500
Recharge Expenses	79,080
Expenditure Total	71,612,078
Income	
Recharge Income	(865,380)
Customer and Client Receipts	(2,034,563)
Government Grant Income	(58,884,165)
Other Income	(760,970)
Income Total	(62,545,078)
Grand Total	9,067,000

Appendix 13 Director of Governance Budget Proposals

Savings 2021/22

Service Area	Brief Description	Saving Forecast				
		2021/22	2022/23	2023/24	2024/25	2025/26
		£000s	£000s	£000s	£000s	£000s
Policy and Comms	Generation of income through promotion of design function externally	10	10	10	10	10
Democratic Services	Mayoral Support - one off reduction because of Covid	0	0	0	0	0
Policy and Comms	Review of vacancies and associated structure	20	20	20	20	20
Policy and Comms	Budget reductions across a number of budget lines reflecting historic underspends.	5	5	5	5	5
Policy and Comms	Discontinuation of Life in Tameside and Glossop Website	10	10	10	10	10
Policy and Comms	Review of external advertising	5	5	5	5	5

Appendix 13 Director of Governance Budget Proposals

Savings 2021/22

Service Area	Brief Description	Saving Forecast				
		2021/22	2022/23	2023/24	2024/25	2025/26
		£000s	£000s	£000s	£000s	£000s
Democratic Services	electoral registration	25	25	25	25	25
Executive Support	Review of vacant posts and structure	81	81	81	81	81
Legal Services	Not replacing trainee solicitor post	70	70	70	70	70
Democratic Services	Review of staff structure - reducing staff hours	41	41	41	41	41
HR	Review of staff structure and associated vacancies	68	68	68	68	68
HR	Review of workforce development budget - for one year and further review thereafter	20	0	0	0	0
		355	335	335	335	335

Appendix 13 Director of Governance Budget Proposals

Pressures 2021/22

Nature of Pressure	Description of pressure	Pressures Forecast £000s - Incremental				
		21/22	22/23	23/24	24/25	25/26
Inflationary Pressures	Early Help Module of ICS	3	3	3	0	0
Staffing related cost pressure	Cost of salary increments for 20/21	215	0	0	0	0
Staffing related cost pressure	Cost of additional 0.75% pay award for 20/21	102	0	0	0	0
		320	3	3	0	0

Appendix 14 Director of Finance and IT Budget Proposals

Budget Proposals 2021/22

Service Area	Revenue Budget £
Digital Tameside	4,204,530
Financial Management	2,436,010
Risk Management & Audit Services	1,677,460
Grand Total	8,318,000

Service Objectives - Finance, Risk Management & Audit:

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

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

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

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

Service Objectives – Digital Tameside:

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

The service aims to provide

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

The work of the IT Service includes:

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

Appendix 14 Director of Finance and IT Budget Proposals

Service Objectives - Finance, Risk Management & Audit:

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

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

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

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

Spend Analysis	Revenue Budget £
Expenditure	
Employees	5,048,090
Premises Related Expenditure	309,910
Transport Related Expenditure	197,090
Supplies and Services	4,442,350
Recharge Expenses	16,355
Capital Items & Reserve Movements	(638,300)
Third Party Payments	234,705
Expenditure Total	9,610,200
Income	
Recharge Income	(768,795)
Customer and Client Receipts	(337,400)
Government Grant Income	(139,760)
Other Income	(46,245)
Income Total	(1,292,200)
Grand Total	8,318,000

Appendix 14 Director of Finance and IT Budget Proposals

Service Objectives - Finance, Risk Management & Audit:

Risk Management and Audit Service

The Internal Audit Team provides an independent, objective assurance and consulting activity designed to add value and improve the Council's operations. It helps the Council accomplish its objectives by bringing a systematic, disciplined approach to evaluating and improving the effectiveness of risk management, control and governance processes. This is delivered by:

- Undertaking risk based audits to review and assess internal controls;
- Providing consultancy and assurance work;
- Completing system sign offs to ensure new/updated systems have effective controls;
- Investigating allegations of fraud and irregularity; and
- Ensuring recommendations have been implemented by carrying out post audit reviews.

The Risk, Insurance and Information Governance Team work alongside the Internal Audit Team to ensure:

- A risk management system is in place to identify, assess, evaluate and report risks;
- Cost effective and appropriate insurance cover is in place;
- Advice and guidance is provided in relation to business continuity planning;
- Compliance with data protection legislation namely UK GDPR and the Data Protection Act 2018.

The NAFN Service which is a hosted service and externally funded provides an extensive range of data and intelligence services nationally to local authorities, other public bodies and housing associations. It has embraced change through innovation and the introduction of new services responding to new legislation and member's needs in the context of a rapidly advancing digital world and the ever changing threats from crime and fraud. It is now widely regarded as a centre of excellence for public sector data and intelligence.

Appendix 14 Director of Finance and IT Budget Proposals

Finance and Audit – Achievements and Successes in 2020/21

The integration journey between the Council and CCG finance teams continues and has enabled the integration of financial reporting to the Executive Cabinet and Strategic Commissioning Board on a consistent basis, allowing the analysis of over £900m of spend, ensuring greater visibility as to the effectiveness of the spending decisions to maximise outcomes for residents. The expanded Integrated Care Fund of over £900m a year continued. Integration of the workforce continues with staff working across both Council and CCG, and with both teams learning from each other. The embedding of new staffing structures has been successful, turnover has been stabilised and vacancies gradually filled. Sickness rates are low. There are 7 members of staff being supported to gain professional accountancy qualifications, and numerous others undertaking qualifications without direct support, as we continue to drive up professional standards. Finance Business Partners were rotated to better align support to services and drive improvements and resilience.

Both sets of statutory accounts were produced on time to revised timescales following the covid pandemic. The financial accounts were both given an unqualified opinion. The Council gained an unqualified value for money opinion, although the auditors warned about the continued reliance on reserves to balance the budget. The 2021/22 budget proposals rely on no further use of reserves, and improvements to the reporting around delivery of savings and efficiencies has been made.

Work and relationships with schools continues to be good. There continues to be pressures caused by schools wishing to convert to academy and underfunding of the High Needs part of the budgets. A recovery plan for high needs spending has been submitted to the DfE to aim to recover the deficit and has the full support of schools. There continues to be robust challenge and monitoring to support those schools who are in deficit, and in preventing further schools from entering into deficit.

The Council's relationship with STAR procurement continues to develop, there have been business improvements with the implementation of Tableau and the purchase of a contract register and management system called InTend.

The Covid pandemic and the move to homeworking has worked well across the teams with staff adapting to the new arrangements effectively. The finance team have supported the design and implementation of the business grants scheme, supported the wider organisation in its covid response and ensured that costs and income were effectively controlled and monitored.

The 2021/22 budget process has been challenging in the circumstances but significant savings plans have been developed alongside robust monitoring, delivery and reporting mechanisms to ensure the plans remain on track during 2021/22 and beyond.

Appendix 14 Director of Finance and IT Budget Proposals

Finance and Audit – Achievements and Successes in 2020/21

The internal audit plan was delayed due to the response to COVID-19, with the original plan having to be amended to support the organisation deliver against a new risk profile.

Assurance work and fraud investigations have been undertaken in relation to the Business Support Grant provided in response to COVID-19. The corporate risks have been reviewed and reported on a regular basis.

Responsive work in relation to information incidents has been provided together with proactive work to support services conduct due diligence reviews (Data Protection Impact Assessments) for new/amended data sharing and processing arrangements to ensure compliance with data protection legislation.

NAFN continues to grow and develop its service offer and in response to COVID-19 has provided alerts and intelligence to members regarding suspected fraud and worked with BEIS to provide and share intelligence.

Finance and Audit - Priorities for 21/22 and beyond:

To deliver the Audit Plan for 2021/22 and provide a reactive fraud/irregularity response service.

To review and improve the risk management process in place and further develop operational risk registers and business continuity plans to respond effectively to any incidents affecting service delivery.

To continue to provide advice and guidance in relation to risk and insurance to ensure appropriate covers are in place and risks managed to enable claims to be defended.

To deliver the Information Governance Work Plan and ensure the Council is fully compliant with UK GDPR and the Data Protection Act 2018.

Appendix 14 Director of Finance and IT Budget Proposals

Finance and Audit - Priorities for 21/22 and beyond:

There is uncertainty around the future structure of CCGs and way that the health system is funded which will impact on how the integrated team operates. Despite this uncertainty it is important to continue with the development of the team and service offer in 2021/22. Specifically, the aims, objectives and key priorities are:

- Continued development of the integrated and robust 5 year rolling medium term financial strategy aligned between Council and health services.
- Support the organisation to move to a more sustainable revenue budget position that focuses on delivery and accountability.
- Develop the cross cutting enabling programmes to support all Council and CCG services to deliver.
- Relaunch the Council's Capital Programme, aligning the spending aspirations with the capital strategy and disposals plans.
- Rollout the next phase of Agresso development to streamline and automate processes including budget monitoring and reporting, alongside budget holder training and improve the use of business intelligence across the Strategic Commission
- Further enhance budget monitoring reporting including both objective and subjective analysis
- Improve interfaces between schools accounting systems and Agresso
- Continue the development of staff by providing development opportunities, including a new round of supported study through the apprenticeship levy as the current cohort of staff are awarded their qualifications.
- Continue to develop the treasury management strategy to maximise returns within the policy framework
- Continue the integration journey by further sharing work tasks and cross skilling the team, providing opportunities for job rotation and work experience across the breadth of the Directorate.
- Produce the financial accounts on time and to a high quality and continue to improve their presentation and readability
- Conduct the annual staff survey to assess progress made by Finance Leadership Team
- Conduct a budget holder survey to ascertain the areas where progress and development is still needed and to facilitate our continuous improvement to the customer offer.
- Ensure all relevant staff complete the Finance Business Partnering certificate
- Support the implementation of the neighbourhood model of service delivery, continuing to integrate community health and council services.
- Proactive support of Children's Services providing transparent and accurate information to officers and members to enable the decision making process.
- Continue the work to develop the Council's fees and charges offer of services seeking to maximise income opportunities and help protect front line services
- Support the organization to recover from the Covid Pandemic, and take opportunities afforded by the Build Back Better and Levelling up agendas.
- Gain Accreditation in the NHS Finance Skills Development and become the first integrated team to gain accreditation

Appendix 14 Director of Finance and IT Budget Proposals

Achievements and Successes in 2020/21 IT:

Like many other services the impact of COVID has shaped and driven the work programme for IT Services this year. The immediate response to COVID-19, which saw almost 2800 staff seamlessly move from traditional office based working to agile & home working, demonstrated how robust the Councils networks and systems are, how flexible and responsive the service is, and how reliant on technology the organisation has become.

ICT is by nature a fast moving dynamic sector and the Council must ensure that it continues to have the appropriate infrastructure, people and skills in place to implement, support, monitor and keep safe it's 250+ IT systems and over 2,000 users, whilst also being able to plan and build for the future. The new Digital Strategy and Cyber Security Strategies, both approved in September 2020, provide the framework for how we will use technology to transform how and where we work, how we deliver services and how we communicate and collaborate. Work to compile a programme of cross cutting Digital Strategy savings projects is underway. Overseeing the delivery of these projects and ensuring savings are realised will be the new Digital Strategy Delivery Group.

The March "lock down" and subsequent COVID working restrictions almost overnight advanced the Councils Agile and Homeworking ambitions by at least 3 years. A year ago only a handful of staff used video conferencing regularly and collaboration tools such as SharePoint were barely used. There are now over 2000 Skype for Business users, 600 of whom are seamlessly picking up calls to their desktop phone numbers through Skype and hundreds of staff are using tools to better share information with external partners. To ensure staff have the best tools available to support this new way of working the planned roll out of Microsoft Office 365 has been brought forward by 2 years and implementation will be begin in March/April 21.

Home working has also had a big impact on printing and accelerated the need to for the organisation embrace paperless ways of working. 2020/21 will see a 65% drop in the number of pages printed, with more services using iMalil more efficient and cost effective way of getting letters and documents posted.

Work to update and upgrade the server infrastructure and associated operating systems and databases for many of the Councils systems have been completed with around 15% remaining to be done. A new backup and recovery system, including off-site tape backups, has been implemented as have additional firewall and VPN systems to increase home working capacity, resilience and security.

The planned service review has not taken place. The delay was necessary to enable the service to factor in the impact of COVID and new ways of working including the implementation of Office 365. The review will be a priority for 2021/22.

Appendix 14 Director of Finance and IT Budget Proposals

Achievements and Successes in 2020/21 IT:

Throughout the year, working with services and third party software suppliers, we have been upgraded over 70 systems and also moved many on to new servers. Alongside this the service undertook a major upgrade of laptop operating systems and desktop software which involved replacing over 2000 laptops/computers and installing new Office 2016 software suite. The logistics of doing this safely within COVID working restriction proved challenging but was completed with minimal fuss and inconvenience.

The service has also been called upon to support the Councils COVID response to vulnerable residents and local businesses. New systems for supporting residents shielding, along with multiple on-line grant application forms for local businesses have been rapidly developed in house. Alongside this improvement and new functionality to the staff portal (including widening the scope to include CCG staff) have been completed to help improve communication and engagement with our remote workforce.

In February 2020 a new customer contact centre system was implemented at short notice to ensure the Council has a fit-for-purpose platform for volume telephone calls over the crucial year end/year start period. The system was then scaled up as home working was introduced in March with over 500 agents across over 40 services now using the system dealing with over half a million calls a year. Webchat functionality was also introduced at the same time and has quickly proved a popular channel for customers using the website with over thirty thousand chats taking place.

The final quarter of 20/21 will see the completion of the latest phase of the Tameside Fibre Network development as well as the hand-over of the new Ashton Old Baths Data Centre, which will begin to be commissioned in March 21 with systems starting to be moved from Rochdale in May 21.

The fibre network reach now extends to Hattersley, Broadbottom, Mottram, Hollingworth, Mossley as well as Glossop and Hadfield connecting dozens of GP surgeries, schools and Council building and assets. Through the Cooperative Network Infrastructure (Digital Coop) over a 100 commercial connections to local businesses are also benefiting from superior internet connectivity that fibre brings.

Despite having a Cyber team of 1 person - A priority for the service through the year has been Cyber Security and ensuring that the Councils digital assets are safe. Alongside the new Cyber Strategy and associated action plan being approved, the service has undertaken a second phishing exercise to test staff awareness of potentially malicious email and all staff have undertaken on-line cyber security training. A new self service password and account unlocking system has been implemented as a forerunner to increasing both the length and complexity of passwords to ensure they are more secure..

Appendix 14 Director of Finance and IT Budget Proposals

IT Key Priorities 21/22 going forward:

- A review of the service offer will take place in order to assess the capacity to deliver on the new Digital Strategy and to meet the expectations of services going forward.
- Delivery of the Digital Strategy and associated Cross Cutting savings projects including paperless working, centralised telephone system, printing review and agile working for front line staff.
- Implementation of Microsoft Office 365 including migration of files from shares to SharePoint and extensive user training resources.
- Re-location of Data Centre from Rochdale to new state of the art facility located in Ashton Old Baths,
- Commercialization of the new Data Centre – the 1st such facility in the borough.
- Implement new Disaster Recovery facility at TGH.
- Deliver Cyber Security Strategy and Action plan and achieve Cyber Essentials and IA SME Gold cyber accreditation.
- Continue to upgrade all Council sites to ensure they have fast, flexible and secure cabled and Wi-Fi networks in place.
- Expansion of the borough's public Wi-Fi network
- Continue programme to ensure all servers run supported version of operating systems, databases and third party software.
- Redesign of network to support homeworking to ensure its resilient and fit-for-purpose for long term permanent home working arrangements.
- Move content into the new GIS solution and significantly enhance all systems that use location based data.
- Remove desktop phones and move all telephony to either Contact Centre system or Skype/Teams
- Implementation of technologies to support the new ways of working such as desk booking and enhanced virtual and hybrid meeting technology, including corporate on-line training platform
- Standardise Councillors technology and associated training.
- Establish an appropriately resourced Cyber Security Team.
- Create a single register of all IT systems in operation across the organisation and implement a process to effectively managing the life cycle of all systems.

Appendix 14 Director of Finance and IT Budget Proposals

Pressures 21/22

Nature of Pressure	Description of pressure	Pressures Forecast £000s - Incremental				
		21/22	22/23	23/24	24/25	25/26
Other service pressures	IT Revenue budget pressures	93	112	98	-11	0
Staffing related cost pressure	Cost of salary increments for 20/21	81	0	0	0	0
Staffing related cost pressure	Cost of additional 0.75% pay award for 20/21	38	0	0	0	0
Other service pressures	Office 365	600	0	0	0	0
		812	112	98	-11	0

Appendix 14 Director of Finance and IT Budget Proposals

Savings 21/22

Service Area	Saving Title	Saving Forecast				
		2021/22	2022/23	2023/24	2024/25	2025/26
		£000s	£000s	£000s	£000s	£000s
Digital Tameside	Customer Contact	0	2,000	2,000	2,000	2,000
Digital Tameside	Digital Mail	0	250	250	250	250
Digital Tameside	Digitisation of paper records	0	780	780	780	780
Digital Tameside	Mobile working	0	738	738	738	738
Digital Tameside	Electronic signatures	0	50	50	50	50
Digital Tameside	Cashless Solutions	0	250	250	250	250
Financial Management	Asset Valuation Services	55	55	55	55	55
Capital & Financing	MRP overpayment	1,299	0	0	0	0
		1,354	4,123	4,123	4,123	4,123

Appendix 14 – Corporate Budgets

CORPORATE BUDGETS 2021/22

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

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

Service	Revenue Budget £
Capital and Financing	4,775,000
Contingency	(9,873,000)
Corporate and Democratic Core	5,051,000
Grand Total	(47,000)

Spend Analysis	Revenue Budget £
Expenditure	
Employees	1,225,940
Premises Related Expenditure	11,880
Transport Related Expenditure	12,450
Supplies and Services	7,137,350
Third Party Payments	746,590
Recharge Expenses	100
Capital Financing Costs	9,921,000
Capital Items & Reserve Movements	(5,239,000)
Expenditure Total	13,816,310
Income	
Customer and Client Receipts	(553,310)
Government Grant Income	(9,002,000)
Other Income	(462,000)
Interest Income	(3,624,000)
Recharge Income	(222,000)
Income Total	(13,863,310)
Grand Total	(47,000)

Appendix 14 – Corporate Budgets

Pressures 2021/22

Directorate	Nature of Pressure	Description of pressure	Pressures Forecast £000s - Incremental				
			21/22	22/23	23/24	24/25	25/26
Contingency	Demographic Pressures	Demographic Contingencies	1,149	4,102	3,853	5,393	4,282
Contingency	Staffing related cost pressure	Cost of pay award (2%) and increments for 22/23 and after	0	3,093	2,483	2,513	2,272
Corporate costs	Staffing related cost pressure	Cost of additional 0.75% pay award for 20/21	8	0	0	0	0
			1,157	7,195	6,336	7,906	6,554

Appendix 14 – Corporate Budgets

Savings 2021/22

Service Area	Saving Title	Saving Forecast				
		2021/22	2022/23	2023/24	2024/25	2025/26
		£000s	£000s	£000s	£000s	£000s
Exchequer	SPD Review	100	100	100	100	100
People & Workforce Development	Salary Sacrifice Schemes	45	45	45	45	45
Cross-Cutting	Workforce Review	1,000	1,500	1,500	1,500	1,500
Central Services	Contingencies and Mayoral Support	136	136	136	136	136
Capital & Financing	Manchester Airport Investments	1,062	967	967	967	967
Capital & Financing	Pension Advanced Payment	460	460	460	460	460
		2,803	3,208	3,208	3,208	3,208

Appendix 15 - Quality & Safeguarding

Budget Proposals 2021/22

Key Objectives

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

Summary of Service Objectives and Services Provided:

Quality Team:

The core function of the Quality Team is ensure the Strategic Commission has effective systems and processes in place to ensure the organisation is able to effectively discharge its duty to commission quality services on behalf of the local population. Quality is the central principle of our health and care services; it is what matters most to people and what motivates and unites the workforce. The Strategic Commission is committed and responsibility for securing continued high quality services for its local population. Quality underpins the Corporate Plan and Priorities of Starting Well, Living Well and Ageing Well, Place Based Services and Vibrant Economy.

Service Area	Revenue Budget £
Safeguarding and Quality Assurance	142,000
Grand Total	142,000

Spend Analysis	Revenue Budget £
Expenditure	
Employees	257,030
Premises Related Expenditure	9,000
Transport Related Expenditure	5,900
Supplies and Services	106,640
Recharge Expenses	4,110
Expenditure Total	382,680
Income	
Recharge Income	(65,410)
Customer and Client Receipts	(78,400)
Other Income	(96,870)
Income Total	(240,680)
Grand Total	142,000

Appendix 15 - Quality & Safeguarding

Quality is defined as safe services, with good user outcomes and that users of the service have a positive experience. This means embedding quality and safety into the core business of the organisation; from the initial inception of a new commissioning proposal, to ensuring it has robust quality assurance mechanisms for those services already commissioned through to ensuring users' experience of accessing these services is used effectively to inform and continuously improve the quality of commissioned services.

Quality Improvement Team

To drive up the quality of care in care homes and domiciliary care

Safeguarding Team:

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

Key outputs of the safeguarding service are the following:

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

Safeguarding Partnerships

Support the multi agency statutory responsibilities for safeguarding children, young people and adults at risk.

Appendix 15 - Quality & Safeguarding

Emergency Planning and Preparedness

Fulfil statutory functions with regard to EPRR

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

- To professionally challenge some elements of safeguarding practices within Tameside and Glossop.
- To ensure that there is coordination of implementation of any developments in safeguarding nationally, regionally and locally.
- Provide the Designated Cared for Children statutory functions of the CCG.
- The Directorate also is responsible for the management of statutory multi agency safeguarding arrangements for children and adults (Partnerships).

Individualised commissioning team

The team is responsible for the assessment, commissioning and active complex case management of

- NHS Continuing Healthcare for Adults And Children
- NHS Funded Nursing care
- Effective Use of Resources
- Individualised Commissioning of Rehabilitation and Complex services for Mental Health , Learning Disabilities & Acquired Neurological Injuries
- Psychiatric Intensive care

The team has responsibility for ensuring that the health economy meets its statutory functions in relation to services listed above

The team also ensures the independent provider market is available, skilled and responsive to deliver the safe, effective and value money care that is required to meet an individuals assessed need.

The directorate also manages the function of Effective Use of Resources and Emergency Planning and preparedness for the CCG.

Appendix 15 - Quality & Safeguarding

Achievements and successes in 2020/21

Quality

- Continued strengthening of the contract performance, quality assurance and governance arrangements for the monitoring of T&G Care homes. This has seen a continued improvement in the number of care homes moving from requires improvement to good and a reduction in the number of inadequate care homes. Intelligence systems in place now ensure early oversight of care homes which *may require additional support and intervention from the Quality Improvement Team..* This has now been expanded into domiciliary care provision.
- Continued implementation of an integrated health and care approach to deliver the GM ambition to reduce nosocomial infection including gram negative Ecoli infections across the economy.
- Implementation of health element LD delivery plan to support the improved uptake of Health Checks for people with Learning Disabilities and to reduce health inequalities for this group.
- Redesign of ICFT contract quality and performance monitoring requirements to reflect a system approach.
- Development of commissioning for quality framework for children's social care commissioning.
- During the Covid 19 pandemic staff redeployed to support Covid 19 testing, Adult Social Care Commissioning support to care homes, ICFT Quality team.

Safeguarding

- The team has continued to support acute, community, primary and commissioned care services together with partners across the system. There has been an increase in contact for support, advice and supervision to colleagues throughout the pandemic.
- Ensured CCG is compliant with statutory safeguarding responsibilities - No easements of safeguarding legislation and guidance during the pandemic .
- Continued to work with partners to respond effectively to the changing landscape and complexities post pandemic, Facilitated and coordinated improved partnership forums and increased workload support safeguarding partnerships and GMCA workstreams
- Contributed to statutory safeguarding reviews- there has been an increase in referrals and screening
- Improved the local LeDer process including sharing and learning from reviews, supporting reviews and undertaking a multi agency review. TGCCG successfully met the NHSEI timescales for completion of LeDer reviews in Dec 2020. The first TGCCG LeDer annual report has been published on the CCG website.
- During Covid 19 pandemic staff supported Fit testing for FFP3 masks and infection prevention training for private providers.

Appendix 15 - Quality & Safeguarding

Achievements and successes in 2020/21

Individualised Commissioning

- the completion of deferred assessments within timeframes set by NHS E&I
- Despite the majority of the team being redeployed into frontline clinical services, the team maintained a core function to ensure that existing care packages continued to be appropriate, safe and effective. Maintained a duty service to deal with crisis support and commissioning
- Developed and managed a community FIT Testing service to ensure that community care staff were safe in delivering care to people with Aerosol generating procedures
- Developed and delivered a Infection Prevention and Control Training programme for all independent sector providers
- Developed a whole economy monitoring system of all covid funded discharges from acute bed bases and community admission avoidance packages. Applied same principles to develop a system for whole economy monitoring of Discharge to Assess funding
- Set trajectory and system to achieve deferred CHC assessments
- During Covid 19 pandemic staff redeployed to ICFT discharge service, district nursing, ICFT digital health hub and PCFT discharge team.

Appendix 15 - Quality & Safeguarding

Key priorities for 2021/22 and future years

- Reconfiguration in NHS, movement of functions and staff to different parts of the system as ICS legislation comes into place.

Quality

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

Individualised commissioning

- Focus on Children's Continuing care - to ensure the equitable quality in assessment commissioning and case management of children compared to adults. (whole economy)
- Maintain a monitoring system for D2A to ensure assessments are completed within timescales so there is no increase financial burden on the economy
- Mental health Accommodation review for NHS funded clients as part of the whole economy accommodation strategy
- Review of whole economy complex care panels.
- Pilot the GM CHC process digitalisation programme.

Safeguarding

- **NHS Reforms – Safeguarding in an ICS:** Contribute to the development of a new GM health safeguarding system that supports place based safeguarding responsibilities inline with Long Term Plan which outlines the establishment of ICS's by 2022. ensuring T&GCCG meets its statutory responsibilities during and beyond transition.
- **COVID recovery and restoration:** Provide assurance that individual CCG statutory safeguarding functions are being maintained, Contribute to the Children's Safeguarding Partnerships and Adult Boards risk mitigation ensuring a coordinated response from health services, Work with health partners to Identify any areas of potential capacity and demand issues, Support Covid-19 work streams with in the CCG, locality and across GM
- **Safeguarding Partnership:** Develop options for further integration for the children and adult business support teams
- **Safeguarding Assurance:** Continue to improve processes to gain safeguarding assurance to ensure that commissioned providers are accountable to provide safeguarding interventions to support children, adults and families.

Appendix 15 - Quality & Safeguarding

Directorate	Nature of Pressure	Description of pressure	Pressures Forecast £000s - Incremental				
			21/22	22/23	23/24	24/25	25/26
Quality & Safeguarding	Staffing related cost pressure	Cost of salary increments for 20/21	2	0	0	0	0
Quality & Safeguarding	Staffing related cost pressure	Cost of additional 0.75% pay award for 20/21	2	0	0	0	0
			4	0	0	0	0

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Appendix 16 CCG Budget Proposals

CCG Financial Position 2021/22

For most of the 2020/21 financial year the CCG has been operating under a national NHS command and control finance regime which whilst providing short-term financial stability during the pandemic, has limited future planning. NHS planning guidance for 2021/22 has not yet been published and the national timetable for financial planning is delayed. It is expected there will be a financial rollover of 2020/21 budgets into Q1 of 2021/22 and the planning round deferred to Quarter 1, 2021/22 with a focus on Q2-Q4. Operational planning guidance is expected to be issued in April and plans for Q2-Q4 formally submitted to NHS England in June.

In light of the above, it is impossible for the CCG to finalise budget setting for 2021/22 at this stage and furthermore, longer term plans beyond 2021/22 cannot be prepared until there is an understanding of the proposed NHS national restructure of commissioning organisations.

Such circumstances and delays bring considerable concerns, risks and significant detrimental consequences on other services and health outcomes as all attention is focused on managing the pandemic. Waiting lists in cancer and other specialties have increased exponentially during this time which have inevitably further heightened inequalities and unmet demand on the health needs of our local population. This therefore adds even greater pressure on our medium term financial plan.

For the purposes of joint reporting of Integrated Commissioning Budgets across the Strategic Commission, the CCG budgets shown are based on long term plans developed before the COVID pandemic in late Autumn 2019. While figures included in this report will inevitably change following publication of detailed planning guidance, they provide a useful indicative picture of our expected financial position based on known factors before the pandemic.

Allocation (£ 000)	2021/22	2022/23	2023/24	2024/25
Published Core	401,027	414,409	427,099	427,099
Primary Care	37,674	39,348	41,267	41,267
Running Cost	4,556	4,556	4,556	4,556
Published Recurrent Allocation	443,257	458,313	472,922	472,922
Additional Recurrent Allocation	0	0	0	0
Non Recurrent Allocation	0	0	0	0
Total In Year Funding	443,257	458,313	472,922	472,922

Do Nothing Spend (£000)	2021/22	2022/23	2023/24	2024/25
ACUTE	230,083	237,174	244,297	244,297
COMMUNITY HEALTH SERVICES	39,027	40,187	41,357	41,357
CONTINUING CARE	20,316	21,585	22,934	22,934
CORPORATE	4,556	4,556	4,556	4,556
MENTAL HEALTH	41,190	42,502	43,732	43,732
OTHER	28,536	30,211	33,592	33,592
PRIMARY CARE - CCG	56,717	58,564	60,315	60,315
PRIMARY CARE - Delegated	37,674	39,348	41,267	41,267
Total Spend (Do Nothing)	458,099	474,128	492,051	492,051

QIPP Target	14,842	15,815	19,129	19,129
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Expected Savings	11,196	12,131	13,056	13,056
Savings Still to Find	3,645	3,684	6,073	6,073

Based on our pre-COVID long term plan for 2021/11, we anticipate:

- £443.3m Expected funding (pre-COVID)
- £458.1m Total Spend (in a do nothing scenario before QIPP)
- **£14.8m QIPP (Savings) Target**
- £11.2m Expected Savings Based on pre-COVID QIPP Plans
- **£3.6m Savings Still to Find**

Appendix 16 CCG Budget Proposals

Indicative Expenditure Plans (based on pre-COVID estimates)



Appendix 16 CCG Budget Proposals

Expected Savings

- During the first half of 2020/21, under command and control, all QIPP activity was suspended while efforts were concentrated on the pandemic response. In the second half of the year, the programme was reinstated with an adjusted savings target of £7,994k. We are on track to deliver this, but 85% of the target will be realised non recurrently which places greater pressure on 2021/22.
- As 2021/22 allocations have not yet been published, we do not know what the QIPP target will be for next year or beyond. However we know the financial position as we recover from COVID to be extremely challenging, meaning that a substantial savings requirement is inevitable.
- Our pre-COVID plans included recurrent savings which would contribute to closing this gap. These come from a combination of pre-existing schemes, opportunities identified through the Star Chamber process and savings identified more recently as part of the cross cutting themes work.

- Our ability to realise some of the planned savings may be impacted by contracting arrangement put in place as part of the future NHS financial regime. But we are unable to assess or quantify this until full guidance is published.

- Based on our pre-COVID plans, the following savings are expected. This is based on the CCG's standard optimism bias assumptions:

- **Green** - 100% realisation
- **Amber** - 50% realisation
- **Red** - 10% realisation

- Based on pre-COVID plans we would be facing a gap of £3,645k in 2021/22. To close this gap we would either need to turn amber and red schemes green in order to realise the savings, or identify new schemes. However the quoted are all subject to change when planning guidance is published and this gap likely to increase.

Planned Savings Before Optimism Bias - £000s	2021/22	2022/23	2023/24	2024/25
R	40	40	40	40
A	9,553	9,853	10,153	10,153
G	6,416	7,201	7,976	7,976
Grand Total	16,009	17,094	18,169	18,169

Expected Savings Post Optimism Bias - £000s	2021/22	2022/23	2023/24	2024/25
Acute	2,993	3,093	3,193	3,193
Mental Health	5	5	5	5
Community	200	200	200	200
Prescribing	2,250	2,750	3,250	3,250
Primary Care	347	347	347	347
CHC	600	650	700	700
Running Costs	70	70	70	70
Other Programme	4,732	5,017	5,292	5,292
	11,196	12,131	13,056	13,056

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APPENDIX 17 – KEY THEMES FROM BUDGET CONVERSATION SURVEY

What do you think should be the spending priorities for the Tameside & Glossop Strategic Commission in 2020/21 and future years?		
Theme	No.	%
Adult's social care	46	24.5
Children's social care	35	18.6
Education	35	18.6
GP / Health Services	29	15.4
Infrastructure/street maintenance (including potholes)	27	14.4
General health and wellbeing	27	14.4
Community safety/crime	21	11.2
Mental Health	20	10.6
Greenspaces/parks	19	10.1
Blank/no comment	15	7.4
Youth services	13	6.9
Other (including sports facilities, parking enforcement, support for parents and reference to Covid-19)	13	6.9
Fly-tipping/litter	12	6.4
Road Safety	10	5.3
Street lighting	9	4.8
Building communities	9	4.8
Bin Collection	8	4.3
Efficiency	8	4.3
Helping most vulnerable	7	3.7
Active travel	6	3.2
Public transport	6	3.2
Jobs	6	3.2
Inclusive growth	6	3.2
Town centres	6	3.2
Early intervention	6	3.2
Culture (including libraries and galleries)	5	2.7
Neighbourhood approach	5	2.7
Digital	5	2.7
Invest in older/unused buildings	4	2.1
Disabilities	4	2.1
All services	4	2.1
Affordable housing	3	1.6
Funding charities	3	1.6
Air pollution	3	1.6
Improved recycling	3	1.6
Reduce/don't increase council tax	3	1.6
Care workers pay	2	1.1
Homelessness	2	1.1
Rationalise estate	2	1.1
Reduce inequalities	2	1.1

APPENDIX 17 – KEY THEMES FROM BUDGET CONVERSATION SURVEY

What do you think should be the spending priorities for the Tameside & Glossop Strategic Commission in 2020/21 and future years?		
Theme	No.	%
Working from home	2	1.1
Deliver statutory services only	2	1.1
Maternity services	2	1.1

APPENDIX 17 – KEY THEMES FROM BUDGET CONVERSATION SURVEY

Do you have ideas or suggestions for how we might deliver services more efficiently, save money or raise revenue?		
Theme	No.	%
Improve estate efficiency	30	16.0
Involve community	27	14.4
Blank/No/no idea	27	14.4
Other (including staff parking levy, redeveloping older sites, active transport focus and build council housing)	26	13.8
Reduce staff costs	16	8.5
Reduce cost of Councillors	14	7.4
Better integration of services	14	7.4
More digital services	12	6.4
Spend less on ornamental / cosmetic objects	11	5.9
Lobby national government/national bodies	11	5.9
Larger fines	11	5.9
Improve efficiency of services	11	5.9
More targeted interventions	10	5.3
More speed/CCTV cameras	8	4.3
Clear communication	8	4.3
Home working	8	4.3
Retrain staff	7	3.7
Inclusive growth	7	3.7
Early health interventions	7	3.7
Less frequent bin collections	6	3.2
Longer term focusses	5	2.7
Raise council tax/business rates/other charges	5	2.7
Promote Tameside	5	2.7
Invest in youth services	4	2.1
Reduce costs of LAC	3	1.6
Transparency about funding and pay (GPs, schools etc.)	3	1.6
Tackle fraud	3	1.6
Raise awareness of how funding is spent	3	1.6
Statutory spending only	3	1.6
Make money from markets	3	1.6
Education	3	1.6
Privatise culture and leisure	3	1.6
Bring services back in house	3	1.6
Target fly tipping	3	1.6
Improve access to services	3	1.6
Recruit more staff	2	1.1
Reduce social media use	2	1.1
Reduce teacher maternity leave	2	1.1

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Appendix 18 Capital Investment

Capital Programme 2020-23

Total Approved and Earmarked Capital Programme						
	2020/21 Projected Outturn £000	2020/21 Budget (Approved) £000	2020/21 Budget (Earmarked) £000	2021/22 Budget (Approved) £000	2022/23 Budget (Approved) £000	Total Budget £000
Growth						
Development And Investment	6,427	7,132	9,630	10,893	606	28,261
Corporate Landlord	341	369	7,057	137	-	7,563
Estates	45	45	1,400	69	-	1,514
Operations and Neighbourhoods						
Engineering Services	8,545	8,789	12,250	10,447	-	31,486
Vision Tameside	158	158	-	-	-	158
Environmental Services	2,589	2,661	700	1,633	-	4,994
Transport	2,509	2,481	-	165	-	2,646
Stronger Communities	16	16	200	-	-	216
Children's						
Education	11,089	12,125	-	4,972	-	17,097
Childrens	192	193	387	370	-	950
Finance & IT						
Finance	13,417	13,430	500	-	-	13,930
Digital Tameside	3,282	3,282	-	-	-	3,282
Population Health						
Active Tameside	3,436	3,361	-	500	-	3,861
Adults						
Adults	2348	2,781	12,700	871	-	16,352
Total	54,394	56,823	44,824	30,057	606	132,310

Appendix 18 Capital Investment

Indicative Additional Capital Investment Requirements 2021 – 2026

Figures below are purely indicative based on an exercise undertaken in January 2019. Indicative requirements for future years are currently being reviewed as part of an overall review of the Capital Programme and Capital Receipts forecasts.

Service Area	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	Total £000
Vision Tameside	-	-	-	-	-	-
Investment & Development Estates	10,815	16,050	11,500	9,000	5,000	52,365
Total Growth	10,815	16,050	11,500	9,000	5,000	52,365
Engineering Services	400	3,150	3,050	3,550	-	10,150
Environmental Services	200	850	300	250	200	1,800
Transport	2,750	1,150	-	170	101	4,171
Corporate Landlord	-	-	-	-	-	-
Stronger Communities	150	55	-	-	-	205
Total Operations and Neighbourhoods	3,500	5,205	3,350	3,970	301	16,325
Education	5,053	211	-	-	-	5,264
Children	-	-	-	-	-	-
Total Children's	5,053	211	-	-	-	5,264
Finance	-	-	-	-	-	-
Digital Tameside	270	340	485	340	785	2,220
Total Finance & IT	270	340	485	340	785	2,220
Active Tameside	-	-	-	-	-	-
Total Population Health	-	-	-	-	-	-
Community Health - Estate	-	10,000	25,000	2,500	2,500	40,000
Total Adults	-	10,000	25,000	2,500	2,500	40,000
Exchequer	-	-	-	-	-	-
Total Governance	-	-	-	-	-	-
Total	19,638	31,806	40,335	15,810	8,585	116,174

Pay Policy Statement 2021/22

Pay Policy Statement for the Year 2021/22

The Pay Policy Statement sets out the Council's approach to pay policy in accordance within the requirements of Section 38 of the Localism Act 2011. The Pay Policy Statement has also been revised to take into account the Council's approach to approval by Full Council for severance payments in excess of £95K in line with guidance received from the Department for Communities and Local Government (DCLG). This pay policy applies for the year 2021/22 unless replaced or varied by Full Council.

It does not cover teaching staff whose salaries and terms and conditions of employment are set by the Secretary of State. Academy Schools are an entirely separate legal entity from the Council and are covered by Academies Act 2010 and as a separate employer are responsible for setting salaries for their employees.

The purpose of the Pay Policy Statement is to ensure transparency and accountability with regard to the Council's approach to setting pay. The Pay Policy Statement has been approved by Council and is publicised on the Council's website in accordance with the requirements of the Localism Act 2011 in March each year.

Underlying Principles

The Council is committed to and supports the principle of equal pay for all our employees. Equal pay between men and women is a legal right under both United Kingdom and European Law. The Equality Act 2010 requires employers not to discriminate on grounds of the nine protected characteristics.

The Council applies terms and conditions of employment that have been negotiated and agreed through appropriate collective bargaining mechanisms (national or local) or as a consequence of authority decisions, these are then incorporated into contracts of employment.

Appendix 19 Pay Policy Statement 2021/22

The Pay Policy Statement identifies:

- The method by which salaries and severance payment are determined.
- The detail and level of remuneration of the Council's most senior managers i.e. Chief Executive and Leadership Team, which accords with the requirements of the Localism Act 2011.
- The process for ensuring that the Pay Policy Statement is applied consistently, including the Staffing Panel which has delegated powers in relation to senior manager pay and employment.
- The detail and level of remuneration for the lowest level of employee.
- The ratio of pay of the top earner and that of the median earner.

It should be noted that the Pay Policy Statement does not include information relating to the pay of Teachers or Support Staff in schools who are outside the scope of the Localism Act 2011.

This Statement complies with all statutory and legal requirements.

In this policy we use the term "Senior Manager" to mean the same as "chief officer" as described in the Localism Act 2011. The Council already separately publishes information about pay and average pay, which is also set out here.

Highest Pay (per annum)	£182,036 p.a. (fte)
Average Pay (per annum)	£28,012.37 p.a. (fte) (based on mean) £25,933.08 p.a. (fte) (based on median)
Pay difference (between average & highest pay)	£154,023.63 (based on mean) £156,102.92 (based on median)
Pay Multiple (ratio between the average and the highest pay)	6.5:1 (based on mean) 7:1 (based on median)
Pay Multiple (ratio between the lowest and the highest pay)	10.2:1

Appendix 19 Pay Policy Statement 2021/22

1. Policy on the remuneration of its Senior Managers

Chief Executive and Chief Officers conditions of service are in line with the Joint Negotiating Committees for Chief Executives and Chief Officers. The pay levels for the Chief Executive and Directors are determined by the Council's Senior Staffing Panel on appointment, having regard to the Council's duty to ensure best value and after taking professional advice on pay levels, market conditions and other relevant employment factors.

Assistant Director pay is determined by a job evaluation process, which was undertaken in 2011. The scheme used was one designed by the Local Authority Employers Organisation, which advises Councils at a national and regional level on employment and pay issues.

The level of remuneration is determined as set out above. Other than allowable out of pocket expenses, the Council does not make other payments to Senior Managers in addition to basic salary for undertaking their core role. Overtime is not payable to Senior Managers.

Any remuneration package in excess of £100K will be determined by Council.

2. Policy on the remuneration of its lowest paid employees

In this policy, we use the definition of lowest paid employee as being those paid on spinal column point (SCP) 1 of the National Joint Council for Local Government Services, plus the Living Wage (LW) supplement payment where SCP 1 is below the LW rate, which was introduced within the Council pay structure in September 2016. We use this because it is the lowest substantive pay grade used for local authority employees.

Our policy is that an employee would normally only be paid at this rate if they were in the first year of appointment to a post which has been evaluated under the national scheme for evaluating local authority jobs. The Council uses the nationally agreed job evaluation scheme for employees of local authorities which is used by a large proportion of other local authorities.

Once someone has been in post a year they will, subject to satisfactory performance, move to the next increment in the pay scale. Increments are payable each year on 1 April, until the maximum point of the grade is reached.

The Council's pay structure is available on the website at <http://www.tameside.gov.uk/paystructure>

3. Policy on the relationship between -
(i) the remuneration of its Senior Managers, and
(ii) the remuneration of its employees who are not Senior Managers

The Council has no formal policy on the relationship between the remuneration of Senior Managers. The Hutton review entitled Fair Pay in the Public Sector considered the multiple should be no greater than 20 to 1 (lower is better) and based on the current situation the Council falls well below this threshold. The authority does not have a policy on maintaining or reaching a specific 'pay multiple', however, the authority is conscious of the need to ensure that the salary of the highest paid employee is not excessive and is consistent with the needs of the authority. These pay rates may increase in accordance with any pay settlements which are reached through their respective national negotiating bodies.

At Tameside, the pay multiple between the Chief Executive's pay and the lowest paid employee in the organisation is 10.2:1 and is therefore well within this recommended range.

4. Policy relating to the remuneration of Senior Managers on recruitment

All posts are subject to the Council's recruitment and selection process for job appointments, including promotion. Appointments will normally be made at the minimum of the relevant pay scale for the grade, although this can be varied if it is necessary to secure the best candidate. When recruiting to all posts the Council will take full and proper account of all provisions of relevant local government, employment and equalities legislation.

On occasions, the Council may need to consider market forces supplements for employees, which might include Senior Management posts. Authorisation arrangements for market forces supplements would be subject to approval by the Senior Staffing Panel. No such supplements are currently in place.

The Council will ensure that before an offer of appointment is made, any salary package for any post that is in excess of £100,000 is considered by full Council.

Appendix 19 Pay Policy Statement 2021/22

5. Policy relating to increases and additions to remuneration for each Senior Manager

Senior Managers are paid at a spot rate salary. The majority of Council staff receive nationally agreed pay awards when they are applied. These do not automatically apply to Senior Managers at Assistant Director level and above. The Senior Staffing Panel make the determination as to whether and when there is to be an increase in the current spot rate salaries. Assistant Director's and Directors received a 2.75% pay increase to reflect the national pay award in 2020/21. The Chief Executive has received a 2.75% pay award in 2020/21 to reflect the national pay award.

6. Policy relating to the use of performance related pay for Senior Managers

The Council does not pay performance related pay to Senior Managers or any other member of the workforce. The Council believes that it has sufficiently strong performance management arrangements in place to ensure high performance. Any areas of under-performance would be addressed through the capability/disciplinary procedure as appropriate.

7. Policy relating to the use of bonuses for Senior Managers

The Council does not pay bonuses to Senior Managers or any other member of the workforce and does not intend to introduce any bonus schemes.

8. The approach to payment of Senior Managers on their ceasing to hold office under or to be employed by the Authority

The approach to payment of Senior Managers is the same as those which apply to all Council employees.

Currently, the Council operates a scheme where employees may apply for voluntary severance. Payments under the scheme are capped at a maximum of 30 weeks' pay (based on the rate of pay set in 2013) for all employees, including Senior Managers. Any applications within this scheme are subject to approval by Director (Governance & Pensions). As indicated within the Voluntary Severance Scheme, the Director (Governance & Pensions) is authorised to consider any exceptions where a robust business case exists to do so in the interests of the organisation.

Appendix XX Pay Policy Statement 2021/22

Employees who take severance under the scheme are advised that they do so on the basis that the Council will not re-employ them and they contractually commit to returning any severance costs should they apply for any jobs with the Council, including any Community School or Voluntary Controlled School, within 12 months of their leaving date.

Compensation payments for loss of office are considered in situations where an employee's post becomes at risk and/or the employment relationship is no longer tenable. A maximum payment of 12 weeks applies to all employees, including Senior Managers.

The Council's approach is to treat each case on its individual merits, taking professional advice on the appropriateness, and ensuring that all payments represent value for money to the taxpayer.

Employees who are 'at risk', having been displaced from their role, currently have a 4 week period from the date they are notified to access the Voluntary Severance Scheme, with the additional loss of office payment in some circumstances. If an employee does not choose to access the Voluntary Severance Scheme they will be supported in securing alternative employment. If the secured employment is at a grade lower than their previous post they will be assimilated to the new grade at the top spinal column point and receive pay protection up to their previous salary rate for a maximum period of 6 months.

No severance package will be made in excess of £95K. The components of any such package will be clearly set out and will include pay in lieu of notice, redundancy payment, pension release costs, settlement payments, holiday pay and any fees or allowances paid in line with the relevant legislation.

9. Transparency

The Council meets its requirements under the Localism Act, the Code of Practice on Data Transparency and the Accounts and Audit Regulations in order to ensure that it is open and transparent regarding senior officer remuneration.

Senior Managers' pay is published on the Council's website each year. The current pay rates for senior managers are available at: <http://www.tameside.gov.uk/transparency>

Appendix 19 Pay Policy Statement 2021/22

10. Gender Pay Gap

From April 2017, gender pay legislation requires employers (public, private or voluntary sector) with 250 or more employees to publish statutory calculations every year showing how large the pay gap is between their male and female employees.

There are two sets of regulations which impose the mandatory gender pay gap reporting obligations on employers:

- The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017
- The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017

The legislation requires the following 6 measures to be reported:

1	Mean gender pay gap	The difference between the mean hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees.
2	Median gender pay gap	The difference between the median hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees
3	Mean bonus gap*	The difference between the mean bonus pay paid to male relevant employees and that paid to female relevant employees
4	Median bonus gap*	The difference between the median bonus pay paid to male relevant employees and that paid to female relevant employees
5	Bonus proportions*	The proportions of male and female relevant employees who were paid bonus pay during the relevant period
6	Quartile pay bands	The proportions of male and female full-pay relevant employees in the lower, lower middle, upper middle and upper quartile pay bands

**Measures 3, 4 and 5 are not reportable at Tameside Council as there are no bonus payments.*

Appendix 19 Pay Policy Statement 2021/22

As at 31 March 2020 a snapshot of the Council's workforce (including all employees, apprentices and casual staff in post) provides:

Mean gender pay gap	+1.52%			
Median gender pay gap	-6.14%			
Mean bonus gap	N/a			
Median bonus gap	N/a			
Bonus proportions	N/a			
Quartile Pay Bands	Quartile	Male	Female	Grand Total
	Lower	272 (40.3%)	403 (59.7%)	675 (100%)
	Lower Middle	253 (37.4%)	423 (62.6%)	676 (100%)
	Upper Middle	196 (29.0%)	479 (71.0%)	675 (100%)
	Upper	253 (37.5%)	422 (62.5%)	675 (100%)
	Grand Total	974 (36.1%)	1727 (63.9%)	2701 (100%)

Appendix 19 Pay Policy Statement 2021/22

Tameside's mean gender pay gap is +1.52% meaning that overall females have lower pay than males. The mean gender pay gap has reduced from +2.37% in 2019 demonstrating that more female employees are being paid above the average salary in the organisation.

However, Tameside's median gender pay gap is -6.14% meaning that when using the median indicator (ie the salary that sits half way between the lowest and the highest salary range which is an F grade) overall more females employees are paid at this salary than males. Tameside's negative median gender pay gap shows that more females are paid at this level than males, due to the high percentage of females in the middle quartiles. Over half (50%) of females are in the middle quartiles.

Both the mean and median indicators have improved since 2019, demonstrating that the Council is continuing to support women to achieve higher pay.

Overall there remains a higher percentage of males in the highest paid jobs (26%), compared to 24% of females which results in a positive mean gender pay gap where men are paid more, with women earning 1.52% less per hour than their male counterparts.

The Council is committed to reducing the gender pay gap and will continue monitor and review recruitment and reward processes, develop career pathways to enable and support career progression and continue to support flexible working and family friendly policies to enable both men and women to progress within the workforce.

11. Commitment to The Living Wage

The Council is committed to becoming an accredited Living Wage Foundation Employer. The Living Wage is a rate of pay per hour, which is enough to make sure workers and their families can live free from poverty.

The Council implemented the Living Wage Foundation rate of pay in September 2016 for all employees (excluding apprentices, work placements and traineeships, which have been created to enable access to the work place training and job opportunities). This is paid by means of a supplement to Council employees whose hourly rate of pay falls below the nationally set rate, as required annually.

This rate will continue to be reviewed in line with the nationally negotiated NJC pay award.

The Council will encourage and promote all employers, both directly and through their subcontractors, to pay a Living Wage, and promote the Living Wage principles when there are opportunities to so do in the Borough.

Appendix 19 Pay Policy Statement 2021/22

The Council strives to make Tameside a better place and is of the view that payment of a Living Wage can have a positive impact on the delivery of services as well as economic and social benefits in the Borough.

The Council is committed to providing better quality value for money services and feels the payment of the Living Wage Foundation will contribute to this goal.

12. Pension Enhancement

The Council has agreed policies in place on how it will apply any discretionary powers it has under Pensions regulations. It is not Council policy to apply the available discretions to award additional pension to any members of the pension scheme (regulation 31).

13. Re-employment of Staff

The Council is under a statutory duty to appoint on merit and has to ensure that it complies with all appropriate employment and equalities legislation. The authority will always seek to appoint the best available candidate to a post who has the skills, knowledge, experience, abilities and qualities needed for the post.

In recent years significant numbers of individuals have left the Council voluntarily on enhanced exit payments owing to the significant reduction in its budget. These exit payments have helped unlock substantial reductions in staff costs in the medium to longer term and have helped in meeting the challenge of reducing the deficit. However, given the scale of the costs associated with exit payments it is vital that they offer value for money to the taxpayer who funds them.

As it would be reputationally damaging to the Council to use public funds for employees to receive exit payments and then quickly returned to public sector roles, the Council has a policy that any employee who returns to the Tameside public sector or on public sector contracts or agency work within 12 months of exit are required to repay their exit payment. This is in line with government guidance to ensure that the taxpayer is not unduly compensating an individual for loss of employment only for them to return to the public sector after a short period of time hence getting a windfall. Employees who have received an enhanced exit package can accept employment with the Council but where they do this within 12 months of signing a compromise agreement they are will be obliged to repay their exit package.

If a candidate is a former employee in receipt of an LGPS pension or a redundancy payment this will not rule them out from being re-employed by the Council. Clearly where a former employee left the authority on redundancy terms then the old post has been deleted and the individual cannot return to the post as it will not exist.

Appendix 19 Pay Policy Statement 2021/22

The Council will also apply the provisions of the Statutory Redundancy Payments Modification Order regarding the recovery of redundancy payments if this is relevant and appropriate. Pensions Regulations also have provisions to reduce pension payments in certain circumstances to those who return to work within the local government service.

The authority will apply the provisions of the Recovery of Public Sector exit payments in accordance with any regulations made under The Enterprise Act 2016 and any other applicable legislation and guidance.

14. Policy Amendment

The Council may seek to change elements within the pay policy as part of any necessary efficiency review or as other circumstances dictate.

This policy statement will be reviewed each year and will be presented to full Council each year for consideration in order to ensure that a policy is in place for the authority prior to the start of each financial year.

Appendix 19 Pay Policy Statement 2021/22

15. Pay Policy References

- Agency workers directive 2011
- Hutton Fair Pay in the Public Sector Final Report (March 2011)
- Joint Negotiating Committee for Local Authority Chief Executives
- Joint Negotiating Committee for Chief Officers of Local Authorities
- Local Government (Early Termination of Employment)(Discretionary Compensation) (England and Wales) Regulations 2006
- Local Government Pension Scheme (Benefits, Membership Contributions) Regulations 2007
- Localism Act 2011
- National Joint Council for Local Government Services
- Tameside Borough Council Scheme of Delegation
- The Accounts and Audit (England) Regulations (2011)
- The Equality Act 2010
- The Secretary of State for CLG Code of Recommended Practice for Local Authorities on Data Transparency
- Local Government Transparency Code 2014
- HM Treasury Recovery of Public Sector exit payments consultation response

APPENDIX 20 – TREASURY MANAGEMENT STRATEGY

1. INTRODUCTION

- 1.1 The Treasury Management service is an important part of the overall financial management of the Council's affairs. At 31 March 2020 the Council had £143m of investments which need to be safeguarded, and £141m of long term debt, which has been accrued over the years to help to fund the Council's capital investment programmes. The Council is also the lead authority responsible for the administration of the debt of the former Greater Manchester County Council on behalf of all ten Greater Manchester Metropolitan Authorities. As at 31 March 2020, this represented a further £40m of debt. The significant size of these amounts requires careful management to ensure that the Council meets its balanced budget requirement under the Local Government Finance Act 1992. Generating good value for money is therefore essential, in terms of both minimising the cost of borrowing and maximising the return on investments.
- 1.2 Under the Local Government Act 2003, the Department for Communities and Local Government issued in March 2010 revised "Guidance on Local Government Investments". The 2003 Act requires an authority "to have regard" to this guidance. Part of this guidance is that "A local authority shall, before the start of each financial year, draw up an Annual Investment Strategy for the following financial year, which may vary at any time. The strategy and any variations are to be approved by the full Council and are to be made available to the public." This strategy is set out in **Appendix 20A**.
- 1.3 A revised edition of the CIPFA Prudential Code and CIPFA Treasury Management Code of Practice was produced in November 2011. The guidance arising from this Code has been incorporated within this report. In 2017, CIPFA published further updated versions of these Codes which have applied from the 2019/20 financial year, and require a Capital Strategy report to be produced in addition to the Treasury Management Strategy. The Capital Strategy is the Council's framework for the allocation and management of capital resources, taking into account the Council's Corporate Plan. It aims to provide a long term context in which capital decisions are made, the approach for governance for those decisions, and information on the Council's approach towards treasury management and other investments.
- 1.4 The Treasury Management Strategy also sets out the estimated borrowing requirement for both Tameside MBC and the Greater Manchester Metropolitan Debt Administration Fund (GMMDAF), together with the strategy to be employed in managing the debt position.
- 1.5 The Local Government Act 2003 is the major legislation governing borrowing and investments by local authorities. Under the Act a Local Authority may borrow money:
- (a) For any purpose relevant to its functions under any enactment; or
 - (b) For the purposes of the prudent management of its financial affairs.
- 1.6 The Council is only permitted to borrow to finance its capital investment programme, and cannot borrow to fund on-going day to day expenditure, which must be funded from day to day income sources such as council tax, business rate income, government grant or reserves. If an authority does borrow for capital investment purposes it has a duty to ensure that its borrowing is affordable, sustainable and prudent, and must set its own limits on how much it may borrow. The method of doing this is set out in the Prudential Code for Capital Finance in Local Authorities.

- 1.7 The borrowing limits set by the Council are based on the possibility of borrowing in advance of need, should interest rates be such that it is advantageous to do so. The Council is currently maintaining an under-borrowed position. This means that the capital borrowing need (as measured by the Capital Financing Requirement), has not been fully funded with loan debt as surplus cash balances have been utilised instead. This strategy is prudent as investment returns are low and interest rates on borrowing are comparatively high, thus creating a high cost of carry¹ for any borrowing taken up. The Council, along with its advisors, Link Asset Services, will closely monitor rates and take up borrowing at the most advantageous time possible.
- 1.8 Against this background and the continuing risks within the economic forecast, caution will be adopted with the 2021/22 treasury operations. The Section 151 Officer will monitor interest rates in financial markets and adopt a pragmatic approach in changing circumstances. Borrowing will be undertaken on an assessment of the situation at the time.

2. CODES OF PRACTICE

- 2.1 The Council's treasury activities are strictly regulated by statutory requirements and a professional code of practice (the CIPFA Code of Practice on Treasury Management – revised 2017) and the Prudential Code. The Council has adopted the CIPFA Code of Practice on Treasury Management. Part of this code is for the Council to set out Treasury Management Practices (TMPs). These are in place and are being adhered to.
- 2.2 The key objectives of the Prudential Code are to ensure, within a clear framework, that the capital plans of local authorities are affordable, prudent and sustainable and to ensure that treasury management decisions are taken in accordance with good professional practice and in a manner that supports these objectives.
- 2.3 To demonstrate that local authorities have fulfilled these objectives the Prudential Code sets out the indicators that should be used, and the factors that must be taken into account. The Code does not include suggested indicative limits or ratios as these are for the local authority to set itself. The Prudential Indicators required by the Code are designed to support local decision making and are not comparative indicators.
- 2.4 This report recommends specific indicators for approval and an affordable borrowing limit for 2021/22. It also recommends an affordable borrowing limit for the Greater Manchester Metropolitan Debt Administration Fund.
- 2.5 Where appropriate the Council may undertake borrowing for external organisations, and this will be on the basis that the revenue costs are fully reimbursed. This will be done purely for policy reasons.
- 2.6 Prudential Indicators have been set with regards to: affordability, prudence, sustainability, and value for money, stewardship of assets, service objectives and practicality.
- 2.7 Local authorities are required to encompass all aspects of the Prudential Code that relate to affordability, sustainability and prudence. When making a decision to invest in capital assets, the Council must ensure that it can meet both the immediate and long-term costs to ensure the long-term sustainability.

¹ Cost of carry is the difference between the rate of interest paid on a loan against the rate of return received by investing that money. Therefore if a Council has cash balances already, and then takes some long term borrowing, the impact will be to increase the level of cash balances in the short term. For Tameside a 25 year loan would cost c1.7% but could only be invested at around 0.1% resulting in a cost of carry of 1.6% per annum. Whilst cash balances are high it is more prudent to utilise cash balances to fund capital schemes and delay the decision to borrow.

- 2.8 The Prudential Code requires local authorities to consider wider management processes i.e. option appraisal, asset management planning, strategic planning and achievability in accordance with good professional practice. The Strategic Planning and Capital Monitoring Panel and Executive Cabinet are responsible for these areas.

Setting of Prudential Indicators

- 2.9 The Prudential Indicators for 2021/22 and the following two years must be set before the beginning of the forthcoming year and requires approval by Council as part of the budget approval process. The Section 151 Officer is responsible for ensuring that all matters required to be taken into account are reported to the Council for consideration.
- 2.10 The system requires a process for controlling prudential borrowing to ensure that all council borrowing remains affordable. The Section 151 Officer is responsible for the centralised control and recommendations for borrowing. The Council is currently in an 'under-borrowed' position meaning that capital expenditure funded from borrowing exceeds the actual level of debt taken up. During 2019/20 £30m of additional prudential borrowing was taken up in accordance with the planned strategy. No further long-term borrowing was taken up during 20/21, however the current capital financing budget assumes a further £30m of borrowing is taken up in 2021/22. The Council's current projected under-borrowed position is £54m, which provides an estimated annual saving of £0.9m in interest costs at prevailing rates. This is further detailed later in paragraph 11.1.
- 2.11 The planned Prudential Borrowing of £30m in 2021/22 is provisional as the Council will review its available resources on a regular basis throughout the year. The financing of the capital programme at the end of the financial year takes into account an assessment of the capital grants, contributions and capital receipts available at that time which may provide a more cost effective method of financing the Council's capital expenditure. The Council will endeavour to keep Prudential Borrowing and the associated costs to a minimum by utilising other available resources.

Required indicators

- 2.12 The required Prudential Indicators are set out in **Appendix 20E** together with the methodology used to calculate them. The Prudential Indicators have been based on the planned level of borrowing set out above.
- 2.13 The monitoring frequency for each Prudential Indicator is determined individually. Some are monitored daily as treasury management transactions take place and others less frequently. For some indicators e.g. net external borrowing, trigger points will be set within the monitoring process to highlight when the indicator limits could be breached and allow corrective action to be taken
- 2.14 The Section 151 Officer will report to Members on the performance of all Prudential Indicators as part of the Capital Programme monitoring process. Some of the Prudential Indicators may need to be revised during the year and these will require approval by the Audit Panel. The indicators will continually change due to factors other than the level of borrowing e.g. – capital expenditure will change when additional grant resources are received.

3. NEED TO BORROW

- 3.1 The Council's long term borrowing requirement in any year depends on the following factors:-

- (a) Existing loans which are due to mature during the year. These will include external loans, and any reduction of internal resources that are temporarily being used to finance capital expenditure.
- (b) The amount of capital expenditure that the Council has determined should be financed by borrowing. Under the Prudential Code on Borrowing the Council may determine its own levels of borrowing and is set by the Council as part of the main budget process. The Council is able to borrow in advance of its requirements, when it is considered beneficial to do so.
- (c) The amount of outstanding debt required to be repaid during the year, including the "Minimum Revenue Provision" (MRP) and additional voluntary MRP to repay prudential borrowing.

3.2 The Council has some flexibility to borrow funds for use in future years. The Section 151 Officer may do this under delegated power where, for instance, a sharp rise in interest rates is expected, and so borrowing early at fixed interest rates will be economically beneficial or meet budgetary constraints.

3.3 Any borrowing in advance undertaken will be made within the constraints of the Prudential Code. Risks associated with any advance borrowing activity will be subject to appraisal in advance and subsequent reporting through the annual reporting mechanism (the operational limit). The Council may also borrow on a short term basis to finance temporary shortfalls in cash flow.

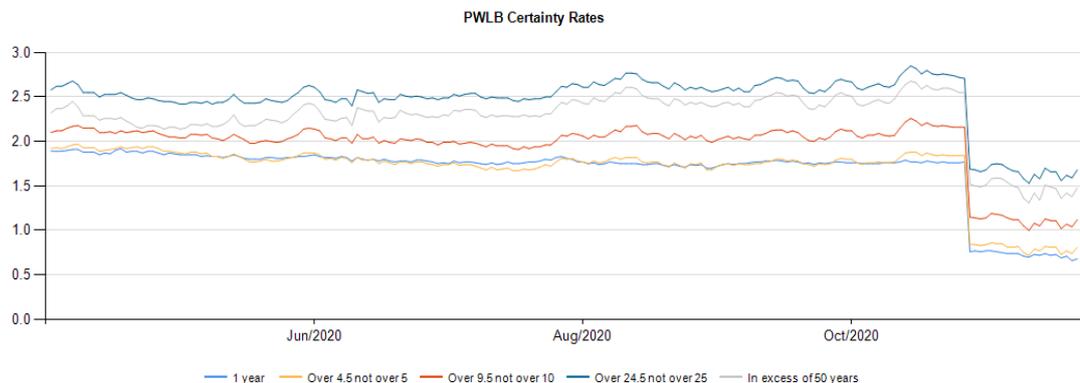
3.4 In addition to this, the Council can fund capital expenditure by using internal cash balances. Although borrowing is not undertaken to meet this expenditure, it has the effect of reducing the Council's investments, and therefore changing the net interest payable.

4. TYPES AND DURATION OF LOANS

4.1 There are various types of loan available:-

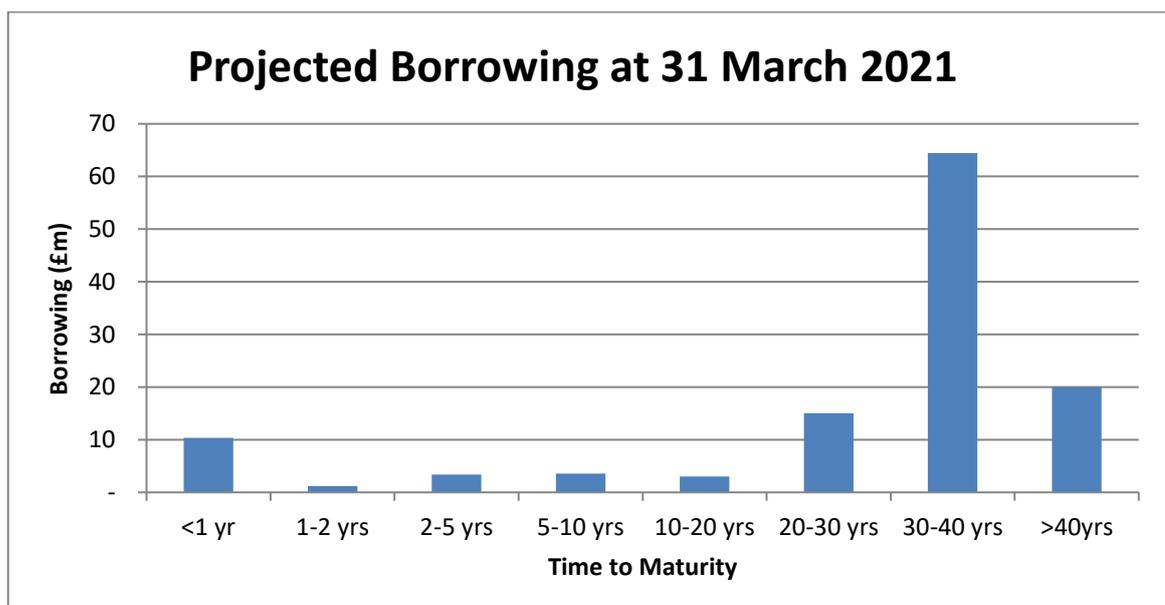
- (a) Short term fixed.
These are loans of less than one year duration where the interest rate is agreed at the start of the loan and remains the same until the loan matures. The duration may last from 1 day to 364 days.
- (b) Short term variable.
Less than one year, but the interest rate may change during the life of the loan, usually in line with the market.
- (c) Long term fixed
As (a), but greater than one year (may be up to 50 years).
- (d) Long term variable
As (b), but life normally between 1 and 10 years.
- (e) LOBOs (Lender's Option Borrower's Option)
These are bank loans where the interest rate is fixed for a number of years (often with an automatic increase built in). At the end of this fixed rate period, the bank may (at pre-set anniversaries) take up an option to change the interest rate. The borrower (Tameside) then has the option to repay the loan if it does not want to pay the new interest rate. The Council can only repay the loan prior to the maturity date without penalty if the lender has taken up their option.

4.2 Interest rates are continually changing and are determined by economic and market conditions. Short term variable rates tend to reflect the current Bank of England Minimum Lending Rate (Bank Rate), but can vary (sometimes by more than 1%) due to market conditions. The on-going uncertainty in the financial markets has caused considerable volatility.



4.3 Long term fixed rates are based on Government Gilts (Bonds issued by the Government which pay a fixed rate of interest) and reflect the future expectations of base rates, inflation and risks within the general economy. They may be markedly different from short term rates, and they may also be volatile. At present interest rates on longer term loans are higher than short term rates due to the relatively low Base Rate, implemented by the Monetary Policy Committee of the Bank of England. The programme of “quantitative easing” undertaken by the Bank of England and the “safe haven” status of the UK continues to restrict gilt interest rates. (Note in the above graph the dramatic fall in November represents the decision to cut the margin over gilts from 180 basis points to 80, bringing it back in line with levels before October 2019).

4.4 Tameside’s loan portfolio as at 31st March 2021, assuming no further borrowing is taken, will contain £101m of long term fixed loans from the PWLB, £10m long term fixed bank loans, £30m of LOBOs, and £10m of short term borrowing. The following graph outlines the maturity profile, which shows that there is currently no refinancing risk borne by the Council, whereby it would have to repay any of its existing loans



5. SOURCES OF BORROWING

- 5.1 Loans to fund the borrowing requirement may be raised from any source approved by the Local Government Act 2003.

The main sources currently available to Tameside are:-

- a. The Public Works Loan Board (PWLB) (£101m at 31st March 2021)
- b. European Investment Bank (EIB) (no current or planned borrowing)
- c. Banks, Building Societies and other financial institutions (£40m at 31st March 2021)
- d. Other Local Authorities (£10m at 31st March 2021)
- d. Internal cash funds and balances (£54m at 31st March 2021).

Of these, by far the greatest proportion of borrowing taken up is normally obtained from the PWLB.

- 5.2 The PWLB is, in effect, the Government, and loans raised from this source are generally the cheapest available for their type and duration. Although loans from the PWLB may be obtained at a variable rate of interest, Tameside has normally borrowed at fixed rates and holds no variable PWLB debt.
- 5.3 Whilst the Public Works Loan Board, part of HM Treasury, is the primary lender to local authorities, the European Investment Bank (EIB) will also provide support for funding infrastructure projects throughout the EU. This source of funding is priced in a similar way to the PWLB, but requires applications for specific projects. These projects must further EU policy requirements and be financially, technically and environmentally viable. They are particularly aimed at regional development issues.
- 5.4 Borrowing for fixed periods means that the average rate payable is not subject to large year on year volatility which could occur if rates were linked to the base rate of interest.
- 5.5 Internal funds, such as the Insurance Fund, are paid interest in line with short term rates.
- 5.6 Traditionally the strategy employed by Tameside and most other Local Authorities is to borrow long term at fixed rates of interest.
- 5.7 Where appropriate the Council may undertake borrowing for external organisations for policy reasons, and this will be on the basis that the revenue costs are fully reimbursed.

6. RESCHEDULING OF LONG TERM DEBT

- 6.1 Rescheduling involves the early repayment and re-borrowing of different term PWLB loans, or converting fixed rate loans to variable and vice versa. This can involve paying a premium or receiving a discount, but is intended to reduce the overall interest burden, since the replacement loan (or reduction of investment) is normally borrowed at a lower interest rate.
- 6.2 The use of rescheduling has traditionally been a valuable tool for the Council, but its success depends on the frequent movement of interest rates, and therefore it cannot be easily estimated for. It will continue to be used when suitable opportunities arise, in consultation with our treasury management advisors, although such opportunities may not occur.
- 6.3 However, the changes made by the PWLB in 2010 to introduce separate rates for the premature repayment of debt and the increase in the cost of new PWLB borrowing by approximately 1%, has significantly reduced the ability to re-schedule debt. No re-scheduling has been undertaken by the Council since these changes occurred.
- 6.4 However, the PWLB has continued a scheme to allow a 0.20% reduction on the published borrowing rates, known as the "certainty rate", for Councils that provide indicative borrowing requirements for the next 3 years. The Council has provided this information and has

therefore protected its eligibility for the certainty rate. This does not however commit the Council to a particular course of action.

- 6.5 With the current yield curve, debt restructuring is likely to focus on switching from longer term fixed rates to cheaper shorter term debt, although the Section 151 Officer and our treasury management advisors will monitor prevailing rates for any opportunities during the year.
- 6.6 Although a pro-active approach is taken to identify opportunities to re-schedule debt, no such an opportunities have arisen so far in 2020/21, or are foreseen in 2021/22 with the current interest rate climate.
- 6.7 Consideration will also be given to identify if there is any potential for making savings by utilising cash balances to repay debt prematurely, as short term rates on investments are likely to be lower than rates paid on current debt.

7. CURRENT POSITION – 2020/21

- 7.1 The original estimate of interest payable for the 2020/21 financial year was £6.162m. Of this £5.962m will be paid externally and the remainder will be paid to various Council funds such as the Insurance Fund. It is anticipated that the outturn position for the year will be slightly below this budget.

8. TAMESIDE MBC'S ESTIMATED NET DEBT POSITION AT 31 MARCH 2021

- 8.1 Following transactions and activity expected prior to the financial year end it is anticipated that at the end of the current financial year, the Council's net borrowing position will be:-

	£m
PWLB	101.008
Market Loans (incl. LOBOs)	<u>50.000</u>
Total External Borrowing	151.008
Less Sports Trust Debt	-0.958
Less Airport Debt	-0.550
Less Trust Funds, Contractor Deposits etc	-0.151
Less Investments	<u>-81.000</u>
Net Debt Outstanding	68.349

- 8.2 The estimated position assumes the Council will not take up any further borrowing during 2020/21, to meet the forecast outstanding borrowing requirement as at 31 March 2021 (£54m) and no advanced borrowing for 2021/22 or future years. By postponing borrowing and utilising cash balances, the Council reduces counterparty risk and the financial impact of the current low level of investment returns.
- 8.3 Prudential borrowing of £4.280m was taken up on 25 July 2008 from the PWLB on behalf of the Tameside Sports Trust, to enable facility improvements. The costs related to this borrowing are met by reducing the annual Council's grant paid to the Sports Trust by an equal amount. The outstanding amount at 31 March 2021 will be £0.958m.
- 8.4 The Council's total net debt is £68.349m

9. 2021/22 BORROWING REQUIREMENT

9.1 As stated earlier the authorised limits for debt under the Prudential Code allow for borrowing in advance. This will only be done if interest rates for longer term loans are advantageous to the Council and the counterparty risk to the Council on investments is acceptable, or such borrowing will afford an opportunity for debt rescheduling.

9.2 During 2021/22 it is estimated that the following requirement will be needed in respect of the general fund:-

	£m
Capital expenditure (financed by loan)	0.165
Loans maturing	<u>10.369</u>
	10.534
Less MRP repayments	<u>-4.362</u>
Total potential borrowing requirement	<u><u>6.172</u></u>

9.3 Therefore the additional outstanding capital borrowing need of the Council will be £6.172m (capital expenditure less provision for debt repayments) during 2021/22.

9.4 The budget for 2021/22 shows that loans and investments outstanding during the year will generate estimated gross interest charges of £6.116m. Under current Local Government accountancy rules no interest is payable in respect of the Council's capital receipts and revenue balances. This has no net effect on the overall finances of the Council.

10. GREATER MANCHESTER METROPOLITAN DEBT ADMINISTRATION FUND (GMMDAF) REQUIREMENT

10.1 Unlike Tameside MBC the GMMDAF incurs no capital expenditure, and therefore the total debt outstanding reduces annually by the amount of debt repaid by the constituent authorities. However, loans are raised to replace those maturing during the year and also for cash-flow purposes.

10.2 At 31 March 2021 it is expected that the fund will have the following outstanding debt:

	£m
PWLB	25.863
Transferred Debt	0.059
Temporary Borrowing/(Investments)	(6.219)
Creditors	<u>1.075</u>
Total Debt	<u><u>20.779</u></u>

10.3 The fund's borrowing requirement for 2021/22 is estimated to be:

Long term debt maturing	£m
PWLB	18.754
Other	<u>0.036</u>
	18.791
Less principal repayments	<u>(20.779)</u>
Deficit/(Surplus)	<u><u>(1.988)</u></u>

10.4 During 2021/22 it is estimated that the total interest payments to the Fund will be £1.391m at an average interest rate of 6.69%. This compares with 6.46% in 2020/21 and 5.65% in 2019/20.

10.5 Further loans may be taken up for either re-scheduling or borrowing early for future years, if prevailing rates are considered attractive.

- 10.6 GMMDAF is scheduled to come to an end in 2021/22. The remaining payments due from districts are estimated to be as follows:

	Pool Rate %	Principal £m	Interest £m	Debt Outstanding £m
2021/22	6.69	20.779	1.391	nil

11. BORROWING STRATEGY

- 11.1 The Council has the following anticipated borrowing requirement:-

	2020/21 £m	2021/22 £m
Opening CFR	188.288	203.979
Opening Outstanding Borrowing Requirement	48.063	54.104
Capital Expenditure Financed by Borrowing	19.963	0.165
Loans Maturing	0.35	10.369
MRP	-4.272	-4.771
Annual Requirement	16.041	5.763
New Borrowing in Year	10.000	30.000
Closing CFR	203.979	199.373
Closing Outstanding Requirement	54.104	29.867
Estimated Annual Cost*	0.866	0.478

*note: Estimated cost is the net of interest charges from PWLB less interest earned on cash balances. This is only incurred if borrowing is undertaken.

- 11.2 As shown above, the Council is currently maintaining an under-borrowed position estimated to be £54m at 31st March 2021. This means that the capital borrowing need (the Capital Financing Requirement), has not been fully funded with loan debt as cash has been used. This strategy is prudent as investment returns are low and counterparty risk is high. The Council continues to have a high level of investments, and it is expected that these will continue during the next financial year. The Council will seek to maintain levels of external debt as low as possible, consistent with a consideration of wider risks and benefits. As illustrated in the table above, the Council will save an estimated £0.866m in 2020/21 and £0.478m in 2021/22 as a result of not taking up this borrowing.
- 11.3 The uncertainty over future interest rates and concerns over counterparty credit worthiness increases the risks associated with treasury activity. The Section 151 Officer will monitor interest rates in financial markets and adopt a pragmatic approach in changing circumstances. PWLB loans may be borrowed in order to reschedule debt or meet the outstanding borrowing need as is felt to be appropriate. The possibility of deferring borrowing until later years to reduce our level of investments and associated counterparty risk will be considered.

- 11.4 As a result the Council will take a cautious approach to its borrowing strategy and all opportunities explored in conjunction with our treasury management advisors. Borrowing decisions will be based on the circumstances prevailing at the time.
- 11.5 Long-term fixed interest rates are at risk of being higher over the medium term, and short term rates are expected to rise, although more modestly. The Section 151 Officer, under delegated powers, will take the most appropriate form of borrowing depending on the prevailing interest rates at the time, taking into account the risks outlined above. It is likely that shorter term fixed rates may provide lower cost opportunities in the short/medium term.
- 11.6 The borrowing rules for the PWLB mean that we are able to borrow our full requirement from them. However, if interest rates in respect of LOBOs, or other market loans are sufficiently attractive, these may be used for Tameside. The length of loans required for LOBOs mean they are unsuitable for the GMMDAF.

12. INTEREST RATES

- 12.1 The borrowing and investment strategy outlined in the report is based on the following central view forecast, provided by our treasury management advisors (Link Asset Services), showing the movement in longer term interest rates for borrowing and movement in shorter term interest rates for investments.

	Q1 2021	Q2 2021	Q3 2021	Q4 2021	Q1 2022	Q2 2022	Q3 2022	Q4 2022
Bank Rate	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
5yr PWLB	0.80	0.80	0.80	0.80	0.90	0.90	0.90	0.90
10yr PWLB	1.10	1.10	1.10	1.10	1.20	1.20	1.20	1.20
25 yr PWLB	1.50	1.60	1.60	1.60	1.60	1.70	1.70	1.70
50 yr PWLB	1.30	1.40	1.40	1.40	1.40	1.50	1.50	1.50

- 12.2 Link Asset Services have also provided the following economic update:
The coronavirus outbreak has done huge economic damage to the UK and economies around the world. After the Bank of England took emergency action in March to cut Bank Rate to first 0.25%, and then to 0.10%, it left Bank Rate unchanged at its subsequent meetings to 16th December, although some forecasters had suggested that a cut into negative territory could happen. However, the Governor of the Bank of England has made it clear that he currently thinks that such a move would do more damage than good and that more quantitative easing is the favoured tool if further action becomes necessary. As shown in the forecast table above, no increase in Bank Rate is expected in the near-term as economic recovery is expected to be only gradual and, therefore, prolonged. These forecasts were based on an assumption that a Brexit trade deal would be agreed by 31.12.20: as this has now occurred, these forecasts do not need to be revised.

Gilt yields and PWLB rates. *There was much speculation during the second half of 2019 that bond markets were in a bubble which was driving bond prices up and yields down to historically very low levels. The context for that was a heightened expectation that the US could have been heading for a recession in 2020. In addition, there were growing expectations of a downturn in world economic growth, especially due to fears around the impact of the trade war between the US and China, together with inflation generally at low levels in most countries and expected to remain subdued. Combined, these conditions were conducive to very low bond yields. While inflation targeting by the major central banks has been successful over the last thirty years in lowering inflation expectations, the real equilibrium rate for central rates has fallen considerably due to the high level of borrowing by consumers. This means that central banks do not need to raise rates as much now to have a major impact on consumer spending, inflation, etc. The consequence of this has been the gradual lowering of the overall level of interest rates and bond yields in financial markets over the last 30 years. Over the year prior to the coronavirus crisis, this has seen many bond yields up to 10 years turn negative in the Eurozone. In addition, there has, at times, been an inversion of bond yields in the US whereby 10 year yields have fallen below shorter term yields. In the past, this has been a precursor of a recession. The other side of this coin is that bond prices are elevated as investors would be expected to be moving out of riskier assets i.e. shares, in anticipation of a downturn in corporate earnings and so selling out of equities.*

Gilt yields had therefore already been on a generally falling trend up until the coronavirus crisis hit western economies during March 2020. After gilt yields spiked up during the financial crisis in March, we have seen these yields fall sharply to unprecedented lows as investors panicked during March in selling shares in anticipation of impending recessions in western economies, and moved cash into safe haven assets i.e. government bonds. However, major western central banks took rapid action to deal with excessive stress in financial markets during March, and started massive quantitative easing purchases of government bonds: this also acted to put downward pressure on government bond yields at a time when there has been a huge and quick expansion of government expenditure financed by issuing government bonds. Such unprecedented levels of issuance in “normal” times would have caused bond yields to rise sharply. Gilt yields and PWLB rates have been at remarkably low rates so far during 2020/21.

As the interest forecast table for PWLB certainty rates above shows, there is expected to be little upward movement in PWLB rates over the next two years as it will take economies, including the UK, a prolonged period to recover all the momentum they have lost in the sharp recession caused during the coronavirus shut down period. From time to time, gilt yields, and therefore PWLB rates, can be subject to exceptional levels of volatility due to geo-political, sovereign debt crisis, emerging market developments and sharp changes in investor sentiment, (as shown on 9th November when the first results of a successful COVID-19 vaccine trial were announced). Such volatility could occur at any time during the forecast period.

Investment and borrowing rates

- **Investment returns** are likely to remain exceptionally low during 2021/22 with little increase in the following two years.

- **Borrowing interest rates** fell to historically very low rates as a result of the COVID crisis and the quantitative easing operations of the Bank of England: indeed, gilt yields up to 6 years were negative during most of the first half of 20/21. The policy of avoiding new borrowing by running down spare cash balances has served local authorities well over the last few years. The unexpected increase of 100 bps in PWLB rates on top of the then current margin over gilt yields of 80 bps in October 2019, required an initial major rethink of local authority treasury management strategy and risk management. However, in March 2020, the Government started a consultation process for reviewing the margins over gilt rates for PWLB borrowing for different types of local authority capital expenditure. (Please note that Link has concerns over this approach, as the fundamental principle of local authority borrowing is that borrowing is a treasury management activity and individual sums that are borrowed are not linked to specific capital projects.) It also introduced the following rates for borrowing for different types of capital expenditure: -
 - **PWLB Standard Rate** is gilt plus 200 basis points (G+200bps)
 - **PWLB Certainty Rate** is gilt plus 180 basis points (G+180bps)
 - **PWLB HRA Standard Rate** is gilt plus 100 basis points (G+100bps)
 - **PWLB HRA Certainty Rate** is gilt plus 80bps (G+80bps)
 - **Local Infrastructure Rate** is gilt plus 60bps (G+60bps)

As a consequence of these increases in margins, many local authorities decided to refrain from PWLB borrowing unless it was for HRA or local infrastructure financing, until such time as the review of margins was concluded.

On 25.11.20, the Chancellor announced the conclusion to the review of margins over gilt yields for PWLB rates; the standard and certainty margins were reduced by 1% but a prohibition was introduced to deny access to borrowing from the PWLB for any local authority which had purchase of assets for yield in its three year capital programme. The new margins over gilt yields are as follows: -.

- **PWLB Standard Rate** is gilt plus 100 basis points (G+100bps)
- **PWLB Certainty Rate** is gilt plus 80 basis points (G+80bps)
- **PWLB HRA Standard Rate** is gilt plus 100 basis points (G+100bps)
- **PWLB HRA Certainty Rate** is gilt plus 80bps (G+80bps)
- **Local Infrastructure Rate** is gilt plus 60bps (G+60bps)

Investment returns are likely to remain low during 2020/21 with little increase in the following two years. However, if major progress was made with an agreed Brexit, then there is upside potential for earnings.

Borrowing interest rates were on a major falling trend during the first half of 2019-20 but then jumped up by 100 bps on 9th October 2019. The policy of avoiding new borrowing by running down spare cash balances has served local authorities well over the last few years. However, the unexpected increase of 100 bps in PWLB rates requires a major rethink of local authority treasury management strategy and risk management. Now that the gap between longer term borrowing rates and investment rates has materially widened, and in the long term Bank Rate is not expected to rise above 2.5%, it is unlikely that this authority will do any further longer term borrowing in the near term.

13. INVESTMENTS

- 13.1 The primary objectives of the Council's investment strategy are safeguarding the repayment of the principal and interest of its investments on time, then ensuring adequate liquidity, with the investment rate of return being the final consideration. The current investment climate continues to have one over-riding risk, counterparty risk. As a result of

these underlying concerns officers are implementing a risk averse operational investment strategy.

13.2 The 2017 revised CIPFA Treasury Management Code and the DCLG Investment Guidance requires the consideration and approval of security and liquidity benchmarks. Yield benchmarks are currently widely used to assess investment performance. Discrete security and liquidity benchmarks are a requirement to Member reporting, although the application of these is more subjective in nature. Additional background on the approach taken is attached at **Appendix 20C**.

13.3 These benchmarks are not limits and so may be breached from time to time, depending on movements in interest rates and counterparty criteria. The purpose of the benchmark is that officers will monitor the current and trend position and amend the operational strategy depending on any changes. Any breach of the benchmarks will be reported, with supporting reasons in the Annual Report.

Security - The Council's maximum security risk benchmark for the current portfolio, when compared to these historic default tables, is:

- 0.03% historic risk of default when compared to the whole portfolio.

Liquidity – In respect of this area the Council seeks to maintain:

- Bank overdraft - £1.60m
- Liquid short term deposits of at least £5m available with a week's notice.

Yield - Local measures of yield benchmark is:

- Investments – Internal returns above the 7 day LIBID rate
- And in addition that the security benchmark for each individual year is:

	1 year	2 years	3 years	4 years	5 years
Maximum	0.05%	0.15%	0.27%	0.40%	0.55%

Note: This benchmark is an average risk of default measure, and would not constitute an expectation of loss against a particular investment.

13.4 Normally when the Council has surplus cash, this is invested to try to ensure that interest earned is optimised with minimal risk of capital loss. Higher interest rates are earned by investing any large amounts on the London money markets, rather than by leaving such sums with the Council's own bank. The Investment Strategy sets out the type of institutions with which the Council may deposit funds for this purpose. The list has been compiled to reflect the creditworthiness of these banks and building societies, rather than the rates of interest payable, as the safety of the asset is the most important consideration. Nonetheless, the interest received from these institutions is competitive.

13.5 The ongoing financial uncertainty has reinforced the need for the Council to ensure it adopts a security based approach to investment strategy.

13.6 The policy allows strategic investments up to £30m for more than 12 months, as reported in **Appendix 20A**. Although this policy has not changed, the Council has made efforts to use more of this allocation in order to increase returns.

- 13.7 In recent years the Council has had a high level of investments and therefore the investment strategy has been aligned with our debt strategy. The strategy for repayment of debt has been dependent on the movement of long term interest rates, and in favourable circumstances this could mean the repayment of tranches of debt. Investments have therefore been managed in-house in order to finance any repayments if necessary. It is expected that this strategy will continue.
- 13.8 As established in the Mid-Year Treasury Management Activities Report, the Council applies the creditworthiness service provided by its advisors, Link Asset Services. This service employs a sophisticated modelling approach utilising credit ratings from the three main credit rating agencies - Fitch, Moody's and Standard and Poor's. The credit ratings of counterparties are supplemented with the following overlays:
- Credit watches and credit outlooks from credit rating agencies;
 - CDS spreads to give early warning of likely changes in credit ratings;
 - Sovereign ratings to select counterparties from only the most creditworthy countries.
- 13.9 The Council also holds investments in Money Market Funds (MMFs) which are AAA rated and act, in a similar way to unit trusts, to spread the risk of default across a number of underlying institutions. This type of fund is tightly regulated and viewed as a safe investment.
- 13.10 EU reform means that the current class of MMF used by the Council - Constant Net Asset Value (CNAV) - were replaced by a new Low Volatility Net Asset Value (LVNAV) class of fund from 21 January 2019. LVNAV funds operate under stricter conditions than the existing CNAV funds, meaning the underlying investments must be valued within a smaller "collar" than with CNAV funds, and also have shorter liquidity limits. This has had no impact on how the Council uses such funds, and no negative impact on their security.
- 13.11 The Council has a deposit account with the Government Debt Management Office (DMO). As this facility is underwritten by the government, the rates of interest offered by the DMO are substantially below the current market rates. This facility has not been used in 2019/20.
- 13.12 If concerns over counterparty risk reduce and market conditions are judged suitable, long term borrowing may be taken up by the Council in advance of when it is required for capital purposes. In these circumstances the excess cash will be invested in line with the Council's prudent investment objectives, with security of the asset the highest priority. However, the Council is not allowed to borrow for the express purpose of reinvesting this cash in money market investments to make a return.
- 13.13 Although security and liquidity are both given priority over yield, the Council still manages to achieve a higher rate of return than the 7 day LIBID benchmark. In 2019/20 the Council achieved a return of 1.04% versus a LIBID of 0.53%, a gain of £577k. In 2020/21 to December 31, a return of 0.76% has been earned against a LIBID of -0.07%. This represents a total yield of £522k and a gain of £575k.

14 INVESTMENTS – PROPOSED CHANGES

- 14.1 There are no proposed changes to the Council's investment strategy for 2021/22.

15 TREASURY MANAGEMENT ADVISORS

- 15.1 The Council uses Link Asset Services as its treasury management advisors. Link provides a range of services which include:
- Technical support on treasury matters and capital finance issues;
 - Economic and interest rate analysis;

- Debt services which includes advice on the timing of borrowing;
- Debt rescheduling advice surrounding the existing portfolio;
- Generic investment advice on interest rates, timing and investment instruments; and
- Credit ratings/market information service comprising the three main credit rating agencies.

15.2 Whilst the advisers provide support to the internal treasury function, under current market rules and the CIPFA Code of Practice, the final decision on treasury matters remains with the Council. This service is subject to regular review.

15.3 Link Asset Services are currently engaged on a contract which runs to 31 March 2022 with an option to extend to 31 March 2023, following a re-procurement exercise in 2019/20

16. Greater Manchester Pension Fund

16.1 The Council also carries out treasury management activities on behalf of Greater Manchester Pension Fund (GMPF). GMPF holds cash in accordance with its strategic asset allocation as determined by the GMPF Management Panel which may be increased or decreased on a tactical basis by the external investment managers within risk parameters also set by the Panel. As at 31st December 2020 the Pension Fund cash totalled around £498m.

16.2 The GMPF counterparty list mirrors that of Tameside MBC, along with the following operating constraints:

- a) The maximum duration for an investment is 1 year.
- b) The maximum investment per counterparty is £75m

16.4 Along with these limits, further constraints are in place for the different categories of cash. The bulk of the fund managers' allocations must be available at short notice; therefore the following constraints are enforced:

- a) 35% must be available within one week
- b) 70% must be available within two weeks

16.5 Additionally, any strategic allocation to in-house cash must be kept entirely liquid and immediately available.

17. RECOMMENDATIONS

17.1 That the Treasury Management Strategy be noted and the proposed borrowing strategy be supported.

17.2 That the Annual Investment Strategy (Appendix 19A) be recommended for approval by the full Council

17.3 That the amendments to the MRP policy (Appendix 19D) be recommended for approval by full Council.

APPENDIX 20A

ANNUAL INVESTMENT STRATEGY: FINANCIAL YEAR 2021/22

The Council's investment policy has regard to the CLG's Guidance on Local Government Investments ("the Guidance") and the revised CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes ("the CIPFA TM Code"). The Council's investment priorities will be security first, liquidity second, and then return.

In accordance with the above guidance from the CLG and CIPFA, and in order to minimise the risk to investments, the Council applies minimum acceptable credit criteria in order to generate a list of highly creditworthy counterparties which also enables diversification and thus avoidance of concentration risk. The key ratings used to monitor counterparties are the Short Term and Long Term ratings.

Ratings will not be the sole determinant of the quality of an institution; it is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate. The assessment will also take account of information that reflects the opinion of the markets. To this end the Council will engage with its advisors to maintain a monitor on market pricing such as "credit default swaps" and overlay that information on top of the credit ratings.

Other information sources used will include the financial press, share price and other such information pertaining to the banking sector in order to establish the most robust scrutiny process on the suitability of potential investment counterparties.

Investment Objectives:

The aim of the strategy is to generate a list of highly creditworthy counterparties which will also enable diversification and thus avoidance of concentration risk.

All investments will be in sterling. The general policy objective for this Council is the prudent investment of its treasury balances. This includes monies borrowed for the purposes of expenditure in the reasonably near future (i.e. borrowed 12-18 months in advance of need). The Council's investment priorities are

- (a) the **security** of capital and
- (b) **liquidity** of its investments.
- (c) **optimum return** on its investments commensurate with (a) and (b).

The former Office of the Deputy Prime Minister regulations stated that the borrowing of monies purely to invest or on-lend and make a return is unlawful, and therefore this Council will not engage in such activity.

Creditworthiness policy

This Council applies the creditworthiness service provided by Link Asset Services. This service employs a sophisticated modelling approach utilising credit ratings from the three main credit rating agencies - Fitch, Moody's and Standard and Poor's. The credit ratings of counterparties are supplemented with the following overlays:

- credit watches and credit outlooks from credit rating agencies;
- CDS spreads to give early warning of likely changes in credit ratings;
- sovereign ratings to select counterparties from only the most creditworthy countries.

This modelling approach combines credit ratings, credit Watches and credit Outlooks in a weighted scoring system which is then combined with an overlay of CDS spreads for which the end product is a series of colour coded bands which indicate the relative creditworthiness of counterparties. These colour codes are used by the Council to determine the suggested duration for investments. The Council will therefore use counterparties within the following durational bands:

- Yellow 5 years (UK Government debt or equivalent).
- Dark pink 5 years for Enhanced money market funds (EMMFs) with a credit score of 1.25
- Light pink 5 years for Enhanced money market funds (EMMFs) with a credit score of 1.5
- Purple 2 years
- Blue 1 year (only applies to nationalised or semi nationalised UK Banks)
- Orange 1 year
- Red 6 months
- Green 100 days
- No colour not to be used

Y	Pi1	Pi2	P	B	O	R	G	N/C
1	1.25	1.5	2	3	4	5	6	7
Up to 5yrs	Up to 5yrs	Up to 5yrs	Up to 2yrs	Up to 1yr	Up to 1yr	Up to 6mths	Up to 100days	No Colour

The Link Asset Services' creditworthiness service uses a wider array of information than just primary ratings. Furthermore, by using a risk weighted scoring system, it does not give undue preponderance to just one agency's ratings.

Typically the minimum credit ratings criteria the Council use will be a Short Term rating (Fitch or equivalents) of F1 and a Long Term rating of A-. There may be occasions when the counterparty ratings from one rating agency are marginally lower than these ratings but may still be used. In these instances consideration will be given to the whole range of ratings available, or other topical market information, to support their use.

All credit ratings will be monitored regularly. The Council is alerted to changes to ratings of all three agencies through its use of the Link Asset Services' creditworthiness service.

- if a downgrade results in the counterparty / investment scheme no longer meeting the Council's minimum criteria, its further use as a new investment will be withdrawn immediately.
- in addition to the use of credit ratings the Council will be advised of information in movements in credit default swap spreads against the iTraxx benchmark and other market data on a daily basis via its Passport website, provided exclusively to it by Link Asset Services. Extreme market movements may result in downgrade of an institution or removal from the Council's lending list.

Sole reliance will not be placed on the use of this external service. In addition this Council will also use market data and market information, information on any external support for banks to help support its decision making process.

All institutions which meet the criteria **may** be included on our lending list at the discretion of the Section 151 Officer, although meeting the criteria does not guarantee this.

The criteria may only be changed by the Executive Cabinet.

Monitoring of credit ratings and other market information:

All credit ratings will be monitored regularly. The Council is alerted to changes to ratings of all three agencies through its use of Link Asset Services' creditworthiness service.

If a counterparty or investment scheme's rating is downgraded with the result that it no longer meets the Council's minimum criteria or other market information leads the concerns over the credit quality of that entity, then the further use of that counterparty/investment scheme as a new investment will be withdrawn immediately (however, existing fixed investments must remain in place until they mature).

If a counterparty is upgraded so that it fulfils the Council's criteria, its inclusion may be considered by the Section 151 Officer for approval.

Institutional Limits for Investments:

The Council has previously set limits on investments with individual institutions. These have been set for the Council and the Pension Fund combined. These limits (which will remain in force unless changed by the Executive Cabinet) are:

Currently the overall limit invested by Tameside, the GM Pension Fund and the GMMDAF in one institution should not exceed a combined amount of £95m. Of this £95m, a maximum of £75m may be invested by the Pension Fund, £15m by Tameside and £5m by the GMMDAF.

At any time the maximum should not exceed 20% of the total amount available for investment (at the time of the investment - individually for the Council and the Pension Fund), or the above limits, whichever is less. However, where total investments are less than £100m for the Pension Fund and £25m for Tameside, the upper limits will be £20m and £5m respectively.

The counterparty limit for UK Government bodies (e.g. local authorities and other similar bodies) is £50m. Any such investment would still be highly secure due to the Government-backed nature of these entities.

Investments defined as capital expenditure:

The acquisition of share capital in any body corporate is defined as capital expenditure under Section 16(2) of the Local Government Act 2003. Such investments will have to be funded out of capital or revenue resources and will be classified as 'non-specified investments'. The acquisition of loan capital in a body corporate has recently been relaxed so that it is not treated as capital expenditure and can be used for treasury management activities.

A loan or grant by this Council to another body for capital expenditure by that body is also deemed by regulation to be capital expenditure by this Council. It is therefore important for this Council to clearly identify if the loan has made for policy reasons (e.g. to a registered social landlord for the construction/improvement of dwellings) or an investment for treasury management purposes. The latter will be governed by the framework set by the Council for 'specified' and 'non-specified' investments.

The Council provided a loan of £4.280m (funded by Prudential Borrowing) to the Tameside Sports Trust in 2008/09, to invest in the refurbishment of three existing Leisure Centres within the Borough. This loan was for policy reasons and not for treasury management purposes. The Council also has an investment in Manchester Airport shares of £10.215m. These investments were not part of the Treasury Management strategy.

During 2009/10, Manchester Airport re-negotiated the terms of its loan arrangement with the 10 Greater Manchester Districts; as a result of this agreement the 10 Districts have taken responsibility to service the former Manchester Airport share of the GMMDAF and Terminal 2 Loan Debt. The Airport pays the Districts an annual fixed interest of 12% on the outstanding balance at 9 February 2010. The Airport has agreed to repay the loan to the Council by the end of the agreement in 2055. The re-negotiated loan arrangement was not for treasury management purposes. In 2017/18 the Council granted an additional £11.3m shareholder loan to Manchester Airport Group. This is to be repaid over 40 years at an interest rate of 10%

Manchester Airport

Tameside MBC holds a 3.22% equity share in Manchester Airports Group (MAG). The fair value of the Council's 3.22% shareholding at 31 March 2020 was estimated at £30.2m (£52.7m as at 31 March 2019).

£11.3m was invested in MAG in 2018/19 in the form of a shareholder loan paying 10% interest, and a further £5.6m equity investment was made in 2019/20 and 2020/21 in a new multi-story drop and go car park.

In 2020/21 an additional loan of £9.7m, also at 10%, was made to MAG during the COVID-19 pandemic.

Provisions for Credit-related losses

If any of the Council's investments appeared at risk of loss due to default (i.e. a credit-related loss, and not one resulting from a fall in price due to movements in interest rates) the Council will make revenue provision of an appropriate amount.

Investment Strategy to be followed:

Based on its cash flow forecasts, the Council anticipates its fund balances in 2021/22 to range between £60m and £150m.

Use of investments for rescheduling purposes, or deferring borrowing could substantially reduce these holdings, whereas borrowing earlier than required could increase them.

The minimum percentage of its overall investments that the Council will hold in short-term investments is 50%.

The current financial climate provides operational difficulties. Ideally investments would be invested longer to secure better returns, however uncertainty over counterparty creditworthiness suggest shorter dated investments would provide better security.

The money market interest rates will be constantly monitored, and with the advice of our treasury advisors, the length of investments will be determined in accordance with our own views of future rate movements. In this way we would hope to optimise our investment returns.

Use of Specified and Non-Specified Investments during the Financial Year

There are a number of types of investments which the Council could use. These are outlined in the following tables

Specified investments:

All such investments shall be in sterling with a maximum maturity of 1 year with institutions of high credit quality.

	Minimum Credit Criteria
Term Deposits (including bank cancellable deposits and certificates of deposit) with credit – rated deposit takers (banks and building societies) *	Per Link Asset Services
Term Deposits with the UK Government including Treasury Bills or other Local Authorities	N/A
Money Market Funds	AAA
Debt Management Agency Deposit Facility	N/A

*If forward deposits are made, these will be for a maximum of 1 year from the date of the deal.

Bank cancellable deposits cover a variety of bank deposits where the bank holding the deposit, has the option of repaying at pre-specified times. Such investments normally attract a higher original interest rate.

Non – Specified Investments:

A maximum of 50% (at the time the investments are made) will be held in aggregate in non – specified investments. The only types of non-specified investments, with high credit quality, that the Council may use during 2021/22 are:

	Minimum Credit Criteria
Term Deposits exceeding 1 year (including bank cancellable deposits) with credit – rated deposit takers (banks and building societies)	Per Link Asset Services
Term Deposits with the UK Government or other Local Authorities exceeding 1 year	N/A
UK nationalised and part nationalised banks (currently Lloyds Banking Group and Royal Bank of Scotland Group) – investments will be limited to a maximum period of 12 months	N/A
The Council’s own bankers if they fail to meet the basic credit criteria.	N/A
Alternative (asset backed) Investments	N/A

Investments of this nature will only be made with the approval of the Section 151 Officer and in line with our treasury management advisors’ investment recommendations.

Alternative Investments

A new class of “alternative investments” was added to the Council’s list of non-specified investment instruments.

The motivation for this is increased diversification from the current concentration of credit risk on financial institutions, along with the potential for increased returns in the current low interest rate environment whilst still meeting the DCLG requirements regarding security, liquidity, and yield.

A variety of products are available that are secured against real assets such as green energy, timber, leisure, commercial property and private real estate. Thorough due diligence will need to be undertaken on any such products before any investment is made.

The available products fall within two categories; asset backed securities and asset backed pooled investment funds.

Asset backed securities are typically bespoke structures and can be unrated. This increases the need for due diligence, which will likely involve legal advice and also that of external auditors. Asset backed pooled investment funds involve the purchase of shares in a pooled fund or “fund of funds”. These are less bespoke and require less due diligence.

APPENDIX 20B

Credit and Counterparty Risk Management

Specified Investments:

All such investments will be sterling denominated, with maturities up to maximum of 1 year, meeting the minimum 'high' quality criteria where applicable.

Non-Specified Investments:

These are any investments which do not meet the specified investment criteria or exceeding one year, as outlined in the body of the report. A maximum of 50% will be held in aggregate in non-specified investment

A variety of investment instruments will be used, subject to the credit quality of the institution, and depending on the type of investment made it will fall into one of the above categories.

The criteria, time limits and monetary limits applying to institutions or investment vehicles are:

	Minimum credit criteria / colour band	Max. maturity period
DMADF – UK Government	N/A	6 months
UK Government gilts	UK sovereign rating	12 months
UK Government Treasury bills	UK sovereign rating	12 months
Bonds issued by multilateral development banks	AAA	6 months
Money market funds	AAA	Liquid
Enhanced money market funds with a credit score of 1.25	AAA	Liquid
Enhanced money market funds with a credit score of 1.5	AAA	Liquid
Local authorities	N/A	12 months
Term deposits with banks and building societies	Blue Orange Red Green No Colour	12 months 12 months 6 months 100 days Not for use
CDs or corporate bonds with banks and building societies	Blue Orange Red Green No Colour	12 months 12 months 6 months 100 days Not for use
Gilt funds	UK sovereign rating	

APPENDIX 20C

Security, Liquidity and Yield Benchmarking

These benchmarks are targets and so may be breached from time to time. Any breach will be reported, with supporting reasons in the Annual Treasury Report.

Yield – This benchmarks is currently widely used to assess investment performance.

- Investments – Internal returns above the 7 day LIBID rate

Security and liquidity benchmarks are already intrinsic to the approved treasury strategy through the counterparty selection criteria and some of the prudential indicators.

Liquidity – This is defined as “having adequate, though not excessive cash resources, borrowing arrangements, overdrafts or standby facilities to enable it at all times to have the level of funds available to it which are necessary for the achievement of its business/service objectives” (CIPFA Treasury Management Code of Practice). In respect of this area the Council seeks to maintain:

- Bank overdraft - £1.600m
- Liquid short term deposits of at least £5m available with a week’s notice.

Security of the investments – In context of benchmarking, assessing security is a much more subjective area to assess. Security is currently evidenced by the application of minimum credit quality criteria to investment counterparties, primarily through the use of credit ratings supplied by the three main credit rating agencies (Fitch, Moody’s and Standard and Poor’s). Whilst this approach embodies security considerations, benchmarking levels of risk is more problematic. One method to benchmark security risk is to assess the historic level of default against the minimum criteria used in the Council’s investment strategy. The table beneath shows average defaults for differing periods of investment grade products for each Fitch/Moody’s Standard and Poor’s long term rating category within each year according to the maturity of the investment.

Years	1	2	3	4	5
AAA	0.04%	0.10%	0.17%	0.26%	0.35%
AA	0.02%	0.04%	0.09%	0.16%	0.24%
A	0.05%	0.15%	0.27%	0.40%	0.55%

As set out earlier, the Council’s minimum long term rating will typically be “A-” meaning the average expectation of default for a one year investment in a counterparty with a “A” long term rating would be 0.05% of the total investment (e.g. for a £1m investment the average loss would be £500). This is only an average - any specific counterparty loss is likely to be higher - but these figures do act as a proxy benchmark for risk across the portfolio.

Minimum Revenue Position (MRP) Policy

The Council is required to pay off an element of the accumulated General Fund capital spend each year through a revenue charge (the Minimum Revenue Provision - MRP), although it is also allowed to undertake additional voluntary payments (VRP).

Regulations require Full Council to approve an MRP Statement in advance of each year. The Council is recommended to approve the following MRP Statement. *Additions to the previous policy are in italics.*

Borrowing taken up prior to 1 April 2015 will be provided for using a straight-line method of calculating MRP. £185.215m will be provided for in equal instalments over 50 years, which will result in an annual charge of £3.704m. The debt will be extinguished in full by 31 March 2065. If the Council elects to make additional voluntary MRP then the annual charge will be adjusted accordingly.

For borrowing taken up on or after 1 April 2015, MRP is to be provided for based upon the average expected useful life of the assets funded by borrowing in the previous year. The debt will be repaid on a straight-line basis over the average useful life calculated, meaning the debt will be fully extinguished at the end of period. If the Council elects to make additional voluntary MRP then the annual charge will be adjusted accordingly.

For certain investment projects it may be deemed more prudent to use the asset life annuity method in order to calculate MRP. In this case the Council will use the annuity method, with the MRP based on the prevailing PWLB interest rate for a loan with a term equal to the estimated life of the project. If the Council uses capital receipts to repay borrowing for the year then the value of MRP which would have otherwise been set aside to repay borrowing will be reduced by this amount. The level of capital receipts to be applied to redeem borrowing will be determined annually by the Section 151 Officer, taking into account forecasts for future expenditure and the generation of further receipts.

For any leases and any on-balance sheet Public Finance Initiative (PFI) schemes, the MRP charge will be equal to the principle repayment during the year, calculated in accordance with proper practices. *In previous years only finance leases were on balance sheet and contributed towards the MRP. However, following the adoption of IFRS 16 in April 2022, all leases will fall on balance sheet and impact the MRP calculation. The full impact of this change is yet to be determined but updates will be provided as part of the regular Treasury Management reporting process.*

There will be no MRP charge for any cash backed Local Authority Mortgage Scheme (LAMS) that the Council operates. As for this type of scheme, any future debt liability would be met from the capital receipt arising from the deposit maturing after a five year period. Any repossession losses for this type of scheme would be charged to a LAMS reserve.

The Council has considered the Statutory Guidance, which recommends a 25 year repayment charge for loans to third parties, and concluded that this provision is not necessary where there is a realistic expectation that the loan will be repaid. The Council considers an MRP charge is not necessary in respect of any loans made to third parties as the debt liability is covered by the existence of a debtor; typically long term depending on the life of the loan. The only expenditure consequence of a loan for an authority is the interest on its cash shortfall whilst the loan is outstanding, so provision for the principal amount would be over-prudent until such time as the assumption has to be made that the loan will not be repaid.

For any Equity Investment or other investments not specified above, the Council will have regard to the MHCLG Statutory Guidance on Minimum Revenue Provision.

The revised MHCLG MRP Guidance provides a disclosure item for any revenue resources over and above of the required MRP applied to capital expenditure within the MRP Policy. The disclosure of the amounts applied allows some flexibility in financing future capital programmes and the implications on the budget. Revenue resources applied to 31 March 2020 as overpayments or VRP were £90.4m

APPENDIX 20E

Prudential Indicators

1. Ratio of Financing Costs to Net Revenue Stream

Limit/Indicator	2021/22 %	2022/23 %	2023/24 %
Ratio of financing costs to net revenue stream	5.2	4.8	5.1

This ratio represents the total of all financing costs e.g. interest payable and minimum revenue provision (MRP) that are charged to the revenue budget as a percentage of the amount to be met from Government grants and taxpayers (net revenue stream).

This ratio has been calculated based on the future year's level of borrowing.

2. Capital Financing Requirement (CFR)

Limit/indicator	2021/22 £000	2022/23 £000	2023/24 £000
Core Capital Financing Requirement	199,373	194,598	189,823
Other long term liabilities (e.g. PFI and leases)	97,842	94,304	90,085
Total Capital Financing Requirement	297,215	288,902	279,907

The Capital Financing Requirement is aimed to represent the underlying need to borrow for a capital purpose and is calculated from the aggregate of specified items on the balance sheet. The opening balance at 1 April 2021 has been estimated together with the movement in the Capital Financing Requirement for future years.

Following accounting changes the Capital Financing Requirement now includes any other long term liabilities (e.g. PFI schemes and leases) brought onto the balance sheet. Whilst this increases the Capital Financing Requirement, and therefore the Council's borrowing requirement, these types of scheme include a borrowing facility and so the Council is not required to separately borrow for these schemes.

From the 2020/21 financial year a new accounting standard on leases (IFRS16) is to be implemented. This will result in a number of leases that would previously have been classified as operating leases being moved on to the Council's balance sheet. This in turn will result in an increase in the level of other long term liabilities and the total CFR. As the Council is still in the data gathering stage of implementing this new standard the level of this increase is not yet know. This indicator will therefore be updated mid-year as part of the regular Capital and Treasury Management reporting process.

The CFR increases by the value of capital expenditure not immediately financed (i.e. borrowing) and is reduced by the annual MRP repayment.

3. Capital Expenditure

Limit/indicator	2021/22 £000	2022/23 £000	2023/24 £000
Capital expenditure	74,881	606	0

This is the estimate of the total capital expenditure to be incurred (from all funding sources) for future years and recommended for approval.

This estimate will continue to be updated as part of the monitoring process as new resources are subsequently identified.

4. Incremental Impact of Capital Investment Decisions

Limit/indicator	2021/22 £000	2022/23 £000	2023/24 £000
For the Band D Council Tax	13	17	17

This is the estimate of the net incremental impact of the capital investment decisions, based on the level of borrowing set out in the report and reflects the total cost of this additional borrowing (interest payments and minimum revenue provision), as a cost on Council Tax. The actual cost will depend on final funding. For every £1 increase on Band D properties, approximately £0.063m would be raised.

5. Operational Boundary and Authorised Limit on External Debt and Other Long Term Liabilities

Limit/indicator	2021/22 £000	2022/23 £000	2023/24 £000
Operational Boundary for external debt	220,710	216,788	224,184
Authorised Limit for external debt	240,710	236,788	244,184

These limits include provision for borrowing in advance of our requirement for future capital expenditure. This may be carried out if it is thought to be financially advantageous to the Council.

The limits are made up as follows:

Limit/indicator	2021/22 £000	2022/23 £000	2023/24 £000
Estimated 31 March 2021	151,008		
Previous year Operational Boundary		220,710	216,788
Add debt maturing in year	10,369	1,222	3,393
Add borrowing for 2021/22 and previous years' requirement not taken up	54,104		
Add borrowing in advance for 2022/23 and future years	10,000	10,000	10,000
Less already borrowed in advance for future years			
Less previous year maturing fall out		(10,369)	(1,222)
Less MRP	(4,771)	(4,775)	(4,775)

Operational Boundary - borrowing	220,710	216,788	224,184
Add allowances for cash flow etc.	20,000	20,000	20,000
Authorised Limit - borrowing	240,710	236,788	244,184

The allowance for cash flow is made up of 2 elements. (a). it is possible that a rescheduling exercise where we borrow prior to repayment could take place. We have allowed £10 million for this. (b). Normally the amount of investments that we currently hold would mean that there would be no need to borrow, however, an allowance of £10 million has been made for liquidity purposes.

We are also required to set operational boundaries and authorised limits for Other Long Term Liabilities (e.g. PFI schemes and finance leases), which are now shown on balance sheet, following recent accounting changes. The table below includes all current PFI schemes and finance leases in place, with an allowance of £1 million for any new agreements that may arise.

Limit/indicator	2021/22 £000	2022/23 £000	2023/24 £000
Operational Boundary for other long term liabilities	97,842	94,304	90,085
Add allowance for new agreements	1,000	1,000	1,000
Authorised Limit for other long term liabilities	98,842	95,304	91,085

The total authorised limit of £340 million (including both external borrowing and other long term liabilities) should be set as the Council's affordable borrowing limit for 2021/22 as required under the provisions of the Local Government Act 2003.

6. Gross Debt and the Capital Financing Requirement.

Limit/indicator	2021/22 £000	2022/23 £000	2023/24 £000
Core capital financing requirement	199,373	194,598	189,823
Gross borrowing	199,373	194,598	189,823

To ensure that medium term debt will only be for a capital purposes, the Council will ensure that the gross external borrowing does not, except in the short term, exceed the highest forecast capital financing requirement (CFR) in any one year.

7. Upper and lower limits on Interest Rate Exposures

Limit/indicator	2021/22 £000	2022/23 £000	2023/24 £000
Upper limit for fixed interest rate exposure	199,373	194,598	189,823
Upper limit for variable interest rate exposure	66,458	64,866	63,274

These limits are in respect of our exposure to the effects of changes in interest rates.

The limits reflect the net amounts of fixed/variable rate debt (i.e. fixed/variable loans less fixed/variable investments).

8. Maturity Structure of Borrowing for the Forthcoming Financial Year

These limits set out the amount of projected borrowing that is fixed rate maturing in each period expressed as a percentage of total projected borrowing that is fixed rate.

		Upper %	Lower %
Upper/lower limit for maturity structure	Under 12 months	15	0
	12 months and within 24 months	15	0
	24 months and within 5 years	30	0
	5 years and within 10 years	40	0
	10 years and above	100	50

Future fixed rate borrowing will normally be for periods in excess of 10 years, although if longer term interest rates become excessive, shorter term borrowing may be used. Given the low current long term interest rates, we feel that it is acceptable to have a long maturity debt profile.

9. Limit for Total Principal Sums Invested for Periods Longer than 364 days

2021/22 £m	2022/23 £m	2023/24 £m
30	30	30

The Council can invest for periods greater than one year providing the counterparty is of sufficient credit quality as per the Link Asset Services credit methodology. It is felt that the amounts shown above should be the limits maturing in future years.

10. Borrowing Limits in Respect of GMMDAF

Operational Boundaries and authorised Limits must also be set for the Greater Manchester Debt Fund. The recommended limits are:

	2021/22 £000	2022/23 £000	2023/24 £000
Operational Boundary – borrowing	20,779	0	0
Authorised Limit – borrowing	35,779	0	0

The difference between the operational boundary and authorised limit allows for temporary cash flow shortages and debt rescheduling where loans are borrowed in advance. The authorised limit of £35.799 million should be set as the affordable borrowing limit for the GMMDAF for 2021/22 as required under the Local Government Act 2003.

The Code also requires compliance with the CIPFA Code of Practice for Treasury Management in the Public Services. The Council has adopted and adheres to this Code.

APPENDIX 21 – CAPITAL STRATEGY 2021-22

1 Introduction

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

2 Capital Strategy Objectives

- 2.1. The main objectives of the Council's Capital Strategy are as follows:
 - Maintain and effectively monitor the capital programme.
 - Provide a clear process with which to evaluate proposals for new capital expenditure in line with the Council's priorities.
 - Maximise capital resources available to the Council and spend these in accordance with corporate objectives as outlined in the Corporate Plan.
 - Ensure the affordability of the approved capital programme.
 - Identify and bid for external resources of capital finance on a co-ordinated basis.
 - Determine transparent schemes of option appraisal to assess new internal bids and post contract evaluation.
 - Explore alternative procurement and financing options.
 - Maximise the efficient use of assets via the Asset Management Plan.
 - Identify and monitor benchmarking and performance measures for all aspects of the capital investment process.
 - Ensure that Prudential Guidelines are identified in determining the capital programme and these are kept under continuous review.
 - Utilise opportunities under the Prudential Guideline regime to maximise capital development opportunities.
 - Ensure that the developments in capital processes keep pace with securing an unqualified value for money conclusion in the annual audit letter.
- 2.2. These objectives are kept under regular review and progress monitored by the Strategic Planning and Capital Monitoring Panel.

3 Council Key Objectives

- 3.1. The Council's Corporate Plan represents a long term vision for the borough and is based around the three themes of Starting Well, Living Well, and Ageing Well.

3.2. These themes are identified below along with the key priorities used to evaluate the Council's performance against them and some examples of projects within the current Capital Programme which support them

3.3. **Starting Well**

3.3.1. The Council wants to give residents the very best start in life by focusing resources on the following priorities:

- Ensuring children are ready to learn and encouraged to thrive and develop
- Creating aspiration and hope through learning
- Maintaining resilient families and support networks to protect and grow young people

3.3.2. Within this areas, some of the recently completed and current key capital projects include:

- All Saints Catholic School New Classrooms
- Aldwyn Primary School Extension
- St John's Primary (Dukinfield) Extension
- Hyde Community College New Classrooms and Science Lab

3.4. **Living Well**

3.4.1. The Council believes Tameside is a great place to live and work and we will strive to make it even better by focusing resources on the following priorities:

- Generating opportunities for people to fulfil their potential through work, skills and enterprise
- Providing modern infrastructure and a sustainable environment that works for all current and future generations
- Nurturing our communities and having pride in our people, our place, and our shared heritage

3.4.2. Within these areas, some of the recently completed and current key capital projects include:

- Vision Tameside Public Realm
- LED street lighting project
- Godley Garden Village
- Ashton Old Baths Annex
- Denton Wellness Centre
- Various Cycling and Walking Schemes

3.5. **Ageing Well**

3.5.1. The Council aims to provide the best quality of life for older generations through the following priorities:

- Longer and healthier lives with good mental health through better choices and reduced inequalities
- Independence and activity in older age, and dignity and choice at end of life

3.5.2. Within this area, some of the recently completed and current key capital projects and proposals include:

- Oxford Park development
- Disabled Facilities Grants – allowing people to live independently for longer
- Disability Assessment Centre
- Health Hubs

3.6. In order to ensure that these priorities are met, the capital programme is co-ordinated by the corporate section within the Financial Management team. The team work closely with representatives from within the service areas of the Council, project managers and sponsors, the Strategic Planning and Capital Monitoring Panel (SPCMP) and senior officers to ensure the planned capital programme is achieved, through a programme of effective planning and monitoring. Responsibility for the achievement of the programme lies with Portfolio Holders and Directors together with Project Sponsors and Managers.

3.7. The Council has in place a solid platform for collating information on both the financial and physical progress of capital schemes. Detailed capital updates are submitted to Strategic Planning and Capital Monitoring Panel (SPCMP) and the minutes of these meetings are sent to Executive Cabinet.

3.8. Monitoring of the Capital Programme, both in financial and physical terms, is reported 3 times a year in July, September and January, and also at year end when actual outturn figures are reported. The monitoring report goes through several stages of review and approval; firstly to Senior Leadership Team (SLT), then on to Executive Cabinet and Strategic Planning and Capital Monitoring Panel. The reports show details of actual against planned spend, a forecast of outturn figures and in the case of schemes with a projected variation above £100,000, more detailed information on progress and the scheme's current status. All changes to the Capital Programme and any necessary changes to the Prudential Indicator limits are approved through the monitoring reports.

3.9. Monitoring is supported by regular meetings between financial management staff, Executive Directors and Project Sponsors/Managers. Details of major variations are determined and reported on, as a minimum, at the corporate monitoring points. Individual officers will sometimes attend the SPCMP to give reasons for delays and/or an understanding of progress on schemes.

3.10. A capital officers group has been set up to review and challenge the capital spend and strategy. It is intended that this group be formalised further and used as the basis of the Corporate Asset Management Group. This assists in the delivery of the Capital Strategy, and is aligned to support the work of the Strategic Capital Planning and Monitoring Panel.

4 Capital Programme and Resources

4.1. The Council maintains a three year Capital Programme which currently covers the period 2020/21 to 2022/23. This is updated annually during the budget process in February and quarterly during the year.

4.2. As of January 2021 the Programme has a total value of £132m including both fully approved and earmarked schemes. A summary of the Programme is included in this report as **Appendix 18**.

- 4.3. A major source of capital funding available to the Council is via grants from Central Government. Such grants are often obtained alongside conditions that they are allocated to specific schemes or programmes.
- 4.4. The Council is also actively seeking further investment to fund the capital programme, such as capital receipts from asset sales, or joint funding opportunities on a wide range of projects.
- 4.5. The strategy is intended to consider all potential funding options available to the Council and maximise the available resources for capital investment in line with the priorities set out within.
- 4.6. The main areas of funding available are set out below:

- 4.6.1. **Borrowing** - Under the Prudential Guidelines the Council is able to determine its own level of unsupported borrowing provided it is affordable, prudent and sustainable. The majority of borrowing taken up is from the Public Works Loan Board (PWLB) which is, in effect, the government.

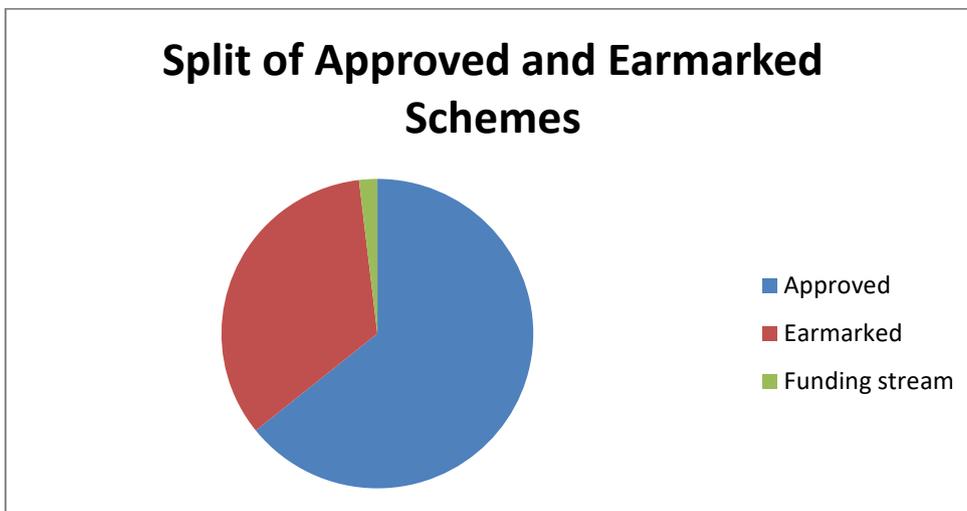
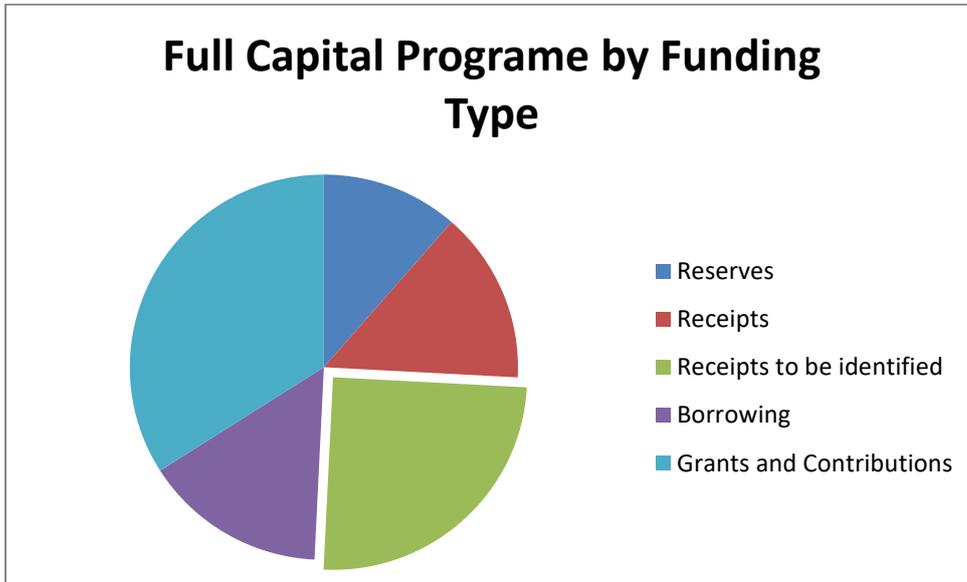
The additional cost of any prudential borrowing undertaken must be met through the Council's revenue budget, and therefore has a direct link to the local taxpayer. The impact of this must be considered when seeking approval for any schemes funded through borrowing. The Council can only normally borrow to fund capital expenditure.

The Council took up £30m of long term borrowing from the PWLB in August 2019 when rates were at favourable levels. The average interest rate across these two loans is 1.81%. In the intervening period the PWLB increased their margin over gilts (the basis for their interest rates) by 1%, but lowered this back to the previous margin in November 2020. As of January 2021 the interest rate on loans of similar terms to those taken up in August 2019 is in the region of 1.5%.

- 4.6.2. **Grants** - Capital grants mainly come from a variety of government funded departments or agencies. Grants currently make up £44m (50%) of the approved capital programme. Grants can be either ringfenced to particular areas or schemes, or non-ringfenced and therefore available for use on any project. The majority of Government grants are now non-ringfenced, although there is usually a bidding process to go through to obtain approval for capital grants and therefore an implicit ringfencing.
- 4.6.3. **Revenue Financing** – Revenue financing, paying for capital expenditure from the revenue budget, is not a major element of capital financing and due to ever increasing pressures on revenue budgets this has been reduced over time and in the current financial environment is unlikely to increase.
- 4.6.4. **Capital Reserves** – Use of the Council's reserves will be determined by the reserve strategy. In 2017, an earmarked reserve of just under £70m was created to fund Capital Investment in the borough. Further use of reserves to fund Capital Investment will require approval in accordance with the reserves strategy. As of 2020/21, £15m of this reserve remains.
- 4.6.5. **Leasing** – Under the Prudential Guidelines the amount of leasing will depend on the cost compared to borrowing. In recent years it has often been more attractive to finance schemes using prudential borrowing rather than leasing. Where appropriate, appraisals will be undertaken in order to ensure the most appropriate funding source is used.

4.6.6. **Capital receipts** – Capital receipts are actively being pursued as the Council seeks to rationalise its asset base and encourage development in the borough. Receipts are earmarked as a corporate resource unless a case is made to reinvest them towards a specific project. Capital receipts can only be used to fund capital expenditure, or the repayment of borrowing.

4.7. The below graphs demonstrate the current three year programme split by funding source and also by approved and earmarked schemes:



4.8. A financing exercise is completed at the end of every year to determine the final allocation of funding. Generally grants and external contributions will be used first, before then considering the allocation of capital receipts, reserves, and prudential borrowing. This is, however, at the discretion of the Section 151 Officer.

5 Bidding Process for New Projects

5.1. The Council currently operates a six stage process when bidding for capital investment. The stages are as follows:

- **Application for Investment** – This is the first step and should be a brief outline of the project and its financing.
- **Business Case Brief** – This should be a two page outline of the required project with a summary business case
- **Scoping, Design, and Costing** – This stage will involve seeking external support and carrying out feasibility work.
- **Full Business Case** – This is a full case for the project including the strategic, economic, commercial, financial, and management cases for proceeding. Once approved this will be presented to SPCMP.
- **Project Delivery and Monitoring** – Following approval of the business case, key milestones should be identified and monitored.
- **Project Evaluation** – Following completion, a post implementation evaluation should be completed in order to assess the success of the project.

5.2. A flow chart illustrating this process can be seen in **Appendix 21B**.

6 Prioritisation of Allocation of Resources

6.1 A prioritisation process has been developed in order to aid the decision making process when new investment is required. For proposed schemes, officers will undertake an assessment against a number of criteria including:

- **Strategic Context** – What is the purpose of the scheme and how does it fit with the Council's priorities, and the local and national context.
- **Mandatory or discretionary investment** – Is the scheme intended to address Health and Safety, Legal or Statutory obligations? Is it a cost-avoidance or invest to save scheme? Is the planned scheme to address regeneration, improvement and development or transformation of services?
- **Objectives and benefits of the scheme** – What is the scheme expected to deliver for the Council, service users and residents?
- **Financial implications and options for delivery** – to consider whether alternative options can be considered, what financial investment is required and whether any external funding is available.

6.2 This prioritisation methodology is used to support future capital investment decisions and ensure that scarce capital resources are allocated in the most efficient, effective and sustainable way and thus ensuing value for money.

7 Future Years

7.1 An exercise was carried out with service areas in early 2019 to determine the likely levels of investment required over a longer-term horizon than the usual three year Capital Programme. This work has identified a total of £116m of investment is potentially required for the five year period from 2020/21 to 2024/25, which is in addition to the approved and earmarked schemes currently on the Capital Programme. The results of this are included in **Appendix 21C**.

7.2 It is important to note that no funding for this capital aspiration has been secured, and that it is intended to act as an earlier indicator of capital requirements over the longer term. These indicative plans will be reviewed and updated as part of a refresh and re-prioritisation of the Capital Programme during 2021. This refresh of the Capital Programme will need to be informed by the asset management review and a disposals strategy to inform and finance new investment.

8 Asset Management

8.1. The Council maintains a fairly typical local authority property portfolio. As at 31 March 2020 this consisted of:

Asset Class	£m
Land and Buildings	262
Vehicles, Plant and Equipment	15
Infrastructure	126
Community Assets	15
Surplus Assets	3
Assets Under Construction	7
Investment Properties	38
Total	466

8.2. The Council's land and property estate is its largest resource after its staff. Therefore it is crucial that this resource is managed, maintained, and used effectively and efficiently in order to obtain the greatest possible benefit in terms of meeting its aims and priorities for the borough. Due to the continued pressure on local authority finances there is more importance than ever on ensuring that there is a robust strategic approach and the correct decisions are made regarding the effective use and management of the Council's asset base.

8.3. It is vital that the Council's assets are fit for purpose, provide value for money, and help meet the needs of the borough and its residents. Decisions to invest in (or dispose of) assets should be based upon these factors and follow a robust and transparent process driven by the Council's statutory duties and corporate objectives.

8.4. The Council uses a corporate landlord approach and will endeavour, through its programme of capital investment to maintain its assets to such a standard that they remain fit for purpose and enable service delivery towards meeting Council priorities. Regular surveys of buildings and structures should be ongoing in order to determine their state of repair and inform decisions over what level of remedial works are required. Any service reviews across the organisation should also be taken into consideration, with the service driving its asset needs. For example, new ways of working or service restructures could result in some assets becoming surplus to requirements.

8.5. It is therefore important that the Council's capital strategy considers the other corporate plans and strategies to ensure that its capital resources are appropriately deployed to enable the delivery of services.

8.6. As is outlined in section 4 of this report, capital receipts form a significant part of the Council's available funding for capital investments. Therefore opportunities for disposals should be investigated wherever possible. Assets should only be retained when they;

- Support the objectives of the Corporate Plan
- Contribute towards service delivery
- Provide value for money (in terms of the above for operational properties, or in terms of income generation or growth of capital value for investment properties)

- 8.7. In addition to the above, the responsibilities of the estates and corporate landlord functions include:
- Considering alternative property solutions for service delivery
 - Negotiating agreements for the occupation or purchase of property
 - Advise on proposals relating to property
 - Carry out scheduled repairs and maintenance and also make business cases where appropriate for additional repairs and maintenance
 - Assist with the rationalisation of the asset base
 - Appraise options for the portfolio
 - Manage the safety and security of the portfolio
 - Arrange and administer facilities management
 - Manage property related budgets
- 8.8 A key priority for 2021/22 is the development of the Strategic Asset Management Plan and associated estates strategy, which supports the delivery of investment. Through a more effective asset management plan the Council aims to deliver One Public Estate, generate income, realise recyclable capital receipts and provide a strategic approach to our capital programme and major projects, realising opportunities for integrated health hubs, new housing and local jobs for local people.

9 Procurement Strategy

- 9.1. Tameside recognises that procurement is a critical mechanism for delivering value for money and achieving sustainable outcomes for local communities. Effective procurement will assist the council in achieving its ambitions by realising value for money from the way it procures and delivers its services, and uses its resources in an effective way allowing savings to be redirected into front line services. It is essential that innovative methods to improve procurement practices and to deliver savings are adopted where appropriate.
- 9.2. The Council entered into a strategic partnering arrangement with Carillion as part of the Building Schools for the Future programme in 2009. This partnering arrangement was delivered through a Local Education Partnership (LEP) which is a limited company. The original LEP arrangement ran for ten years with an option to extend by a further five years, up to February 2024. The Council's relationship with the LEP is currently being reviewed in light of the collapse of Carillion and the end of the initial ten year period. The majority of the Council's capital expenditure has been delivered by the LEP.
- 9.3. In September 2018, the Council formally joined the STAR procurement shared service, a partnership arrangement between Stockport, Trafford and Rochdale. This will provide the Council with much needed capacity and expertise in an area that previously had limited resources. The STAR Business Plan and STAR Procurement Strategy set out five objectives that help to deliver a successful procurement service. These objectives are commercial, communities, collaboration, compliance and champions. Further detail can be found at www.star-procurement.gov.uk

10 Links to Partners

- 10.1. Tameside Council works with a wide range of partners to deliver the vision and priorities set out in the Council's Corporate Plan. Some of the ways we work together are listed below, along with links to the relevant web pages:

- Tameside and Glossop Clinical Commissioning Group (CCG) <https://www.tamesideandglossopccg.org/>
- Greater Manchester Combined Authority <https://www.greatermanchester-ca.gov.uk/>
- Tameside Integrated Care Organisation (Care Together) - <http://www.caretogether.org.uk/>
- Tameside Health and Wellbeing Board - <http://www.tameside.gov.uk/healthwellbeingboard>
- Tameside Safeguarding Children's Board - <https://www.tamesidesafeguardingchildren.org.uk/>
- Tameside Adult Safeguarding Partnership Board - <http://www.tameside.gov.uk/AdultServices/Tameside-Adults-Safeguarding-Partnership-Board>

10.2. Other partners that the Council works with include; Job Centre Plus, Stockport Foundation Trust, Pennine Care, Tameside College, New Charter Housing, to name but a few.

11 Investments and Liabilities

11.1. The Council's capital programme and balance sheet consists of investments made by the Council to support strategic aims. A key part of the capital process is monitoring and reviewing such investments once they are made. Traditionally, the Council has focused the Capital Programme on the delivery of capital schemes; however, with the increasing national focus on broader investment activities undertaken by local authorities, the Capital Strategy has been expanded in order to take a wider overview of other relevant investments and liabilities.

11.2. As at 31 March 2020, the Council had the following long term investments on its balance sheet:

	£000
Investment Properties	38,133
Long Term Debtors	29,029
Long Term Investments	70,521
Total	137,683

11.3. The long term debtors figure includes loan stock held by the Council in Inspiredspaces Tameside (Holdings 1) Ltd (£1.7m), loan stock held in Inspiredspaces Tameside (Holdings 2) Ltd (£3.1m), the Council's share of loan debt to Manchester Airport (£21.0m), and loans to Active Tameside (£3.1m) along with some other minor amounts.

11.4. The long term investments held by the Council include investments in Manchester Airport Group (£30.2m) and Inspiredspaces (£10.1m) along with £28m of fixed term treasury management investments. These long term investments are valued on an annual basis.

11.5. The Council has an investment property portfolio of around 220 assets. These are revalued annually. The largest of these assets are Manchester Airport Land (£10.0m), Ashton Market Hall (£1.3m) and St Peter's Car Park (£2.2m).

12 Treasury Management

- 12.1. Treasury Management is a key component of the Council's capital planning, largely as the Council has the ability to borrow in order to finance capital projects. A separate Treasury Management Strategy is produced annually, but what follows are some of the key issues.
- 12.2. At 31 March 2020 the Council had £143m of investments which need to be safeguarded, and £141m of long term debt, which has been accrued over the years to help to fund the Council's capital investment programmes. The Council is also the lead authority responsible for the administration of the debt of the former Greater Manchester County Council on behalf of all ten Greater Manchester Metropolitan Authorities. As at 31 March 2020, this represented a further £40m of debt. The significant size of these amounts requires careful management to ensure that the Council meets its balanced budget requirement under the Local Government Finance Act 1992.
- 12.3. The Council's treasury activities are strictly regulated by statutory requirements and a professional code of practice (the CIPFA Code of Practice on Treasury Management – revised 2017) and the Prudential Code. The Council has adopted the CIPFA Code of Practice on Treasury Management. Part of this code is for the Council to set out Treasury Management Practices (TMPs). These are in place and are being adhered to.
- 12.4. The key objectives of the Prudential Code are to ensure, within a clear framework, that the capital plans of local authorities are affordable, prudent and sustainable and to ensure that treasury management decisions are taken in accordance with good professional practice and in a manner that supports these objectives.
- 12.5. The Council's long term borrowing requirement in any year depends on the following factors:-
- (a) Existing loans which are due to mature during the year. These will include external loans, and any reduction of internal resources that are temporarily being used to finance capital expenditure.
 - (b) The amount of capital expenditure that the Council has determined should be financed by borrowing. Under the Prudential Code on Borrowing the Council may determine its own levels of borrowing and is set by the Council as part of the main budget process. The Council is able to borrow in advance of its requirements, when it is considered beneficial to do so.
 - (c) The amount of outstanding debt required to be repaid during the year, including the "Minimum Revenue Provision" (MRP) and additional voluntary MRP to repay prudential borrowing.
- 12.6. The primary objectives of the Council's investment strategy are safeguarding the repayment of the principal and interest of its investments on time, ensuring adequate liquidity, with the investment rate of return being the final consideration. The current investment climate continues to have one over-riding risk, counterparty risk.
- 12.7. As a result of these underlying concerns officers are implementing a risk averse operational investment strategy. This is adhered to using the following benchmarks:
- Security** - The Council's maximum security risk benchmark for the current portfolio, when compared to these historic default tables, is:

- 0.03% historic risk of default when compared to the whole portfolio.

Liquidity – In respect of this area the Council seeks to maintain:

- Bank overdraft - £1.60m
- Liquid short term deposits of at least £5m available with a week’s notice.

Yield - Local measures of yield benchmark is:

- Investments – Internal returns above the 7 day LIBID rate
- And in addition that the security benchmark of counterparty default for each individual year is:

	1 year	2 years	3 years	4 years	5 years
Maximum	0.05%	0.14%	0.26%	0.40%	0.56%

Note: This benchmark is an average risk of default measure, and would not constitute an expectation of loss against a particular investment.

12.8. Normally when the Council has surplus cash, this is invested to try to ensure that interest earned is optimised with minimal risk of capital loss. Higher interest rates are earned by investing any large amounts on the London money markets, rather than by leaving such sums with the Council's own bank. The Investment Strategy sets out the type of institutions with which the Council may deposit funds for this purpose. The list has been compiled to reflect the creditworthiness of these banks and building societies, rather than the rates of interest payable, as the safety of the asset is the most important consideration. Nonetheless, the interest received from these institutions is competitive.

13 Risk

13.1. The Council faces a broad range of risks. Examples include:

- Financial risk – related to the Council’s investments
- Credit and Counterparty risk – related to investments and loans
- Interest rate risk – the risk that interest rates move in a manner that is adverse to the Council’s investments or borrowings.
- Reputational risk – that any adverse outcomes could affect the Council’s reputation and public perception
- Environmental risks – due to the Council’s investments or capital projects
- Governance risks – ensuring that appropriate decision making procedures are adhered to

13.2. The Council has a low risk appetite, so as to safeguard taxpayer funds, and this is reflected in the Treasury Management Strategy and outlined above.

14 Skills and Knowledge

14.1. The Financial Management team responsible for Treasury Management and Capital contains several professionally qualified accountants with extensive relevant experience. The team regularly attend a variety of training courses in order to keep up

to date with the latest developments. The Council also have a contract with Link Asset Services, who provide up to date specialist advice and technical services.

- 14.2. Capital investment proposals, the quarterly capital monitoring reports, and capital update papers, and their associated minutes, are submitted to a number of meetings including SLT, Executive Board and Cabinet, and SPCMP. In addition to these groups there is also a Capital Officers Group, including members from senior management and financial management, which meet regularly in order to support the effective prioritisation, management and monitoring of the Capital Programme.
- 14.3. In January 2018 a new treasury management directive, Markets in Financial Instruments Directive II (MiFID II) came into force. This required the Council to pass a number of qualitative and quantitative tests in order to maintain its status as a “professional” investor. Part of this involved demonstrating that the treasury management team had sufficient skills and experience to be classified in this fashion. Tameside successfully opted up to professional status with all counterparties that required it.

15 Summary

- 15.1. The Council in conjunction with its partners has identified a clear set of priorities. The Capital Strategy gives clear guidance as to where capital resources should be directed in achievement of those priorities over the length of the current capital programme and over the longer term.
- 15.2. The Strategy also demonstrates that the Council does and will continue to work closely with a variety of partners to obtain quality projects and maximise potential resources in the achievement of its aims. The Council also encourages the continued exploration of securing external funding, the examination of different forms of procurement and maintaining current levels of innovation.
- 15.3. The Council has a good framework in place to achieve its strategy and will strive to achieve continual improvement on a number of its processes as set out in its main objectives in and this will be monitored and reviewed by the Strategic Planning and Capital Monitoring Panel.
- 15.4. The Capital Strategy will be reviewed on an ongoing basis and revised annually.

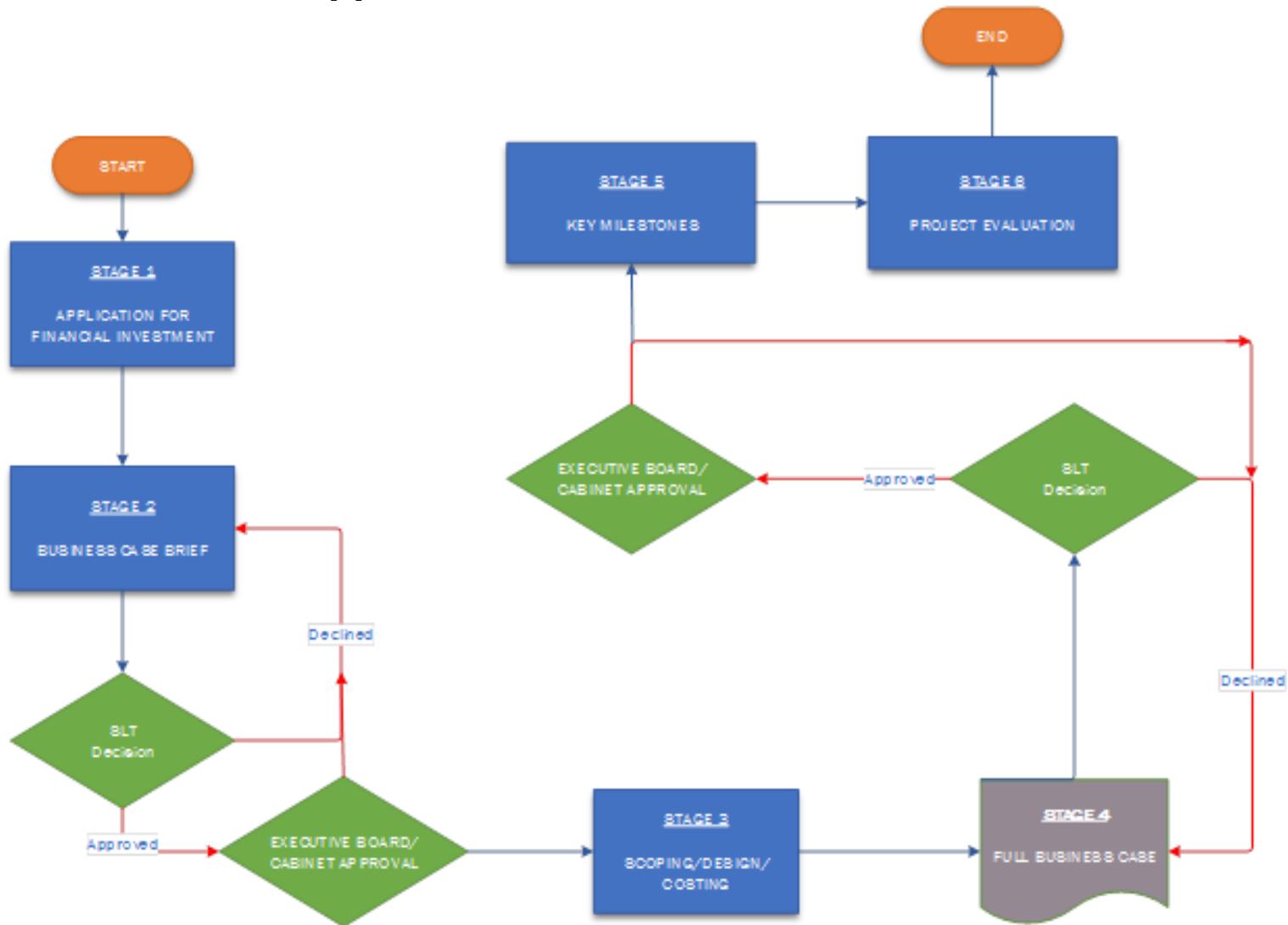
16 Recommendations

- 16.1. The Capital Strategy is approved and is reviewed and revised annually.

TOTAL CAPITAL PROGRAMME 2020/21 – 2022/23

Total Approved and Earmarked Capital Programme						
	2020/21 Projected Outturn £000	2020/21 Budget (Approved) £000	2020/21 Budget (Earmarked) £000	2021/22 Budget (Approved) £000	2022/23 Budget (Approved) £000	Total Budget £000
Growth						
Development And Investment	6,427	7,132	9,630	10,893	606	28,261
Corporate Landlord Estates	341	369	7,057	137	-	7,563
	45	45	1,400	69	-	1,514
Operations and Neighbourhoods						
Engineering Services	8,545	8,789	12,250	10,447	-	31,486
Vision Tameside	158	158	-	-	-	158
Environmental Services	2,589	2,661	700	1,633	-	4,994
Transport	2,509	2,481	-	165	-	2,646
Stronger Communities	16	16	200	-	-	216
Children's						
Education	11,089	12,125	-	4,972	-	17,097
Childrens	192	193	387	370	-	950
Finance & IT						
Finance	13,417	13,430	500	-	-	13,930
Digital Tameside	3,282	3,282	-	-	-	3,282
Population Health						
Active Tameside	3,436	3,361	-	500	-	3,861
Adults						
Adults	2348	2,781	12,700	871	-	16,352
Total	54,394	56,823	44,824	30,057	606	132,310

Business Case Approval Process



Indicative Five Year Plan

Service Area	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	Total £000
Vision Tameside	-	-	-	-	-	-
Investment & Development Estates	10,815	16,050	11,500	9,000	5,000	52,365
Total Growth	10,815	16,050	11,500	9,000	5,000	52,365
Engineering Services	400	3,150	3,050	3,550	-	10,150
Environmental Services	200	850	300	250	200	1,800
Transport	2,750	1,150	-	170	101	4,171
Corporate Landlord	-	-	-	-	-	-
Stronger Communities	150	55	-	-	-	205
Total Operations and Neighbourhoods	3,500	5,205	3,350	3,970	301	16,325
Education	5,053	211	-	-	-	5,264
Children	-	-	-	-	-	-
Total Children's	5,053	211	-	-	-	5,264
Finance	-	-	-	-	-	-
Digital Tameside	270	340	485	340	785	2,220
Total Finance & IT	270	340	485	340	785	2,220
Active Tameside	-	-	-	-	-	-
Total Population Health	-	-	-	-	-	-
Community Health - Estate	-	10,000	25,000	2,500	2,500	40,000
Total Adults	-	10,000	25,000	2,500	2,500	40,000
Exchequer	-	-	-	-	-	-
Total Governance	-	-	-	-	-	-
Total	19,638	31,806	40,335	15,810	8,585	116,174

This plan is indicative about the capital requirements of the Council, there is currently no funding allocated to the delivery of this spend

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APPENDIX 22 - FEES AND CHARGES SCHEDULE 2021/22

Description of Fee	Statutory or Non-Statutory	2020/21 Proposed Charge (Excl VAT) £	Subject to VAT	VAT £	2020/21 Total (inc VAT) £	2021/22 Proposed Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2021/22 Total (inc VAT) £	Basis of 21/22 Increase	2021/22 % Changes	2021/22 £ Changes
OPERATIONS AND NEIGHBOURHOODS												
Libraries												
INTERNET – Library members for first hour	Non-Statutory	0.00	N	0.00	0.00	0.00	N	0.00	0.00	Market benchmarking		0.00
INTERNET – Library members per half hour thereafter	Non-Statutory	0.63	Y	0.13	0.76	0.67	Y	0.13	0.80	Market benchmarking	6.3%	0.05
INTERNET – Non members per half hour	Non-Statutory	1.29	Y	0.26	1.55	1.38	Y	0.28	1.65	Market benchmarking	6.5%	0.10
NON-INTERNET USE OF PCs	Non-Statutory	0.00	N	0.00	0.00	0.00	N	0.00	0.00	Market benchmarking		0.00
COMPACT DISCS - for 3 weeks	Non-Statutory	1.50	N	0.00	1.50	1.50	N	0.00	1.50	Market benchmarking	0.0%	0.00
TALKING BOOKS - for 3 weeks	Non-Statutory	0.00	N	0.00	0.00	1.50	N	0.00	1.50	Market benchmarking		1.50
LANGUAGE COURSES - for 3 weeks	Non-Statutory	0.00	N	0.00	0.00	1.50	N	0.00	1.50	Market benchmarking		1.50
RESERVATIONS (IN STOCK)	Non-Statutory	0.00	N	0.00	0.00	0.00	N	0.00	0.00	Market benchmarking		0.00
ITEMS BORROWED FROM OUTSIDE TAMESIDE - per Item	Non-Statutory	5.00	N	0.00	5.00	5.50	N	0.00	5.50	Market benchmarking	10.0%	0.50
OVERDUE CHARGES - Books per day	Non-Statutory	0.20	N	0.00	0.20	0.20	N	0.00	0.20	Market benchmarking	0.0%	0.00
OVERDUE CHARGES - Books per day for concessions	Non-Statutory	0.10	N	0.00	0.10	0.10	N	0.00	0.10	Market benchmarking	0.0%	0.00
OVERDUE CHARGES - Sound Recordings per day	Non-Statutory	0.20	N	0.00	0.20	0.20	N	0.00	0.20	Market benchmarking	0.0%	0.00
OVERDUE CHARGES - Sound Recordings per day for concessions	Non-Statutory	0.10	N	0.00	0.10	0.10	N	0.00	0.10	Market benchmarking	0.0%	0.00
ADMINISTRATION CHARGE – very overdue books - Adults	Non-Statutory	20.00	N	0.00	20.00	20.00	N	0.00	20.00	Market benchmarking	0.0%	0.00
ADMINISTRATION CHARGE – very overdue books - Children	Non-Statutory	10.00	N	0.00	10.00	10.00	N	0.00	10.00	Market benchmarking	0.0%	0.00
LOST KEY CARDS – replacement - Adults	Non-Statutory	1.67	Y	0.33	2.00	1.75	Y	0.35	2.10	Market benchmarking	4.8%	0.10
LOST KEY CARDS – replacement - Children	Non-Statutory	0.83	Y	0.17	1.00	0.88	Y	0.18	1.05	Market benchmarking	5.4%	0.05
FAX - to send first sheet	Non-Statutory	1.42	Y	0.28	1.70	1.46	Y	0.29	1.75	Market benchmarking	2.8%	0.05
FAX - to send subsequent sheets	Non-Statutory	0.50	Y	0.10	0.60	0.58	Y	0.12	0.70	Market benchmarking	16.0%	0.10
FAX – to receive per sheet	Non-Statutory	0.42	Y	0.08	0.50	0.50	Y	0.10	0.60	Market benchmarking	19.0%	0.10
PHOTOCOPYING - per A4 sheet black and white	Non-Statutory	0.08	Y	0.02	0.10	0.08	Y	0.02	0.10	Cost recovery	0.0%	0.00
PHOTOCOPYING - per A4 sheet colour	Non-Statutory	0.50	Y	0.10	0.60	0.50	Y	0.10	0.60	Cost recovery	0.0%	0.00
PHOTOCOPYING - per A3 sheet black and white	Non-Statutory	0.17	Y	0.03	0.20	0.17	Y	0.03	0.20	Cost recovery	0.0%	0.00
PHOTOCOPYING - per A3 sheet colour	Non-Statutory	1.00	Y	0.20	1.20	1.00	Y	0.20	1.20	Cost recovery	0.0%	0.00
PRINTING FROM THE COMPUTER - Black and White per A4 sheet	Non-Statutory	0.08	Y	0.02	0.10	0.08	Y	0.02	0.10	Market benchmarking	0.0%	0.00
PRINTING FROM THE COMPUTER - Colour per A4 sheet	Non-Statutory	0.50	Y	0.10	0.60	0.50	Y	0.10	0.60	Market benchmarking	0.0%	0.00
3D PRINTING - Per metre of filament used	Non-Statutory	0.83	Y	0.17	1.00	0.83	Y	0.17	1.00	Market benchmarking	0.0%	0.00
3D PRINTING - per hour of printing time	Non-Statutory	0.42	Y	0.08	0.50	0.42	Y	0.08	0.50	Market benchmarking	0.0%	0.00

Description of Fee	Statutory or Non-Statutory	2020/21 Proposed Charge (Excl VAT) £	Subject to VAT	VAT £	2020/21 Total (inc VAT) £	2021/22 Proposed Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2021/22 Total (inc VAT) £	Basis of 21/22 Increase	2021/22 % Changes	2021/22 £ Changes
Museums												
Education Workshop TMBC - per 1.5hr session	Non-Statutory	72.00	N	0.00	72.00	72.00	N	0.00	72.00	Market benchmarking	0.0%	0.00
Education Workshop TMBC - per full day	Non-Statutory	144.00	N	0.00	144.00	144.00	N	0.00	144.00	Market benchmarking	0.0%	0.00
Education Workshop (not TMBC) - per 1.5hr session	Non-Statutory	82.00	N	0.00	82.00	82.00	N	0.00	82.00	Market benchmarking	0.0%	0.00
Education Workshop (not TMBC) - per 2 sessions	Non-Statutory	164.00	N	0.00	164.00	164.00	N	0.00	164.00	Market benchmarking	0.0%	0.00
Loan Box Hire - Schools - per week	Non-Statutory	35.00	N	0.00	35.00	35.00	N	0.00	35.00	Market benchmarking	0.0%	0.00
Loan Box Hire Community Groups - per day	Non-Statutory	5.50	N	0.00	5.50	5.50	N	0.00	5.50	Market benchmarking	0.0%	0.00
Art Sale Commission - per art work	Non-Statutory	0.00	Y	0.00	0.00	0.25	Y	0.05	0.30	Market benchmarking		0.30
Adult study day - per day	Non-Statutory	36.00	N	0.00	36.00	36.00	N	0.00	36.00	Market benchmarking	0.0%	0.00
Adult study day - per day for concessions	Non-Statutory	31.00	N	0.00	31.00	31.00	N	0.00	31.00	Market benchmarking	0.0%	0.00
Outreach - per half day	Non-Statutory	160.00	N	0.00	160.00	160.00	N	0.00	160.00	Market benchmarking	0.0%	0.00
Outreach - per full day	Non-Statutory	320.00	N	0.00	320.00	320.00	N	0.00	320.00	Market benchmarking	0.0%	0.00
Teacher Inset Training Days - per training day per person (TBC)	Non-Statutory	55.00	N	0.00	55.00	55.00	N	0.00	55.00	Market benchmarking	0.0%	0.00
Reminiscence Sessions 1.5 hour session in TMBC	Non-Statutory	67.00	N	0.00	67.00	67.00	N	0.00	67.00	Market benchmarking	0.0%	0.00
Reminiscence Sessions 1.5 hour session not in TMBC	Non-Statutory	77.00	N	0.00	77.00	77.00	N	0.00	77.00	Market benchmarking	0.0%	0.00
Craft Activities (drop in) - per child	Non-Statutory	1.20	N	0.00	1.20	1.20	N	0.00	1.20	Market benchmarking	0.0%	0.00
Portland Basin Museum Christmas event	Non-Statutory	5.00	N	0.00	5.00	5.00	N	0.00	5.00	Market benchmarking	0.0%	0.00
Zoom workshop (30 minute session) with loan box	Non-Statutory					100.00	N	0.00	100.00	Cost recovery		100.00
Zoom workshop - 30 minute session	Non-Statutory					70.00	N	0.00	70.00	Cost recovery		70.00
Events												
LITTLE HANDS EVENT	Non-Statutory	2.20	N	0.00	2.20	2.20	N	0.00	2.20	Market benchmarking	0.0%	0.00
SCHOOL OUTDOOR ACTIVITY SESSIONS CLASS 30 - FULL DAY	Non-Statutory	185.00	N	0.00	185.00	185.00	N	0.00	185.00	Market benchmarking	0.0%	0.00
SCHOOL OUTDOOR ACTIVITY SESSIONS CLASS 60 - FULL DAY	Non-Statutory	370.00	N	0.00	370.00	370.00	N	0.00	370.00	Market benchmarking	0.0%	0.00
SCHOOL OUTDOOR ACTIVITY SESSIONS CLASS FULL DAY 30 NOT TMBC	Non-Statutory	205.00	N	0.00	205.00	205.00	N	0.00	205.00	Market benchmarking	0.0%	0.00
SCHOOL OUTDOOR ACTIVITY SESSIONS CLASS 60 FULL DAY NOT TMBC	Non-Statutory	410.00	N	0.00	410.00	410.00	N	0.00	410.00	Market benchmarking	0.0%	0.00
ARTS AWARD DISCOVER PER LOG	Non-Statutory	4.20	N	0.00	4.20	4.20	N	0.00	4.20	Market benchmarking	0.0%	0.00
ARTS AWARD EXPLORE PER LOG	Non-Statutory	9.00	N	0.00	9.00	9.00	N	0.00	9.00	Market benchmarking	0.0%	0.00
Local Studies												
Photocopying - Black and White per A4 sheet	Non-Statutory	0.08	Y	0.02	0.10	0.08	Y	0.02	0.10	Market benchmarking	0.0%	0.00
Photocopying - Black and White per A3 sheet	Non-Statutory	0.17	Y	0.03	0.20	0.17	Y	0.03	0.20	Market benchmarking	0.0%	0.00
Computer Print Out - Black and White per A4 sheet	Non-Statutory	0.08	Y	0.02	0.10	0.08	Y	0.02	0.10	Market benchmarking	0.0%	0.00
Computer Print Out Colour - Colour per A3 sheet	Non-Statutory	0.42	Y	0.08	0.50	0.42	Y	0.08	0.50	Market benchmarking	0.0%	0.00
Copies Microfilm or Microfiche - per A4 sheet	Non-Statutory	0.58	Y	0.12	0.70	0.58	Y	0.12	0.70	Market benchmarking	0.0%	0.00
Enquiry basic Look Up inc 2 x A4 copies	Non-Statutory	4.17	Y	0.83	5.00	4.17	Y	0.83	5.00	Market benchmarking	0.0%	0.00
Image Archive - per digital copy	Non-Statutory	1.67	Y	0.33	2.00	1.67	Y	0.33	2.00	Market benchmarking	0.0%	0.00
Manchester Regiment Image Archive - per printed photo	Non-Statutory	8.33	Y	1.67	10.00	8.33	Y	1.67	10.00	Market benchmarking	0.0%	0.00

Description of Fee	Statutory or Non-Statutory	2020/21 Proposed Charge (Excl VAT) £	Subject to VAT	VAT £	2020/21 Total (inc VAT) £	2021/22 Proposed Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2021/22 Total (inc VAT) £	Basis of 21/22 Increase	2021/22 % Changes	2021/22 £ Changes
Customer Contact												
Disabled Parking Blue Badges		10.00	N	0.00	10.00	10.00	N	0.00	10.00	Statutory	0.0%	0.00
Operations & Greenspace												
Land Train	Non-Statutory	2,500.00	N	0.00	2,500.00	3,025.00	N	0.00	3,025.00	Market benchmarking	21.0%	525.00
Bouncy Castle and Inflatables	Non-Statutory	2,000.00	N	0.00	2,000.00	3,630.00	N	0.00	3,630.00	Market benchmarking	81.5%	1,630.00
Boating Lake	Non-Statutory	2,500.00	N	0.00	2,500.00	2,500.00	N	0.00	2,500.00	Market benchmarking	0.0%	0.00
Ice cream concession	Non-Statutory	15,000.00	N	0.00	15,000.00	21,500.00	N	0.00	21,500.00	Market benchmarking	43.3%	6,500.00
Fairgrounds	Non-Statutory	Variable	N	0.00		Variable	N	0.00		Market benchmarking		
Grazing rights	Non-Statutory	Variable	N	0.00		Variable	N	0.00		Market benchmarking		
Football pitch hire - Senior Grade A pitch per season	Non-Statutory	519.14	N	0.00	519.14	532.12	N	0.00	532.12	2.5% Inflationary	2.5%	12.98
Football pitch hire - Junior Grade A pitch per season	Non-Statutory	299.55	N	0.00	299.55	307.04	N	0.00	307.04	2.5% Inflationary	2.5%	7.49
Bowling Green hire for matches per season	Non-Statutory	34.85	N	0.00	34.85	35.72	N	0.00	35.72	2.5% Inflationary	2.5%	0.87
Allotments	Non-Statutory	112.91	N	0.00	112.91	115.73	N	0.00	115.73	2.5% Inflationary	2.5%	2.82
Arboricultural Services	Non-Statutory	Variable	N	0.00		Variable	N	0.00		Market benchmarking		
Grounds Maintenance Services	Non-Statutory	Variable	N	0.00		Variable	N	0.00		Market benchmarking		
Street Cleansing on private land	Non-Statutory	Variable	N	0.00		Variable	N	0.00		Market benchmarking		
Waste Services												
Commercial Waste Collections								0.00	0.00			0.00
1100 litre bin	Non-Statutory	862.48	N	0.00	862.48	914.23	N	0.00	914.23	Cost recovery	6.0%	51.75
770 litre bin	Non-Statutory	748.25	N	0.00	748.25	793.15	N	0.00	793.15	Cost recovery	6.0%	44.90
660 litre bin	Non-Statutory	659.14	N	0.00	659.14	698.69	N	0.00	698.69	Cost recovery	6.0%	39.55
500 litre bin	Non-Statutory	621.45	N	0.00	621.45	658.74	N	0.00	658.74	Cost recovery	6.0%	37.29
240 litre bin	Non-Statutory	333.58	N	0.00	333.58	353.59	N	0.00	353.59	Cost recovery	6.0%	20.01
Bag (50 Sacks)	Non-Statutory	N/A	N	0.00			N	0.00	0.00			
1/2 hour waste removal	Non-Statutory	125.50	N	0.00	125.50	128.64	N	0.00	128.64	2.5% Inflationary	2.5%	3.14
1 hour waste removal	Non-Statutory	251.00	N	0.00	251.00	257.28	N	0.00	257.28	2.5% Inflationary	2.5%	6.27
Bulky Collection 5 items	Non-Statutory	31.50	N	0.00	31.50	32.29	N	0.00	32.29	2.5% Inflationary	2.5%	0.79
Replacement Bin	Non-Statutory	25.00	N	0.00	25.00	25.63	N	0.00	25.63	2.5% Inflationary	2.5%	0.62

Description of Fee	Statutory or Non-Statutory	2020/21 Proposed Charge (Excl VAT) £	Subject to VAT	VAT £	2020/21 Total (inc VAT) £	2021/22 Proposed Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2021/22 Total (inc VAT) £	Basis of 21/22 Increase	2021/22 % Changes	2021/22 £ Changes
Bereavement												
Exclusive Right of Burial (Resident)	Non-Statutory	950.00	N	0.00	950.00	975.00	N	0.00	975.00	Market benchmarking	2.6%	25.00
Exclusive Right of Burial (Non-Resident)	Non-Statutory	1,610.00	N	0.00	1,610.00	1,635.00	N	0.00	1,635.00	Market benchmarking	1.6%	25.00
Interment Fee (Resident) (18 & over)	Non-Statutory	925.00	N	0.00	925.00	925.00	N	0.00	925.00	Market benchmarking	0.0%	0.00
Interment Fee (Non-Resident) (18 & over)	Non-Statutory	1,750.00	N	0.00	1,750.00	1,775.00	N	0.00	1,775.00	Market benchmarking	1.4%	25.00
Interment Fee (Aged 17 yrs & under)	Non-Statutory	0.00	N	0.00	0.00	0.00	N	0.00	0.00	Market benchmarking		0.00
Widening of Grave	Non-Statutory	143.00	N	0.00	143.00	145.00	N	0.00	145.00	Market benchmarking	1.4%	2.00
Use of Chapel	Non-Statutory	125.00	N	0.00	125.00	125.00	N	0.00	125.00	Market benchmarking	0.0%	0.00
Interment of Cremated remains (Resident)	Non-Statutory	210.00	N	0.00	210.00	215.00	N	0.00	215.00	Market benchmarking	2.4%	5.00
Interment of Cremated remains (Non-Resident)	Non-Statutory	400.00	N	0.00	400.00	405.00	N	0.00	405.00	Market benchmarking	1.3%	5.00
Burial/Cremation of body parts or blocks & slides	Non-Statutory	75.00	N	0.00	75.00	75.00	N	0.00	75.00	Market benchmarking	0.0%	0.00
Double Chamber Vault	Non-Statutory	3,430.00	N	0.00	3,430.00	3,500.00	N	0.00	3,500.00	Market benchmarking	2.0%	70.00
Bricking of semi-vaults	Non-Statutory	600.00	N	0.00	600.00	600.00	N	0.00	600.00	Market benchmarking	0.0%	0.00
Timbering of graves	Non-Statutory	450.00	N	0.00	450.00	460.00	N	0.00	460.00	Market benchmarking	2.2%	10.00
Muslim Burial Chamber - New Facility	Non-Statutory	750.00	N	0.00	750.00	750.00	N	0.00	750.00	Market benchmarking	0.0%	0.00
Temporary Grave Marker for New Graves	Non-Statutory	88.00	N	0.00	88.00	90.00	N	0.00	90.00	Market benchmarking	2.3%	2.00
Right to erect a Headstone	Non-Statutory	170.00	N	0.00	170.00	175.00	N	0.00	175.00	Market benchmarking	2.9%	5.00
Inscription Fee (on headstone or kerbs)	Non-Statutory	55.00	N	0.00	55.00	55.00	N	0.00	55.00	Market benchmarking	0.0%	0.00
Foundation fee for Headstone	Non-Statutory	170.00	N	0.00	170.00	175.00	N	0.00	175.00	Market benchmarking	2.9%	5.00
Removal of kerbs for purpose of burial	Non-Statutory	85.00	N	0.00	85.00	85.00	N	0.00	85.00	Market benchmarking	0.0%	0.00
Right to retrofit kerbs to headstone	Non-Statutory	55.00	N	0.00	55.00	55.00	N	0.00	55.00	Market benchmarking	0.0%	0.00
Removal of Unauthorised railings/edgings etc for purpose of burial	Non-Statutory	85.00	N	0.00	85.00	85.00	N	0.00	85.00	Market benchmarking	0.0%	0.00
Right to place a vase	Non-Statutory	20.00	N	0.00	20.00	20.00	N	0.00	20.00	Market benchmarking	0.0%	0.00
Searching register per grave	Non-Statutory	25.00	N	0.00	25.00	25.00	N	0.00	25.00	Market benchmarking	0.0%	0.00
Wooden Casket for cremated remains	Non-Statutory	75.00	N	0.00	75.00	75.00	N	0.00	75.00	Market benchmarking	0.0%	0.00
Use of Organ	Non-Statutory	26.00	N	0.00	26.00	26.00	N	0.00	26.00	Market benchmarking	0.0%	0.00
Duplicate Grave Deed or Cremation Certificate	Non-Statutory	25.00	N	0.00	25.00	25.00	N	0.00	25.00	Market benchmarking	0.0%	0.00
Transfer of Ownership	Non-Statutory	80.00	N	0.00	80.00	80.00	N	0.00	80.00	Market benchmarking	0.0%	0.00
Selection of Grave	Non-Statutory	50.00	N	0.00	50.00	50.00	N	0.00	50.00	Market benchmarking	0.0%	0.00
Statutory Declaration of Ownership	Non-Statutory	80.00	N	0.00	80.00	80.00	N	0.00	80.00	Market benchmarking	0.0%	0.00
Weekend/Bank Holiday on cost (Out of Hours Interments)	Non-Statutory	500.00	N	0.00	500.00	510.00	N	0.00	510.00	Market benchmarking	2.0%	10.00
Renewal of plaques for 10 yr period	Non-Statutory	100.00	N	0.00	100.00	100.00	N	0.00	100.00	Market benchmarking	0.0%	0.00
Transfer plaque fee	Non-Statutory	35.00	N	0.00	35.00	35.00	N	0.00	35.00	Market benchmarking	0.0%	0.00
Cremation fee (18 yrs & over) inc Cremation, Med Ref Fee & Env Fee	Non-Statutory	745.00	N	0.00	745.00	760.00	N	0.00	760.00	Market benchmarking	2.0%	15.00
Additional fee for Out of district Cremation	Non-Statutory	45.00	N	0.00	45.00	45.00	N	0.00	45.00	Market benchmarking	0.0%	0.00
Cremation Fee (Municipal) inc Cremation, Med Ref Fee & Env Fee	Non-Statutory	710.00	N	0.00	710.00	725.00	N	0.00	725.00	Market benchmarking	2.1%	15.00
Special time (Additional Fee) 12 Noon 12.30, 13.00, 16.00	Non-Statutory	40.00	N	0.00	40.00	40.00	Y	8.00	48.00	Market benchmarking	20.0%	8.00
Webcast of service	Non-Statutory	50.00	Y	10.00	60.00	50.00	Y	10.00	60.00	Market benchmarking	0.0%	0.00
USB stick recording of service	Non-Statutory	37.50	Y	7.50	45.00	37.50	Y	7.50	45.00	Market benchmarking	0.0%	0.00
Book of Remembrance Entry or card 2 Line entry	Non-Statutory	141.67	Y	28.33	170.00	141.67	Y	28.33	170.00	Market benchmarking	0.0%	0.00
Book of Remembrance Entry or card 5 line entry	Non-Statutory	170.83	Y	34.17	205.00	170.83	Y	34.17	205.00	Market benchmarking	0.0%	0.00
Book of Remembrance Entry or card 8 line entry	Non-Statutory	208.33	Y	41.67	250.00	208.33	Y	41.67	250.00	Market benchmarking	0.0%	0.00
Book of Remembrance Entry or card 5 line entry with emblem or crest	Non-Statutory	254.17	Y	50.83	305.00	254.17	Y	50.83	305.00	Market benchmarking	0.0%	0.00
Book of Remembrance Entry or card 8 line entry with emblem or crest	Non-Statutory	279.17	Y	55.83	335.00	279.17	Y	55.83	335.00	Market benchmarking	0.0%	0.00
Perspex memorial plaque for 10 years	Non-Statutory	325.00	Y	65.00	390.00	325.00	Y	65.00	390.00	Market benchmarking	0.0%	0.00
Boutonnaire Plaques for 10 years	Non-Statutory	391.67	Y	78.33	470.00	400.00	Y	80.00	480.00	Market benchmarking	2.1%	10.00
Granite Vase & Plaque for 10 years	Non-Statutory	433.33	Y	86.67	520.00	441.67	Y	88.33	530.00	Market benchmarking	1.9%	10.00
Stone look commemorative plaques for 10 years	Non-Statutory	333.33	Y	66.67	400.00	341.67	Y	68.33	410.00	Market benchmarking	2.5%	10.00
Motif Black outline - Additional Fee	Non-Statutory	45.83	Y	9.17	55.00	45.83	Y	9.17	55.00	Market benchmarking	0.0%	0.00
Motif Coloured - Additional Fee	Non-Statutory	54.17	Y	10.83	65.00	54.17	Y	10.83	65.00	Market benchmarking	0.0%	0.00
Photograph	Non-Statutory	87.50	Y	17.50	105.00	87.50	Y	17.50	105.00	Market benchmarking	0.0%	0.00
Baby Memorial - Natural Stone	Non-Statutory	204.17	Y	40.83	245.00	208.33	Y	63.33	271.66	Market benchmarking	10.9%	26.66
Baby Memorial - Black Granite	Non-Statutory	204.17	Y	40.83	245.00	316.67	Y	63.33	380.00	Market benchmarking	55.1%	135.00
Motif on Baby memorial - Additional Fee	Non-Statutory	79.17	Y	15.83	95.00	79.17	Y	15.83	95.00	Market benchmarking	0.0%	0.00
Additional letters to be inscribed over 70 (per letter)	Non-Statutory	1.67	Y	0.33	2.00	1.67	Y	0.33	2.00	Market benchmarking	0.0%	0.00

Description of Fee	Statutory or Non-Statutory	2020/21 Proposed Charge (Excl VAT) £	Subject to VAT	VAT £	2020/21 Total (inc VAT) £	2021/22 Proposed Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2021/22 Total (inc VAT) £	Basis of 21/22 Increase	2021/22 % Changes	2021/22 £ Changes
Brass Plaques for 10 years	Non-Statutory	162.50	Y	32.50	195.00	166.67	Y	33.33	200.00	Market benchmarking	2.6%	5.00
Scatter remains (at Cemeteries apart from Dukinfield & those cremated elsewhere)	Non-Statutory	50.00	Y	10.00	60.00	50.00	Y	10.00	60.00	Market benchmarking	0.0%	0.00
Scatter Cremated remains at Dukinfield (if family to witness)	Non-Statutory	25.00	Y	5.00	30.00	25.00	Y	5.00	30.00	Market benchmarking	0.0%	0.00
Stone Tablet for Garden of Rest	Non-Statutory	241.67	Y	48.33	290.00	250.00	Y	50.00	300.00	Market benchmarking	3.4%	10.00
Additional fee for Granite Tablet	Non-Statutory	41.67	Y	8.33	50.00	41.67	Y	8.33	50.00	Market benchmarking	0.0%	0.00
Memorial Bench (inc one plaque & fixing)	Non-Statutory	520.83	Y	104.17	625.00	533.33	Y	106.67	640.00	Market benchmarking	2.4%	15.00
Additional plaque on bench	Non-Statutory	258.33	Y	51.67	310.00	262.50	Y	52.50	315.00	Market benchmarking	1.6%	5.00
Columbarium at Dukinfield Crematorium (New Memorial Option)	Non-Statutory	541.67	Y	108.33	650.00	541.67	Y	108.33	650.00	Market benchmarking	0.0%	0.00
Columbarium (Additional replacing of remains & new inscription)	Non-Statutory	300.00	Y	60.00	360.00	300.00	Y	60.00	360.00	Market benchmarking	0.0%	0.00
Sanctum (New Memorial Option)	Non-Statutory	725.00	Y	145.00	870.00	725.00	Y	145.00	870.00	Market benchmarking	0.0%	0.00
Sanctum (Additional replacing of remains & new inscription)	Non-Statutory	383.33	Y	76.67	460.00	383.33	Y	76.67	460.00	Market benchmarking	0.0%	0.00
Sanctum (Renewal fee for 20 years)	Non-Statutory	170.83	Y	34.17	205.00	170.83	Y	34.17	205.00	Market benchmarking	0.0%	0.00
Visual tribute to music (Dukinfield Crematorium only) Photos only up to max 20 photos	Non-Statutory	41.67	Y	8.33	50.00	41.67	Y	8.33	50.00	Market benchmarking	0.0%	0.00
Visual tribute (1 still photo or order of service displayed throughout)	Non-Statutory	50.00	Y	10.00	60.00	50.00	Y	10.00	60.00	Market benchmarking	0.0%	0.00
Visual tribute (Video only upto 3 minutes)	Non-Statutory	20.83	Y	4.17	25.00	20.83	Y	4.17	25.00		0.0%	0.00
<u>Following fees To be paid by the Government's Children's Funeral Fund for</u>												
<u>England</u>												
Interment fee (under 18 in a family grave) Resident	Non-Statutory	925.00	N	58.00	983.00	950.00	N	0.00	950.00	Cost recovery	-3.4%	-33.00
Interment fee (under 18 in a family grave) Non Resident	Non-Statutory	1,750.00	N	58.00	1,808.00	1,775.00	N	0.00	1,775.00	Cost recovery	-1.8%	-33.00
Interment fee (in baby section) Resident	Non-Statutory	210.00	N	58.00	268.00	215.00	N	0.00	215.00	Cost recovery	-19.8%	-53.00
Interment fee (in baby section) Non Resident	Non-Statutory	400.00	N	58.00	458.00	405.00	N	0.00	405.00	Cost recovery	-11.6%	-53.00
Cremation fee (under 18)	Non-Statutory	745.00	N	58.00	803.00	760.00	N	0.00	760.00	Cost recovery	-5.4%	-43.00
Cremation (stillbirths)					210.00	215.00		0.00	215.00		2.4%	5.00

Description of Fee	Statutory or Non-Statutory	2020/21 Proposed Charge (Excl VAT) £	Subject to VAT	VAT £	2020/21 Total (inc VAT) £	2021/22 Proposed Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2021/22 Total (inc VAT) £	Basis of 21/22 Increase	2021/22 % Changes	2021/22 £ Changes
Pest Control												
Trap Hire (Squirrels) 28 day hire	Non-Statutory	70.83	Y	14.17	85.00	70.83	Y	14.17	85.00	Market benchmarking	0.0%	0.00
Wasps	Non-Statutory	41.67	Y	8.33	50.00	41.67	Y	8.33	50.00	Market benchmarking	0.0%	0.00
Bedbugs	Non-Statutory	116.67	Y	23.33	140.00	116.67	Y	23.33	140.00	Market benchmarking	0.0%	0.00
Cockroaches	Non-Statutory	116.67	Y	23.33	140.00	116.67	Y	23.33	140.00	Market benchmarking	0.0%	0.00
Rats , Mice, Fleas & stored product pests etc	Non-Statutory	70.83	Y	14.17	85.00	100.00	Y	20.00	120.00	Market benchmarking	41.2%	35.00
Subsequent visit to squirrel Trap	Non-Statutory	29.17	Y	5.83	35.00	29.17	Y	5.83	35.00	Market benchmarking	0.0%	0.00
Feral Pigeon Treatment (Internal) Daytime	Non-Statutory	70.83	Y	14.17	85.00	70.83	Y	14.17	85.00	Market benchmarking	0.0%	0.00
Feral Pigeon Treatment (Internal) Evening	Non-Statutory	133.33	Y	26.67	160.00	133.33	Y	26.67	160.00	Market benchmarking	0.0%	0.00
Treatment when keys are picked up - additional fee	Non-Statutory	29.17	Y	5.83	35.00	29.17	Y	5.83	35.00	Market benchmarking	0.0%	0.00
Investigate roof space noise	Non-Statutory	116.67	Y	23.33	140.00	116.67	Y	23.33	140.00	Market benchmarking	0.0%	0.00
Commercial - Rodent Control Treatments 3 visits	Non-Statutory	133.33	Y	26.67	160.00	133.33	Y	26.67	160.00	Market benchmarking	0.0%	0.00
Commercial - Rodent Control Contracts 8 visits per annum	Non-Statutory	216.67	Y	43.33	260.00	216.67	Y	43.33	260.00	Market benchmarking	0.0%	0.00
Commercial - Insect treatments	Non-Statutory	133.33	Y	26.67	160.00	133.33	Y	26.67	160.00	Market benchmarking	0.0%	0.00
Commercial Feral Pigeon Treatments Daytime	Non-Statutory	133.33	Y	26.67	160.00	133.33	Y	26.67	160.00	Market benchmarking	0.0%	0.00
Commercial Feral Pigeon Treatments Evening	Non-Statutory	216.67	Y	43.33	260.00	216.67	Y	43.33	260.00	Market benchmarking	0.0%	0.00
Markets												
Market Grounds - Stalls and associated space per day	Non-Statutory	£10 - £50	N	0.00	£10 - £50	£10 - £50	N	0.00	£10 - £50	Market benchmarking		
Concession Management Space – Market Grounds per week	Non-Statutory	£350-£500	N	0.00	£350-£500	£350-£500	N	0.00	£350-£500	Market benchmarking		
Kiosks - Ashton Outdoor Market per sqm	Non-Statutory	240.00	N	0.00	240.00	Set Separately	N	0.00	Set Separately	2.5% Inflationary		
Toy Set (Roundabout) - Ashton Outdoor Market per year	Non-Statutory	6,000.00	N	0.00	6,000.00	5,200.00	N	0.00	5,200.00	Market benchmarking	-13.3%	-800.00
Toy Set (Roundabout) - Hyde Outdoor Market	Non-Statutory	1,976.00	N	0.00	1,976.00	2,250.00	N	0.00	2,250.00	Market benchmarking	13.9%	274.00
Public Liability Insurance – One day cover	Non-Statutory	5.00	N	0.00	5.00	5.00	N	0.00	5.00	Cost recovery	0.0%	0.00
Fairs	Non-Statutory	500.00	N	0.00	500.00	100.00	N	0.00	100.00	Market benchmarking	-80.0%	-400.00
Ashton Market Hall - Rent	Non-Statutory	206.56	Y	41.31	247.87	211.72	Y	42.34	254.07	Market benchmarking	2.5%	6.20
Ashton Market Market Hall - Service Charge	Non-Statutory	194.08	Y	38.82	232.90	Set Separately	Y	0.00	Set Separately	Cost recovery		
Electric per kwh	Non-Statutory	0.13	Y	0.03	0.15	0.13	Y	0.03	0.16	Market benchmarking	3.1%	0.00
Hyde Market Hall - Rent - annual cost per sq ft	Non-Statutory	16.97	N	0.00	16.97	145.15	Y	0.00	145.15	2.5% Inflationary	755.3%	128.18
Hyde Market Market Hall - Service Charge annual cost per sq ft	Non-Statutory	variable	N	0.00		Set Separately	Y	0.00	Set Separately	Cost recovery		
Market Halls - Event Space	Non-Statutory	25.00	N	0.00	25.00	25.00	N	0.00	25.00	Market benchmarking	0.0%	0.00
Market Halls - Concession Rides and Toy Dispencers - % of generated income	Non-Statutory	25%	N	0.00	25%	0.25	N	0.00	25%	Market benchmarking	0.0%	0.00
Ashton Market Hall - Storage	Non-Statutory	1,200.00	N	0.00	1,200.00	1,200.00	N	0.00	1,200.00	Market benchmarking	0.0%	0.00
Ashton Ice Cream Pitch	Non-Statutory			0.00	0.00	3,120.00		0.00	3,120.00	Market benchmarking		3,120.00
Hyde Market Hall - Storage - Annual cost per sq ft	Non-Statutory	25.00	N	0.00	25.00	25.00	N	0.00	25.00	Market benchmarking	0.0%	0.00
Ashton & Hyde Outdoor Markets electricity standing charge per day	Non-Statutory			0.00		4.17	Y	0.83	5.00	Market benchmarking		5.00

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Highways												
Skip Registration Fee	Non-Statutory	101.00	N	0.00	101.00	104.00	N	0.00	104.00	Cost recovery	3.0%	3.00
Scaffolding Registration Fee	Non-Statutory	101.00	N	0.00	101.00	104.00	N	0.00	104.00	Cost recovery	3.0%	3.00
Skip Non Permit Fee (Registered Companies)	Non-Statutory	66.00	N	0.00	66.00	68.00	N	0.00	68.00	Cost recovery	3.0%	2.00
Skip Non Permit Fee (Unregistered Companies)	Non-Statutory	134.00	N	0.00	134.00	137.00	N	0.00	137.00	Cost recovery	2.2%	3.00
Skips Placed in Restricted Areas	Non-Statutory	51.00	N	0.00	51.00	52.00	N	0.00	52.00	Cost recovery	2.0%	1.00
Scaffolding Non Permit Fee (Registered Companies)	Non-Statutory	189.00	N	0.00	189.00	194.00	N	0.00	194.00	Cost recovery	2.6%	5.00
Scaffolding Non Permit Fee (Unregistered Companies)	Non-Statutory	256.00	N	0.00	256.00	262.00	N	0.00	262.00	Cost recovery	2.3%	6.00
Street Naming amendments(1 plots)	Non-Statutory	51.00	N	0.00	51.00	52.28	N	0.00	52.28	Cost recovery	2.5%	1.28
Street Naming amendments(2-10)	Non-Statutory	84.00	N	0.00	84.00	86.10	N	0.00	86.10	Cost recovery	2.5%	2.10
Street Naming amendments(11-49)	Non-Statutory	139.00	N	0.00	139.00	142.48	N	0.00	142.48	Cost recovery	2.5%	3.48
Street Naming amendments(50+)	Non-Statutory	222.00	N	0.00	222.00	227.55	N	0.00	227.55	Cost recovery	2.5%	5.55
Street Naming (confirmation address)	Non-Statutory	23.00	N	0.00	23.00	23.58	N	0.00	23.58	Cost recovery	2.5%	0.58
Street Naming (+ re-naming process)	Non-Statutory	24.00	N	0.00	24.00	24.60	N	0.00	24.60	Cost recovery	2.5%	0.60
Sending Info to Non-Statutory Organisations	Non-Statutory	18.00	N	0.00	18.00	21.00	N	0.00	21.00	Cost recovery	16.7%	3.00
Skip Registration Fee	Non-Statutory	101.00	N	0.00	101.00	104.00	N	0.00	104.00	Cost recovery	3.0%	3.00
Scaffolding Registration Fee	Non-Statutory	101.00	N	0.00	101.00	104.00	N	0.00	104.00	Cost recovery	3.0%	3.00
Skip Non Permit Fee (Registered Companies)	Non-Statutory	66.00	N	0.00	66.00	68.00	N	0.00	68.00	Cost recovery	3.0%	2.00
Skip Non Permit Fee (Unregistered Companies)	Non-Statutory	134.00	N	0.00	134.00	137.00	N	0.00	137.00	Cost recovery	2.2%	3.00
Skips Placed in Restricted Areas	Non-Statutory	51.00	N	0.00	51.00	52.00	N	0.00	52.00	Cost recovery	2.0%	1.00
Scaffolding Non Permit Fee (Registered Companies)	Non-Statutory	189.00	N	0.00	189.00	194.00	N	0.00	194.00	Cost recovery	2.6%	5.00
Scaffolding Non Permit Fee (Unregistered Companies)	Non-Statutory	256.00	N	0.00	256.00	262.00	N	0.00	262.00	Cost recovery	2.3%	6.00
Administration Charges (min hourly rate)	Non-Statutory	38.00	N	0.00	38.00	39.52	N	0.00	39.52	Cost recovery	4.0%	1.52
Housing Development Signs Admin	Non-Statutory	73.00	N	0.00	73.00	74.83	N	0.00	74.83	Cost recovery	2.5%	1.83
Highway Search Letter (Per Question)	Non-Statutory	11.00	N	0.00	11.00	11.00	N	0.00	11.00	Cost recovery	0.0%	0.00

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Highways & Transport												
Transport - Class IV MOT Test	Non-Statutory	44.00	N	0.00	44.00	44.00	N	0.00	44.00	Market benchmarking	0.0%	0.00
Transport - Class IV MOT Test (Motorhome)						44.00	N	0.00	44.00	Market benchmarking		44.00
Transport -Class V MOT Test	Non-Statutory	59.00	N	0.00	59.00	61.00	N	0.00	61.00	Market benchmarking	3.4%	2.00
Transport -LOLER test	Non-Statutory	49.00	N	0.00	49.00	51.00	N	0.00	51.00	Market benchmarking	4.1%	2.00
Transport - Workshop Hourly Rate (External)	Non-Statutory	49.00	N	0.00	49.00	51.00	N	0.00	51.00	Market benchmarking	4.1%	2.00
Skip Scaffolding removal admin fee	Non-Statutory	56.00	N	0.00	56.00	58.00	N	0.00	58.00	Market benchmarking	3.6%	2.00
Cabin Permits - 4 Weeks	Non-Statutory	87.00	N	0.00	87.00	90.00	N	0.00	90.00	Market benchmarking	3.4%	3.00
Hoarding Permits - 4 Weeks	Non-Statutory	87.00	N	0.00	87.00	90.00	N	0.00	90.00	Market benchmarking	3.4%	3.00
High Access Apparatus Permits - 4 Weeks	Non-Statutory	87.00	N	0.00	87.00	90.00	N	0.00	90.00	Market benchmarking	3.4%	3.00
Building Materials on Highway - 4 Week permit	Non-Statutory	87.00	N	0.00	87.00	90.00	N	0.00	90.00	Market benchmarking	3.4%	3.00
A Board Permits (Registration Fee)	Non-Statutory	0.00	N	0.00	0.00		N	0.00	0.00	2.5% Inflationary		0.00
A Board Permits Annual fee based on £5 per week permit	Non-Statutory	0.00	N	0.00	0.00		N	0.00	0.00	2.5% Inflationary		0.00
A Board Permits (Registered Non-Permit Fee)	Non-Statutory	0.00	N	0.00	0.00		N	0.00	0.00	2.5% Inflationary		0.00
A Board Permits (Ad-Hoc 4 weeks)	Non-Statutory	0.00	N	0.00	0.00		N	0.00	0.00	2.5% Inflationary		0.00
A Board Permits (Ad Hoc Non-Permit Fee)	Non-Statutory	0.00	N	0.00	0.00		N	0.00	0.00	2.5% Inflationary		0.00
Directional Signage (New)	Non-Statutory	0.00	N	0.00	0.00	350.00	N	0.00	350.00	2.5% Inflationary		350.00
Directional Signage (Replacement)	Non-Statutory	0.00	N	0.00	0.00	150.00	N	0.00	150.00	2.5% Inflationary		150.00
Highway Search Letter - Standard Letter Fee	Non-Statutory	0.00	N	0.00	0.00	0.00	N	0.00	0.00	2.5% Inflationary		0.00
Private Builders / (Sct 50) (Sct 171) - Existing Apparatus	Non-Statutory	289.00	N	0.00	289.00	297.00	N	0.00	297.00	2.5% Inflationary	2.8%	8.00
Private Builders / (Sct 50) (Sct 171) - New Apparatus	Non-Statutory	519.00	N	0.00	519.00	532.00	N	0.00	532.00	2.5% Inflationary	2.5%	13.00
Fixed Penalty Notices (Sct 50) If started before 36 days	Non-Statutory	92.00	N	0.00	92.00	95.00	N	0.00	95.00	2.5% Inflationary	3.3%	3.00
Indirect Commercial Banners	Non-Statutory	150.00	N	0.00	150.00	153.75	N	0.00	153.75	2.5% Inflationary	2.5%	3.75
Commercial Banners	Non-Statutory	300.00	N	0.00	300.00	307.50	N	0.00	307.50	2.5% Inflationary	2.5%	7.50
Banner removal (if req'd per banner)	Non-Statutory	61.00	N	0.00	61.00	62.53	N	0.00	62.53	2.5% Inflationary	2.5%	1.53
Signs (Temp adverts)	Non-Statutory	150.00	N	0.00	150.00	153.75	N	0.00	153.75	2.5% Inflationary	2.5%	3.75
A board/Estate Agent Sign removal (if req'd per sign)	Non-Statutory	73.00	N	0.00	73.00	75.00	N	0.00	75.00	2.5% Inflationary	2.7%	2.00
Housing Development Signs (per sign)	Non-Statutory	28.00	N	0.00	28.00	29.00	N	0.00	29.00	2.5% Inflationary	3.6%	1.00
Removal of Non Compliant / Old Housing Development Signs (per sign)	Non-Statutory	66.00	N	0.00	66.00	68.00	N	0.00	68.00	2.5% Inflationary	3.0%	2.00
Flood & Water Management Act 2010												
Water Course Consent - National Fee	Non-Statutory	54.00	N	0.00	54.00	50.00	N	0.00	50.00	Statutory	-7.4%	-4.00
Private Drainage (notice serving)	Non-Statutory	95.00	N	0.00	95.00	97.85	N	0.00	97.85	2.5% Inflationary	3.0%	2.85
Call Out Charges (minimum administration)	Non-Statutory	78.00	N	0.00	78.00	80.00	N	0.00	80.00	2.5% Inflationary	2.6%	2.00
Public Path Orders	Non-Statutory	1,936.00	N	0.00	1,936.00	1,984.00	N	0.00	1,984.00	2.5% Inflationary	2.5%	48.00
Public Path Orders (Objections withdrawn)	Non-Statutory	2,084.00	N	0.00	2,084.00	2,135.00	N	0.00	2,135.00	2.5% Inflationary	2.4%	51.00
Public Path Orders (Objections withdrawn but requires readvertising)	Non-Statutory	2,672.00	N	0.00	2,672.00	2,738.00	N	0.00	2,738.00	2.5% Inflationary	2.5%	66.00
Section 257 Extinguishments or Diversion	Non-Statutory	1,447.00	N	0.00	1,447.00	1,483.00	N	0.00	1,483.00	2.5% Inflationary	2.5%	36.00
Gating Order	Non-Statutory	671.00	N	0.00	671.00	688.00	N	0.00	688.00	2.5% Inflationary	2.5%	17.00
Road markings (H) bar	Non-Statutory	228.00	N	0.00	228.00	233.70	N	0.00	233.70	2.5% Inflationary	2.5%	5.70
Road markings (Advisory bays)	Non-Statutory	111.00	N	0.00	111.00	113.78	N	0.00	113.78	2.5% Inflationary	2.5%	2.78
Temporary Notices	Non-Statutory	500.00	N	0.00	500.00	512.50	N	0.00	512.50	2.5% Inflationary	2.5%	12.50
Temporary Orders	Non-Statutory	1,442.00	N	0.00	1,442.00	1,478.05	N	0.00	1,478.05	2.5% Inflationary	2.5%	36.05
Permanent Orders (typical example)	Non-Statutory	2,218.00	N	0.00	2,218.00	2,273.45	N	0.00	2,273.45	2.5% Inflationary	2.5%	55.45
Vehicle Crossing Construction (Std - new)	Non-Statutory	788.00	N	0.00	788.00	808.00	N	0.00	808.00	2.5% Inflationary	2.5%	20.00
NRASWA Sample inspection	Non-Statutory	54.00	N	0.00	54.00	50.00	N	0.00	50.00	Statutory	-7.4%	-4.00
NRASWA Third Party Inspections	Non-Statutory	76.00	N	0.00	76.00	68.00	N	0.00	68.00	Statutory	-10.5%	-8.00
NRASWA Defect inspection	Non-Statutory	52.00	N	0.00	52.00	47.50	N	0.00	47.50	Statutory	-8.7%	-4.50
Make safe Iron works(non TMBC)	Non-Statutory	228.00	N	0.00	228.00	234.00	N	0.00	234.00	2.5% Inflationary	2.6%	6.00
Temporary pitches for highway slaes (pop up shops) Per Day upto 6 weeks	Non-Statutory	144.00	N	0.00	144.00	147.60	N	0.00	147.60	2.5% Inflationary	2.5%	3.60
Temporary pitches for highway slaes (pop up shops) Per Day 6 weeks onwards	Non-Statutory	101.00	N	0.00	101.00	103.53	N	0.00	103.53	2.5% Inflationary	2.5%	2.53

Description of Fee	Statutory or Non-Statutory	2020/21 Proposed Charge (Excl VAT) £	Subject to VAT	VAT £	2020/21 Total (inc VAT) £	2021/22 Proposed Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2021/22 Total (inc VAT) £	Basis of 21/22 Increase	2021/22 % Changes	2021/22 £ Changes
Parking												
Contract Parking passes		Variable	Y			Variable		0.00				
Car Parks Pay and display		Variable	Y			Variable		0.00				
Car Parks Excess Fee Notice		£25-£70	N	0.00		£25-£70		0.00				
Bus Lane Enforcement notices		£30-£60	N	0.00		£30-£60		0.00				
Engineering Design												
Design Drawings / Schemes - Approval in Principle (AIP) Cat 0 Fee Level 1A		353.38	N	0.00	353.38	363.00	N	0.00	363.00	Market benchmarking	2.7%	9.62
Design Drawings / Schemes - Approval in Principle (AIP) Cat 1 Fee Level 1A	Non-Statutory	353.38	N	0.00	353.38	430.00	N	0.00	430.00	Market benchmarking	21.7%	76.62
Design Drawings / Schemes - Approval in Principle (AIP) Cat 2 Fee Level 1A	Non-Statutory	489.29	N	0.00	489.29	501.52	N	0.00	501.52	Market benchmarking	2.5%	12.23
Design Drawings / Schemes - Approval in Principle (AIP) Cat 2 Fee Level 1B (Minimum charge + price per job)	Non-Statutory	939.44	N	0.00	939.44	962.35	N	0.00	962.35	Market benchmarking	2.4%	22.91
Design Drawings / Schemes - Approval in Principle (AIP) Cat 0 Fee Level 2	Non-Statutory	680.66	N	0.00	680.66	697.26	N	0.00	697.26	Market benchmarking	2.4%	16.60
Design Drawings / Schemes - Approval in Principle (AIP) Cat 1 Fee Level 2	Non-Statutory	856.81	N	0.00	856.81	877.71	N	0.00	877.71	Market benchmarking	2.4%	20.90
Design Drawings / Schemes - Approval in Principle (AIP) Cat 2 Fee Level 2	Non-Statutory	1,391.77	N	0.00	1,391.77	1,545.00	N	0.00	1,545.00	Market benchmarking	11.0%	153.23
Design Drawings / Schemes - Approval in Principle (AIP) Cat 2 Fee Level 2 (+ departures)	Non-Statutory	1,925.64	N	0.00	1,925.64	1,973.78	N	0.00	1,973.78	Market benchmarking	2.5%	48.14
Design Drawings / Schemes - Approval in Principle (AIP) Cat 0 Fee Level 3	Non-Statutory	452.33	N	0.00	452.33	463.64	N	0.00	463.64	Market benchmarking	2.5%	11.31
Design Drawings / Schemes - Approval in Principle (AIP) Cat 1 & 2 Fee Level 3 (Minimum charge + price per job)	Non-Statutory	452.33	N	0.00	452.33	463.67	N	0.00	463.67	Market benchmarking	2.5%	11.34
Design Drawings / Schemes - Approval in Principle (AIP) Cat 3 Fee Levels 1A,1B,2,& 3 (Fees subject to agreement)	Non-Statutory		N	0.00	0.00	0.00	N	0.00	0.00	Market benchmarking		0.00
Engineers projects works	Non-Statutory		Y	0.00	0.00	0.00	Y	0.00	0.00	Market benchmarking		0.00
GM RAPS fee permit	Non-Statutory		N	0.00	0.00	0.00	N	0.00	0.00	Market benchmarking		0.00
Environmental Protection												
HMO licence Fee		513.00	N	0.00	513.00	526.00	N	0.00	526.00	2.5% Inflationary	2.5%	
HMO licence fee - additional amount per habitable room		35.00		0.00	35.00	36.00		0.00	36.00	2.5% Inflationary	2.9%	
Housing Act 2004 Notice Charges (per notice)		431.00	N	0.00	431.00	442.00	N	0.00	442.00	2.5% Inflationary	2.6%	
Immigration Inspection - Normal Time		154.00		0.00	154.00	158.00		0.00	158.00	2.5% Inflationary	2.6%	
Immigration Inspection - Fast Tracked		190.00		0.00	190.00	195.00		0.00	195.00	2.5% Inflationary	2.6%	
CLS - Whether a property will be considered as Part 2a of the EPA 1990 in the future		41.00	N	0.00	41.00	42.00	N	0.00	42.00	2.5% Inflationary	2.4%	
Landfill search		70.00	N	0.00	70.00	72.00	N	0.00	72.00	2.5% Inflationary	2.9%	
General Environmental Search		113.00	N	0.00	113.00	116.00	N	0.00	116.00	2.5% Inflationary	2.7%	
CLS - Planning record information relating to contamination issues		70.00	N	0.00	70.00	72.00	N	0.00	72.00	2.5% Inflationary	2.9%	
CLS - Copies of contaminated land files and/or information relating to contaminated land conditions attached to planning consent		70.00	N	0.00	70.00	72.00	N	0.00	72.00	2.5% Inflationary	2.9%	
New Charter Gas Safety Works:				0.00	0.00			0.00	0.00	2.5% Inflationary		
Section 80 EPA90 Abatement Notice & Covering letter - cost per		41.00	N	0.00	41.00	42.00	N	0.00	42.00	2.5% Inflationary	2.4%	
Failed Entry Letters, Info for Warrants, Warrants, Time in Court, Time Executing Warrant - per hour		70.00	N	0.00	70.00	72.00	N	0.00	72.00	2.5% Inflationary	2.9%	

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Licencing												
Animal Boarding Premise Application	Non-Statutory	153.00	N	0.00	153.00	157.00	N	0.00	157.00	2.5% Inflationary	2.6%	
Animal Boarding 1 Year Grant	Non-Statutory	217.00	N	0.00	217.00	223.00	N	0.00	223.00	2.5% Inflationary	2.8%	
Animal Boarding 2 Year Grant	Non-Statutory	269.00	N	0.00	269.00	276.00	N	0.00	276.00	2.5% Inflationary	2.6%	
Animal Boarding 3 Year Grant	Non-Statutory	305.00	N	0.00	305.00	313.00	N	0.00	313.00	2.5% Inflationary	2.6%	
Home Boarding of Dogs (including Day Care) Application	Non-Statutory	153.00	N	0.00	153.00	157.00	N	0.00	157.00	2.5% Inflationary	2.6%	
Home Boarding of Dogs (including Day Care) 1 Year Grant	Non-Statutory	181.00	N	0.00	181.00	186.00	N	0.00	186.00	2.5% Inflationary	2.8%	
Home Boarding of Dogs (including Day Care) 2 Year Grant	Non-Statutory	217.00	N	0.00	217.00	223.00	N	0.00	223.00	2.5% Inflationary	2.8%	
Home Boarding of Dogs (including Day Care) 3 Year Grant	Non-Statutory	252.00	N	0.00	252.00	259.00	N	0.00	259.00	2.5% Inflationary	2.8%	
Dangerous Wild Animals Premise Application	Non-Statutory	153.00	N	0.00	153.00	157.00	N	0.00	157.00	2.5% Inflationary	2.6%	
Dog Breeding Premise Application	Non-Statutory	153.00	N	0.00	153.00	157.00	N	0.00	157.00	2.5% Inflationary	2.6%	
Dog Breeding Licence 1 Year Grant	Non-Statutory	241.00	N	0.00	241.00	247.00	N	0.00	247.00	2.5% Inflationary	2.5%	
Dog Breeding Licence 2 Year Grant	Non-Statutory	284.00	N	0.00	284.00	291.00	N	0.00	291.00	2.5% Inflationary	2.5%	
Dog Breeding Licence 3 Year Grant	Non-Statutory	328.00	N	0.00	328.00	336.00	N	0.00	336.00	2.5% Inflationary	2.4%	
Hairdresser / Barber Premise Application	Non-Statutory	127.00	N	0.00	127.00	131.00	N	0.00	131.00	2.5% Inflationary	3.1%	
Marriage Act Premise	Non-Statutory	1,740.00	N	0.00	1,740.00	1,783.00	N	0.00	1,783.00	2.5% Inflationary	2.5%	
Marriage Act Renewal	Non-Statutory	598.00	N	0.00	598.00	613.00	N	0.00	613.00	2.5% Inflationary	2.5%	
Marriage Act/Civil Partnerships (non-profit or non-commercial organisations)	Non-Statutory	544.00	N	0.00	544.00	558.00	N	0.00	558.00	2.5% Inflationary	2.6%	
Marriage Act/Civil Partnerships (non-profit or non-commercial organisations) Renewal	Non-Statutory	544.00	N	0.00	544.00	558.00	N	0.00	558.00	2.5% Inflationary	2.6%	
Pavement Café Application (up to 5 tables)	Non-Statutory	208.00	N	0.00	208.00	214.00	N	0.00	214.00	2.5% Inflationary	2.9%	
Pavement Café Application (over 5 tables)	Non-Statutory	262.00	N	0.00	262.00	269.00	N	0.00	269.00	2.5% Inflationary	2.7%	
Selling Animals as Pets Application	Non-Statutory	153.00	N	0.00	153.00	157.00	N	0.00	157.00	2.5% Inflationary	2.6%	
Selling Animals as Pets 1 Year Grant	Non-Statutory	196.00	N	0.00	196.00	201.00	N	0.00	201.00	2.5% Inflationary	2.6%	
Selling Animals as Pets 2 Year Grant	Non-Statutory	214.00	N	0.00	214.00	220.00	N	0.00	220.00	2.5% Inflationary	2.8%	
Selling Animals as Pets 3 Year Grant	Non-Statutory	232.00	N	0.00	232.00	238.00	N	0.00	238.00	2.5% Inflationary	2.6%	
Performing Animals Premise Application	Non-Statutory	153.00	N	0.00	153.00	157.00	N	0.00	157.00	2.5% Inflationary	2.6%	
Performing Animals 3 Year Grant	Non-Statutory	181.00	N	0.00	181.00	186.00	N	0.00	186.00	2.5% Inflationary	2.8%	
Hiring out Horses Application	Non-Statutory	153.00	N	0.00	153.00	157.00	N	0.00	157.00	2.5% Inflationary	2.6%	
Hiring out Horses 1 Year Grant	Non-Statutory	251.00	N	0.00	251.00	258.00	N	0.00	258.00	2.5% Inflationary	2.8%	
Hiring out Horses 2 Year Grant	Non-Statutory	305.00	N	0.00	305.00	313.00	N	0.00	313.00	2.5% Inflationary	2.6%	
Hiring out Horses 3 Year Grant	Non-Statutory	359.00	N	0.00	359.00	368.00	N	0.00	368.00	2.5% Inflationary	2.5%	
Scrap Metal Dealer Application (Collector)	Non-Statutory	398.00	N	0.00	398.00	408.00	N	0.00	408.00	2.5% Inflationary	2.5%	
Scrap Metal Dealer Application (Site)	Non-Statutory	974.00	N	0.00	974.00	998.00	N	0.00	998.00	2.5% Inflationary	2.5%	
Sex Shop Premise Application	Non-Statutory	2,393.00	N	0.00	2,393.00	2,452.00	N	0.00	2,452.00	2.5% Inflationary	2.5%	

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Skin Colouring/Piercing/Electrolysis/Acupuncture Premises Application	Non-Statutory	163.00	N	0.00	163.00	167.00	N	0.00	167.00	2.5% Inflationary	2.5%	
Skin Colouring/Piercing/Electrolysis/Acupuncture Personal Application	Non-Statutory	99.00	N	0.00	99.00	102.00	N	0.00	102.00	2.5% Inflationary	3.0%	
Street Trader Application	Non-Statutory	849.00	N	0.00	849.00	870.00	N	0.00	870.00	2.5% Inflationary	2.5%	
Street Trader Application (Day Rate)	Non-Statutory	86.00	N	0.00	86.00	89.00	N	0.00	89.00	2.5% Inflationary	3.5%	
New Application - Either Badge 1YR	Non-Statutory	272.00	N	0.00	272.00	272.00	N	0.00	272.00	2.5% Inflationary	0.0%	
New Application - Either Badge 3YR Fee	Non-Statutory	433.00	N	0.00	433.00	433.00	N	0.00	433.00	2.5% Inflationary	0.0%	
New Application - Both Badges 1YR	Non-Statutory	294.00	N	0.00	294.00	294.00	N	0.00	294.00	2.5% Inflationary	0.0%	
New Application - Both Badges 3YR	Non-Statutory	455.00	N	0.00	455.00	455.00	N	0.00	455.00	2.5% Inflationary	0.0%	
Renewal 1 Badge	Non-Statutory	115.00	N	0.00	115.00	115.00	N	0.00	115.00	2.5% Inflationary	0.0%	
Renewal 1 Badge with DBS	Non-Statutory	164.00	N	0.00	164.00	164.00	N	0.00	164.00	2.5% Inflationary	0.0%	
Renewal 2 Badges	Non-Statutory	137.00	N	0.00	137.00	137.00	N	0.00	137.00	2.5% Inflationary	0.0%	
New Vehicle - Under 3 years old	Non-Statutory	290.00	N	0.00	290.00	290.00	N	0.00	290.00	2.5% Inflationary	0.0%	
New Vehicle - Over 3 years old	Non-Statutory	194.00	N	0.00	194.00	194.00	N	0.00	194.00	2.5% Inflationary	0.0%	
Renewal of Plate - Under 3 years old	Non-Statutory	272.00	N	0.00	272.00	272.00	N	0.00	272.00	2.5% Inflationary	0.0%	
Renewal of plate - Over 3 years old	Non-Statutory	183.00	N	0.00	183.00	183.00	N	0.00	183.00	2.5% Inflationary	0.0%	
Operator 1-2 Vehicles	Non-Statutory	516.00	N	0.00	516.00	516.00	N	0.00	516.00	2.5% Inflationary	0.0%	
Operator 3-10	Non-Statutory	585.00	N	0.00	585.00	585.00	N	0.00	585.00	2.5% Inflationary	0.0%	
Operator 11-30	Non-Statutory	859.00	N	0.00	859.00	859.00	N	0.00	859.00	2.5% Inflationary	0.0%	
Operator 31-49	Non-Statutory	1,165.00	N	0.00	1,165.00	1,165.00	N	0.00	1,165.00	2.5% Inflationary	0.0%	
Operator 50-69	Non-Statutory	1,398.00	N	0.00	1,398.00	1,398.00	N	0.00	1,398.00	2.5% Inflationary	0.0%	
Operator 70+	Non-Statutory	1,468.00	N	0.00	1,468.00	1,468.00	N	0.00	1,468.00	2.5% Inflationary	0.0%	

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Licensing Act												
Application Fee Band A	Statutory	100.00	N	0.00	100.00	100.00	N	0.00	100.00	Statutory	0.0%	
Annual Fee Band A	Statutory	70.00	N	0.00	70.00	70.00	N	0.00	70.00	Statutory	0.0%	
Application Fee Band B	Statutory	190.00	N	0.00	190.00	190.00	N	0.00	190.00	Statutory	0.0%	
Annual fee Band B	Statutory	180.00	N	0.00	180.00	180.00	N	0.00	180.00	Statutory	0.0%	
App fee Band C	Statutory	315.00	N	0.00	315.00	315.00	N	0.00	315.00	Statutory	0.0%	
annual fee C	Statutory	295.00	N	0.00	295.00	295.00	N	0.00	295.00	Statutory	0.0%	
app fee band D	Statutory	450.00	N	0.00	450.00	450.00	N	0.00	450.00	Statutory	0.0%	
annual fee D	Statutory	320.00	N	0.00	320.00	320.00	N	0.00	320.00	Statutory	0.0%	
App Fee E	Statutory	635.00	N	0.00	635.00	635.00	N	0.00	635.00	Statutory	0.0%	
annual fee E	Statutory	350.00	N	0.00	350.00	350.00	N	0.00	350.00	Statutory	0.0%	
Application for the grant or renewal of a personal licence	Statutory	37.00	N	0.00	37.00	37.00	N	0.00	37.00	Statutory	0.0%	
Temporary event notice	Statutory	21.00	N	0.00	21.00	21.00	N	0.00	21.00	Statutory	0.0%	
Theft, loss etc. of premises licence or summary	Statutory	10.00	N	0.00	10.00	10.00	N	0.00	10.00	Statutory	0.0%	
Application for a provisional statement (where premises are being built)	Statutory	315.00	N	0.00	315.00	315.00	N	0.00	315.00	Statutory	0.0%	
Notification of change of name or address	Statutory	10.50	N	0.00	10.50	10.50	N	0.00	10.50	Statutory	0.0%	
Application to vary licence to specify individual as premises supervisor	Statutory	23.00	N	0.00	23.00	23.00	N	0.00	23.00	Statutory	0.0%	
Application for transfer of premises licence	Statutory	23.00	N	0.00	23.00	23.00	N	0.00	23.00	Statutory	0.0%	
Interim authority notice following death etc. of licence holder	Statutory	23.00	N	0.00	23.00	23.00	N	0.00	23.00	Statutory	0.0%	
Theft, loss etc. of certificate or summary	Statutory	10.50	N	0.00	10.50	10.50	N	0.00	10.50	Statutory	0.0%	
Notice of change of name or alteration of rules of club	Statutory	10.50	N	0.00	10.50	10.50	N	0.00	10.50	Statutory	0.0%	
Change of relevant registered address of club	Statutory	10.50	N	0.00	10.50	10.50	N	0.00	10.50	Statutory	0.0%	
Theft, loss etc. of temporary event notice	Statutory	10.50	N	0.00	10.50	10.50	N	0.00	10.50	Statutory	0.0%	
Theft, loss etc. of personal licence	Statutory	10.50	N	0.00	10.50	10.50	N	0.00	10.50	Statutory	0.0%	
Duty to notify change of name or address	Statutory	10.50	N	0.00	10.50	10.50	N	0.00	10.50	Statutory	0.0%	
Right of freeholder etc. to be notified of licensing matters	Statutory	10.50	N	0.00	10.50	10.50	N	0.00	10.50	Statutory	0.0%	
Minor Variation	Statutory	89.00	N	0.00	89.00	89.00	N	0.00	89.00	Statutory	0.0%	
Gambling Act												
Adult Gaming Centre												
Application Fee: New Application	Statutory	2,000.00	N	0.00	2,000.00	2,000.00	N	0.00	2,000.00	Statutory	0.0%	
Annual/ Renewal Fee: Annual Fee	Statutory	1,000.00	N	0.00	1,000.00	1,000.00	N	0.00	1,000.00	Statutory	0.0%	
Application to vary	Statutory	1,000.00	N	0.00	1,000.00	1,000.00	N	0.00	1,000.00	Statutory	0.0%	
Application to transfer	Statutory	1,200.00	N	0.00	1,200.00	1,200.00	N	0.00	1,200.00	Statutory	0.0%	
Application for reinstatement of licence	Statutory	1,200.00	N	0.00	1,200.00	1,200.00	N	0.00	1,200.00	Statutory	0.0%	
Application for provisional statement	Statutory	2,000.00	N	0.00	2,000.00	2,000.00	N	0.00	2,000.00	Statutory	0.0%	
Application for a premises licence which already has a provisional statement	Statutory	1,076.00	N	0.00	1,076.00	1,076.00	N	0.00	1,076.00	Statutory	0.0%	
Licensed FECs (Cat C&D machines)												
Application Fee: New Application	Statutory	2,000.00	N	0.00	2,000.00	2,000.00	N	0.00	2,000.00	Statutory	0.0%	
Annual/Renewal Fee: Annual Fee	Statutory	750.00	N	0.00	750.00	750.00	N	0.00	750.00	Statutory	0.0%	
Application to vary	Statutory	1,000.00	N	0.00	1,000.00	1,000.00	N	0.00	1,000.00	Statutory	0.0%	
Application to transfer	Statutory	950.00	N	0.00	950.00	950.00	N	0.00	950.00	Statutory	0.0%	
Application for reinstatement of a licence	Statutory	950.00	N	0.00	950.00	950.00	N	0.00	950.00	Statutory	0.0%	
Application for provisional statement	Statutory	2,000.00	N	0.00	2,000.00	2,000.00	N	0.00	2,000.00	Statutory	0.0%	
Application for a premises licence which already has a provisional statement	Statutory	950.00	N	0.00	950.00	950.00	N	0.00	950.00	Statutory	0.0%	
Betting Premises (other) (off-course i.e. Betting shops) (equiv. Betting Office Licence, Bookmakers Permits)												
Application Fee: New Application	Statutory	3,000.00	N	0.00	3,000.00	3,000.00	N	0.00	3,000.00	Statutory	0.0%	
Annual/Renewal Fee: Annual Fee	Statutory	600.00	N	0.00	600.00	600.00	N	0.00	600.00	Statutory	0.0%	
Application to vary	Statutory	1,500.00	N	0.00	1,500.00	1,500.00	N	0.00	1,500.00	Statutory	0.0%	
Application to transfer	Statutory	1,200.00	N	0.00	1,200.00	1,200.00	N	0.00	1,200.00	Statutory	0.0%	
Application for reinstatement of a licence	Statutory	1,200.00	N	0.00	1,200.00	1,200.00	N	0.00	1,200.00	Statutory	0.0%	
Application for provisional statement	Statutory	3,000.00	N	0.00	3,000.00	3,000.00	N	0.00	3,000.00	Statutory	0.0%	
Application for a premises licence which already has a provisional statement	Statutory	1,200.00	N	0.00	1,200.00	1,200.00	N	0.00	1,200.00	Statutory	0.0%	

Description of Fee	Statutory or Non-Statutory	2020/21 Proposed Charge (Excl VAT) £	Subject to VAT	VAT £	2020/21 Total (inc VAT) £	2021/22 Proposed Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2021/22 Total (inc VAT) £	Basis of 21/22 Increase	2021/22 % Changes	2021/22 £ Changes
Betting Premises (tracks) (equiv. Bookmakers Permits)												
Application Fee: New Application	Statutory	2,500.00	N	0.00	2,500.00	2,500.00	N	0.00	2,500.00	Statutory	0.0%	
Annual/Renewal Fee: Annual Fee	Statutory	1,000.00	N	0.00	1,000.00	1,000.00	N	0.00	1,000.00	Statutory	0.0%	
Application to vary	Statutory	1,250.00	N	0.00	1,250.00	1,250.00	N	0.00	1,250.00	Statutory	0.0%	
Application to transfer	Statutory	950.00	N	0.00	950.00	950.00	N	0.00	950.00	Statutory	0.0%	
Application for reinstatement of a licence	Statutory	950.00	N	0.00	950.00	950.00	N	0.00	950.00	Statutory	0.0%	
Application for provisional statement	Statutory	2,500.00	N	0.00	2,500.00	2,500.00	N	0.00	2,500.00	Statutory	0.0%	
Application for a premises licence which already has a provisional statement	Statutory	950.00	N	0.00	950.00	950.00	N	0.00	950.00	Statutory	0.0%	
Bingo Premises (Bingo Licence)												
Statutory prescribed maximum charge has been set. Only exception is the annual fee which is capped at £1,000.	Statutory		N	0.00	0.00		N	0.00	0.00	Statutory		
Application Fee: New Application	Statutory	3,500.00	N	0.00	3,500.00	3,500.00	N	0.00	3,500.00	Statutory	0.0%	
Annual/Renewal Fee: Annual Fee	Statutory	1,000.00	N	0.00	1,000.00	1,000.00	N	0.00	1,000.00	Statutory	0.0%	
Application to vary	Statutory	1,750.00	N	0.00	1,750.00	1,750.00	N	0.00	1,750.00	Statutory	0.0%	
Application to transfer	Statutory	1,200.00	N	0.00	1,200.00	1,200.00	N	0.00	1,200.00	Statutory	0.0%	
Application for reinstatement of a licence	Statutory	1,200.00	N	0.00	1,200.00	1,200.00	N	0.00	1,200.00	Statutory	0.0%	
Application for provisional statement	Statutory	3,500.00	N	0.00	3,500.00	3,500.00	N	0.00	3,500.00	Statutory	0.0%	
Application for a premises licence which already has a provisional statement	Statutory	1,200.00	N	0.00	1,200.00	1,200.00	N	0.00	1,200.00	Statutory	0.0%	
New Casinos												
Regional Casino												
Application Fee	Statutory	15,000.00	N	0.00	15,000.00	15,000.00	N	0.00	15,000.00	Statutory	0.0%	
Annual Fee	Statutory	15,000.00	N	0.00	15,000.00	15,000.00	N	0.00	15,000.00	Statutory	0.0%	
Application to vary	Statutory	7,500.00	N	0.00	7,500.00	7,500.00	N	0.00	7,500.00	Statutory	0.0%	
Application to transfer	Statutory	6,500.00	N	0.00	6,500.00	6,500.00	N	0.00	6,500.00	Statutory	0.0%	
Application for reinstatement of licence	Statutory	6,500.00	N	0.00	6,500.00	6,500.00	N	0.00	6,500.00	Statutory	0.0%	
Application for provisional statement	Statutory	15,000.00	N	0.00	15,000.00	15,000.00	N	0.00	15,000.00	Statutory	0.0%	
Application for a premises licence which already has a provisional statement	Statutory	8,000.00	N	0.00	8,000.00	8,000.00	N	0.00	8,000.00	Statutory	0.0%	
Large Casinos												
Application Fee	Statutory	15,000.00	N	0.00	15,000.00	15,000.00	N	0.00	15,000.00	Statutory	0.0%	
Annual Fee	Statutory	15,000.00	N	0.00	15,000.00	15,000.00	N	0.00	15,000.00	Statutory	0.0%	
Application to vary	Statutory	7,500.00	N	0.00	7,500.00	7,500.00	N	0.00	7,500.00	Statutory	0.0%	
Application to transfer	Statutory	6,500.00	N	0.00	6,500.00	6,500.00	N	0.00	6,500.00	Statutory	0.0%	
Application for reinstatement of licence	Statutory	6,500.00	N	0.00	6,500.00	6,500.00	N	0.00	6,500.00	Statutory	0.0%	
Application for provisional statement	Statutory	15,000.00	N	0.00	15,000.00	15,000.00	N	0.00	15,000.00	Statutory	0.0%	
Application for a premises licence already with provisional statement	Statutory	8,000.00	N	0.00	8,000.00	8,000.00	N	0.00	8,000.00	Statutory	0.0%	
Application Fee	Statutory	8,000.00	N	0.00	8,000.00	8,000.00	N	0.00	8,000.00	Statutory	0.0%	
Annual Fee	Statutory	5,000.00	N	0.00	5,000.00	5,000.00	N	0.00	5,000.00	Statutory	0.0%	
Application to vary	Statutory	4,000.00	N	0.00	4,000.00	4,000.00	N	0.00	4,000.00	Statutory	0.0%	
Application to transfer	Statutory	1,800.00	N	0.00	1,800.00	1,800.00	N	0.00	1,800.00	Statutory	0.0%	
Application for reinstatement of licence	Statutory	1,800.00	N	0.00	1,800.00	1,800.00	N	0.00	1,800.00	Statutory	0.0%	
Application for provisional statement	Statutory	8,000.00	N	0.00	8,000.00	8,000.00	N	0.00	8,000.00	Statutory	0.0%	
Application for a premises licence which already has a provisional statement	Statutory	3,000.00	N	0.00	3,000.00	3,000.00	N	0.00	3,000.00	Statutory	0.0%	
Application for FEC Gaming Machine Permit	Statutory	300.00	N	0.00	300.00	300.00	N	0.00	300.00	Statutory	0.0%	
Renewal Fee every 10 years	Statutory	300.00	N	0.00	300.00	300.00	N	0.00	300.00	Statutory	0.0%	
Fee for Change of Name	Statutory	25.00	N	0.00	25.00	25.00	N	0.00	25.00	Statutory	0.0%	
Fee for Copy of Permit	Statutory	15.00	N	0.00	15.00	15.00	N	0.00	15.00	Statutory	0.0%	
Temporary Use Notice	Statutory	470.00	N	0.00	470.00	470.00	N	0.00	470.00	Statutory	0.0%	
Replacement of Endorsed copy of Notice	Statutory	25.00	N	0.00	25.00	25.00	N	0.00	25.00	Statutory	0.0%	
Occasional Use Notice	Statutory	0.00	N	0.00	0.00		N	0.00	0.00	Statutory		
Copy of the Premises Licence	Statutory	25.00	N	0.00	25.00	25.00	N	0.00	25.00	Statutory	0.0%	
Notification of change of circumstances for premises Licence	Statutory	50.00	N	0.00	50.00	50.00	N	0.00	50.00	Statutory	0.0%	
Application for Prize Gaming Permit	Statutory	300.00	N	0.00	300.00	300.00	N	0.00	300.00	Statutory	0.0%	
Application for Prize Gaming Permit (existing operator)	Statutory	100.00	N	0.00	100.00	100.00	N	0.00	100.00	Statutory	0.0%	
Renewal of Prize gaming Permit	Statutory	300.00	N	0.00	300.00	300.00	N	0.00	300.00	Statutory	0.0%	
Change of name on Prize Gaming Permit	Statutory	25.00	N	0.00	25.00	25.00	N	0.00	25.00	Statutory	0.0%	

Description of Fee	Statutory or Non-Statutory	2020/21 Proposed Charge (Excl VAT) £	Subject to VAT	VAT £	2020/21 Total (inc VAT) £	2021/22 Proposed Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2021/22 Total (inc VAT) £	Basis of 21/22 Increase	2021/22 % Changes	2021/22 £ Changes
Copy of Prize gaming Permit	Statutory	15.00	N	0.00	15.00	15.00	N	0.00	15.00	Statutory	0.0%	
Application for Club Gaming or Machine Permit	Statutory	200.00	N	0.00	200.00	200.00	N	0.00	200.00	Statutory	0.0%	
Application for Club Gaming or Machine Permit (existing holder)	Statutory	100.00	N	0.00	100.00	100.00	N	0.00	100.00	Statutory	0.0%	
Application for Club Gaming or Machine Permit (who holds a Club Premises Certificate under Licensing Act 2003)	Statutory	100.00	N	0.00	100.00	100.00	N	0.00	100.00	Statutory	0.0%	
Renewal of a Club Gaming or Machine Permit	Statutory	200.00	N	0.00	200.00	200.00	N	0.00	200.00	Statutory	0.0%	
Renewal of a Club Gaming or Machine Permit (who holds a Club Premises Certificate under Licensing Act 2003)	Statutory	100.00	N	0.00	100.00	100.00	N	0.00	100.00	Statutory	0.0%	
Annual fee for Club Gaming or Machine Permit	Statutory	50.00	N	0.00	50.00	50.00	N	0.00	50.00	Statutory	0.0%	
Application to vary club Gaming or Machine Permit	Statutory	100.00	N	0.00	100.00	100.00	N	0.00	100.00	Statutory	0.0%	
Copy of Club Gaming or Machine Permit	Statutory	15.00	N	0.00	15.00	15.00	N	0.00	15.00	Statutory	0.0%	
Notification of intention by licence holder to make available up to 2 gaming machines on premises which hold on-premises alcohol licence	Statutory	50.00	N	0.00	50.00	50.00	N	0.00	50.00	Statutory	0.0%	
Application for a Gaming Machine Permit (more than 2 machines) on premises which hold on-premises alcohol licence (existing holder of permit)	Statutory	100.00	N	0.00	100.00	100.00	N	0.00	100.00	Statutory	0.0%	
Application for a Gaming Machine Permit (more than 2 machines) on premises which hold on-premises alcohol licence (new application)	Statutory	150.00	N	0.00	150.00	150.00	N	0.00	150.00	Statutory	0.0%	
Annual fee for a Gaming Machine Permit (more than 2 machines) on premises which hold on-premises alcohol licence	Statutory	50.00	N	0.00	50.00	50.00	N	0.00	50.00	Statutory	0.0%	
Application to vary a Gaming Machine Permit (more than 2 machines) on premises which hold on-premises alcohol licence	Statutory	100.00	N	0.00	100.00	100.00	N	0.00	100.00	Statutory	0.0%	
Application to transfer a Gaming Machine Permit (more than 2 machines) on premises which hold on-premises alcohol licence	Statutory	25.00	N	0.00	25.00	25.00	N	0.00	25.00	Statutory	0.0%	
Change of name on a Gaming Machine Permit (more than 2 machines) on premises which hold on-premises alcohol licence	Statutory	25.00	N	0.00	25.00	25.00	N	0.00	25.00	Statutory	0.0%	
Copy of a Gaming Machine Permit (more than 2 machines) on premises which hold on-premises alcohol licence	Statutory	15.00	N	0.00	15.00	15.00	N	0.00	15.00	Statutory	0.0%	
Registration	Statutory	40.00	N	0.00	40.00	40.00	N	0.00	40.00	Statutory	0.0%	
Renewal	Statutory	20.00	N	0.00	20.00	20.00	N	0.00	20.00	Statutory	0.0%	
Business Compliance												
Buy with Confidence - No. of Employees 1-5	Non-Statutory	100.00	N	0.00	100.00	103.00	N	0.00	103.00	Market benchmarking	3.0%	
Buy with Confidence - No. of Employees 6-20	Non-Statutory	200.00	N	0.00	200.00	205.00	N	0.00	205.00	Market benchmarking	2.5%	
Buy with Confidence - No. of Employees 21-49	Non-Statutory	300.00	N	0.00	300.00	308.00	N	0.00	308.00	Market benchmarking	2.7%	
Export Certificates (per hour)	Non-Statutory	81.00	N	0.00	81.00	81.00	N	0.00	81.00	Market benchmarking	0.0%	
Pre-Inspection	Non-Statutory	125.00	Y	25.00	150.00	125.00	Y	25.00	150.00	Market benchmarking	0.0%	
FHRS Re-rating Inspection	Non-Statutory	175.00	N	0.00	175.00	175.00	N	0.00	175.00	Market benchmarking	0.0%	
Food Safety Advice (per hour)	Non-Statutory	81.00	N	0.00	81.00	81.00	N	0.00	81.00	Market benchmarking	0.0%	
Primary Authority Partnership (per hour)	Non-Statutory	95.00	N	0.00	95.00	95.00	N	0.00	95.00	Market benchmarking	0.0%	
Food Safety and Health and Safety Training (per person)	Non-Statutory	45.00	N	0.00	45.00	45.00	N	0.00	45.00	Market benchmarking	0.0%	
Weights and Measures Verification and Testing (per hour)	Non-Statutory	79.00	N	0.00	79.00	79.00	N	0.00	79.00	Market benchmarking	0.0%	
Trading Standards Advice (per hour)	Non-Statutory	79.00	N	0.00	79.00	81.00	N	0.00	81.00	Market benchmarking	2.5%	

Description of Fee	Statutory or Non-Statutory	2020/21 Proposed Charge (Excl VAT) £	Subject to VAT	VAT £	2020/21 Total (inc VAT) £	2021/22 Proposed Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2021/22 Total (inc VAT) £	Basis of 21/22 Increase	2021/22 % Changes	2021/22 £ Changes
Fixed Penalty Notices												
Dog Fouling Fixed Penalty Notice	Statutory	80.00	N	0.00	80.00	80.00	N	0.00	80.00	Statutory	0.0%	
Dog Exclusion Fixed Penalty Notice	Statutory	80.00	N	0.00	80.00	80.00	N	0.00	80.00	Statutory	0.0%	
Dog off Lead Fixed Penalty Notice	Statutory	80.00	N	0.00	80.00	80.00	N	0.00	80.00	Statutory	0.0%	
Fly Tipping Fixed Penalty Notice	Statutory	80.00	N	0.00	80.00	80.00	N	0.00	80.00	Statutory	0.0%	
Litter Fixed Penalty Notice	Statutory	80.00	N	0.00	80.00	80.00	N	0.00	80.00	Statutory	0.0%	
New Fly Tipping Fixed Penalty Notice (To be approved)						400.00	N	0.00	400.00	Statutory		400.00
Environmental Permitting Regulations - set by DEFRA												

Description of Fee	Statutory or Non-Statutory	2020/21 Proposed Charge (Excl VAT) £	Subject to VAT	VAT £	2020/21 Total (inc VAT) £	2021/22 Proposed Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2021/22 Total (inc VAT) £	Basis of 21/22 Increase	2021/22 % Changes	2021/22 £ Changes
GROWTH												
Planning and Building Control												
Planning Decision Notices, Listed Building Approvals, Enforcement Notices. Order Copies and Pay Online.	Statutory	20.00	N	0.00	20.00	20.00	N	0.00	20.00		0.0%	0.00
Copies of Tree Preservation Orders - Whole Document. Order Copies and Pay Online.	Statutory	20.00	N	0.00	20.00	20.00	N	0.00	20.00		0.0%	0.00
Building Regulation Approval Notices and Completion Certificates. Order Copies and Pay Online.	Statutory	20.00	N	0.00	20.00	20.00	N	0.00	20.00		0.0%	0.00
We can supply photocopies of letters/reports etc. per page. However we cannot supply copies of submitted architects drawings or building plans. Nor can we supply copies of Ordnance Survey Plans. Both these items are the copyright property of the originator.	Statutory	1.00	N	0.00	1.00	1.00	N	0.00	1.00		0.0%	0.00
We can undertake an informal search of our records for your property and copy certain documents but there will be a charge for this service. You can Request a search of the Planning records or order a list of documents.	Statutory	20.00	N	0.00	20.00	20.00	N	0.00	20.00		0.0%	0.00
You can request a manual search of the Building Regulations records by using the Building Regulations Online Form or sending a written request to Building Control. This service will take approximately 1 week for a response to be returned.	Statutory	20.00	N	0.00	20.00	20.00	N	0.00	20.00		0.0%	0.00
For urgently required information a written application for information can be sent in, together with a £35 charge payment and a response will be provided within 3 working days from receipt of the request.	Statutory	35.00	N	0.00	35.00	35.00	N	0.00	35.00		0.0%	0.00
*For more complicated or multiple record searches these will be subject to the minimum charge and additional hourly rate to be agreed before the search commences, depending upon the search complexity.	Statutory	agreed on job by job basis	N	0.00	agreed on job by job basis	agreed on job	N	0.00	agreed on job by job basis			
Provision of late completion inspections and issue of completion certificates – please refer to the restrictions on the main Building Control pages in respect of Completion Certification. Note: Completion Certificates were not and cannot be issued on projects prior to 1st January 2000.	Statutory	75.00	N	0.00	75.00	75.00	N	0.00	75.00		0.0%	0.00
Administration fee for building control refunds and adjustment of paperwork	Statutory	35.00	N	0.00	35.00	35.00	N	0.00	35.00		0.0%	0.00
Dangerous building callout rates as each case has an individual set of circumstances and actions taken - individual charges will be due based upon the amount of time spent on the callout. All costs incurred by the council and its contractors will recovered off the building owner:	Statutory	based on time		0.00	based on time	based on time	N	0.00	based on time			
minimum callout rate (allows for up to 1hr spent on the call out) and our standard hourly rate there - after. Additional charges for contractors used to make safe the situation will also be charged	Statutory	75.00	N	0.00	75.00	75.00	N	0.00	75.00		0.0%	0.00
Callout during normal working week hours Minimum callout rate (allows for up to 1hr spent on the callout) and our standard out of hours hourly rate there-after.	Statutory	150.00	N	0.00	150.00	150.00	N	0.00	150.00		0.0%	0.00
out of hours callouts. Additional charges for contractors used to make safe the situation will also be charged	Statutory	150.00	N	0.00	150.00	150.00	N	0.00	150.00		0.0%	0.00
For the processing of Demolition Notices under Section 80 of the Building Act 1984	Statutory	90.00	N	0.00	90.00	90.00	N	0.00	90.00		0.0%	0.00
For providing letter of Confirmation of exemption status under Building Regulations for proposed works	Non-Statutory	35.00	Y	7.00	42.00	35.00	N	0.00	35.00		-16.7%	-7.00

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Pre-planning application advice												
<u>DEVELOPMENT TEAM SERVICE</u>												
Meeting and written advice	Non-Statutory	833.33	Y	166.67	1,000.00	833.33	Y	166.67	1,000.00		0.0%	0.00
Follow up meetings	Non-Statutory	416.67	Y	83.33	500.00	416.67	Y	83.33	500.00		0.0%	0.00
Written advice only	Non-Statutory	500.00	Y	100.00	600.00	500.00	Y	100.00	600.00		0.0%	0.00
<u>MAJOR DEVELOPMENT SERVICE</u>												
Meeting and written advice	Non-Statutory	625.00	Y	125.00	750.00	625.00	Y	125.00	750.00		0.0%	0.00
Follow up meetings	Non-Statutory	312.50	Y	62.50	375.00	312.50	Y	62.50	375.00		0.0%	0.00
Written advice only	Non-Statutory	333.33	Y	66.67	400.00	333.33	Y	66.67	400.00		0.0%	0.00
<u>MINOR ADVICE SERVICE</u>												
Meeting and written advice	Non-Statutory	208.33	Y	41.67	250.00	208.33	Y	41.67	250.00		0.0%	0.00
Follow up meetings	Non-Statutory	104.17	Y	20.83	125.00	104.17	Y	20.83	125.00		0.0%	0.00
Written advice only	Non-Statutory	125.00	Y	25.00	150.00	125.00	Y	25.00	150.00		0.0%	0.00

Description of Fee	Statutory or Non-Statutory	2020/21 Proposed Charge (Excl VAT) £	Subject to VAT	VAT £	2020/21 Total (inc VAT) £	2021/22 Proposed Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2021/22 Total (inc VAT) £	Basis of 21/22 Increase	2021/22 % Changes	2021/22 £ Changes
Planning Performance Agreements												
Arranged on a bespoke basis when deemed appropriate with the agreement of developers with planning officer time charged at hourly rate of £100 for a Principal Planning Officer involvement.	Non-Statutory	83.33	Y	16.67	100.00	83.33	Y	16.67	100.00		0.0%	0.00
Where such agreements exist to recover costs of required external consultancy fees (such as Retail Impact Assessment specialists) plus an admin fee of 10%.					agreed on job by job basis				agreed on job by job basis			
Planning Applications												
Operations												
The erection of dwelling-houses (other than development in category 6): where the application is for outline planning permission and the site does not exceed 2.5 hectares, for each 0.1 hectare of the site area	Statutory	462.00	N	0.00	462.00	462.00	N	0.00	462.00		0.0%	0.00
where the application is for outline planning permission and the site area exceeds 2.5 hectares, additional 0.1 hectare in excess of 2.5 hectares subject to a maximum £125,000	Statutory	11,432.00	N	0.00	11,432.00	11,432.00	N	0.00	11,432.00		0.0%	0.00
In other cases where the number of dwelling-houses to be created by the development is 50 or fewer, for each dwelling house	Statutory	138.00	N	0.00	138.00	138.00	N	0.00	138.00		0.0%	0.00
In other cases where the number of dwelling-houses to be created by the development exceeds 50	Statutory	462.00	N	0.00	462.00	462.00	N	0.00	462.00		0.0%	0.00
additional for each dwelling house in excess of 50 dwelling house subject to a maximum total of £250k	Statutory	22,859.00	N	0.00	22,859.00	22,859.00	N	0.00	22,859.00		0.0%	0.00
The erection of buildings (other than buildings in categories 1,3,4,5 or 7): where the application is for outline planning permission, and the site area does not exceed 2.5 hectares, for each 0.1 hectare of the site area	Statutory	138.00	N	0.00	138.00	138.00	N	0.00	138.00		0.0%	0.00
where the application is for outline planning permission, and the site area exceeds 2.5 hectares, additional 0.1 hectare in excess of 2.5 hectares subject to a maximum £125,000	Statutory	462.00	N	0.00	462.00	462.00	N	0.00	462.00		0.0%	0.00
In other cases where no floor space is to be created by the development	Statutory	138.00	N	0.00	138.00	138.00	N	0.00	138.00		0.0%	0.00
In other cases where the area of gross floor space to be created by the development exceeds 40 sq metres	Statutory	234.00	N	0.00	234.00	234.00	N	0.00	234.00		0.0%	0.00
where the area of the gross floor space to be created by the development exceed 40 sq metres, but does not exceed 75 sq meters	Statutory	462.00	N	0.00	462.00	462.00	N	0.00	462.00		0.0%	0.00
where the area of the gross floor space to be created by the development exceed 75 sq metres, but does not exceed 3750 sq meters, for each 75 sq metres of that area	Statutory	462.00	N	0.00	462.00	462.00	N	0.00	462.00		0.0%	0.00
where the area of the gross floor space to be created by the development exceed 3750 sq metres	Statutory	22,859.00	N	0.00	22,859.00	22,859.00	N	0.00	22,859.00		0.0%	0.00
additional for each 75 square metres in excess of 3750 sq metres subject to a maximum in total of £250k	Statutory	138.00	N	0.00	138.00	138.00	N	0.00	138.00		0.0%	0.00
The erection, on land used for the purposes of agriculture, of buildings to be used for agricultural purposes (other than buildings in category 4):							N					0.00
where the application is for outline planning permission, and the site area does not exceed 2.5 hectares, for each 0.1 hectare of the site area	Statutory	462.00	N	0.00	462.00	462.00	N	0.00	462.00		0.0%	0.00
where the application is for outline planning permission, and the site area exceeds 2.5 hectares, additional for each additional 0.1 hectare in excess of 2.5 hectares, subject to a maximum in total of £125k	Statutory	11,432.00	N	0.00	11,432.00	11,432.00	N	0.00	11,432.00		0.0%	0.00
in other cases where the area of gross floor space to be created by the development does not exceed 465 sq metres	Statutory	138.00	N	0.00	138.00	138.00	N	0.00	138.00		0.0%	0.00
in other cases where the area of gross floor space to be created by the development does not exceed 465 sq metres	Statutory	96.00	N	0.00	96.00	96.00	N	0.00	96.00		0.0%	0.00
in other cases where the area of gross floor space to be created by the development does not exceed 465 sq metres does not exceed 540 sq metres	Statutory	462.00	N	0.00	462.00	462.00	N	0.00	462.00		0.0%	0.00

Description of Fee	Statutory or Non-Statutory	2020/21 Proposed Charge (Excl VAT) £	Subject to VAT	VAT £	2020/21 Total (inc VAT) £	2021/22 Proposed Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2021/22 Total (inc VAT) £	Basis of 21/22 Increase	2021/22 % Changes	2021/22 £ Changes
in other cases where the area of the gross floor space to be created by the development exceeds 540 sq metres but does not exceed 4215 sq metres, for the first 540 sq metres	Statutory	462.00	N	0.00	462.00	462.00	N	0.00	462.00		0.0%	0.00
additional 75 square metres in excess of 540 sq metres	Statutory	462.00	N	0.00	462.00	462.00	N	0.00	462.00		0.0%	0.00
in other cases where the area of gross floor space to be created by the development exceeds 4215 sq metres	Statutory	22,859.00	N	0.00	22,859.00	22,859.00	N	0.00	22,859.00		0.0%	0.00
additional for each 75 square metres in excess of 4215 sq metres subject to a maximum in total of £250k	Statutory	138.00	N	0.00	138.00	138.00	N	0.00	138.00		0.0%	0.00
The erection of glasshouses on land used for the purpose of agriculture: where the area of gross floor space to be created by the development does not exceed 465 sq metres	Statutory	96.00	N	0.00	96.00	96.00	N	0.00	96.00		0.0%	0.00
where the area of gross floor space to be created by the development exceeds 465 sq metres	Statutory	2,580.00	N	0.00	2,580.00	2,580.00	N	0.00	2,580.00		0.0%	0.00
The erection, alteration or replacement of plant or machinery							N					0.00
where the site area does not exceed 5 hectares, for each 0.1 hectare of the site area	Statutory	462.00	N	0.00	462.00	462.00	N	0.00	462.00		0.0%	0.00
where the site area exceeds 5 hectares	Statutory	22,589.00	N	0.00	22,589.00	22,589.00	N	0.00	22,589.00		0.0%	0.00
additional for each 0.1 hectare in excess of 5 hectares subject to maximum in total of £250k	Statutory	138.00	N	0.00	138.00	138.00	N	0.00	138.00		0.0%	0.00
The enlargement, alteration or replacement of plant or machinery:	Statutory					0.00	N	0.00	0.00			0.00
where the site area does not exceed 5 hectares, 0.1 hectare of the site area	Statutory	462.00	N	0.00	462.00	462.00	N	0.00	462.00		0.0%	0.00
where the site exceeds 5 hectares	Statutory	22,859.00	N	0.00	22,859.00	22,859.00	N	0.00	22,859.00		0.0%	0.00
an additional for each 0.1 hectare in excess of 5 hectares subject to a maximum in total of £250k	Statutory	138.00	N	0.00	138.00	138.00	N	0.00	138.00		0.0%	0.00
The enlargement, improvement or other alteration of existing dwelling houses	Statutory			0.00	0.00	0.00	N	0.00	0.00			0.00
where the application relates to one dwelling-house	Statutory	206.00	N	0.00	206.00	206.00	N	0.00	206.00		0.0%	0.00
where the application relates to 2 or more dwelling houses	Statutory	407.00	N	0.00	407.00	407.00	N	0.00	407.00		0.0%	0.00
The enlargement, improvement or other alteration of existing dwelling houses:												
the carrying out of operations (including the erection of a building) within the curtilage of an existing dwelling-house for purposes ancillary to the enjoyment of the dwelling - house as such, the erection or construction of gates, fences, walls or other mean of enclosure along a boundary of the curtilage for an existing dwelling- house including construction of a new vehicular access to a dwelling house	Statutory	206.00	N	0.00	206.00	206.00	N	0.00	206.00		0.0%	0.00
Access, car park etc for existing uses:												
the construction of car parks, service roads and other means of access on land used for the purposes of a single undertaking, where the development is required for a purpose incidental to the existing use of the land (not householder)	Statutory	234.00	N	0.00	234.00	234.00	N	0.00	234.00		0.0%	0.00
The carrying out of any operations connected with explanatory drilling for oil or natural gas:							N					
where the site area does not exceed 7.5 hectares, 0.1 hectare of the site area	Statutory	508.00	N	0.00	508.00	508.00	N	0.00	508.00		0.0%	0.00
where the site area exceeds 7.5 hectares	Statutory	38,070.00	N	0.00	38,070.00	38,070.00	N	0.00	38,070.00		0.0%	0.00
additional for each 0.1 hectare in excess of 7.5 hectares, subject to a maximum in total of £250k	Statutory	151.00	N	0.00	151.00	151.00	N	0.00	151.00		0.0%	0.00
The carrying out of any operations not coming within any of the above categories:							N					
in the case of the operations for the winning and working of minerals where the site area does not exceed 15 hectares for each 0.1 hectare of the site area	Statutory	257.00	N	0.00	257.00	257.00	N	0.00	257.00		0.0%	0.00
in the case of the operations for the winning and working of minerals where the site area exceeds 15 hectares	Statutory	38,520.00	N	0.00	38,520.00	38,520.00	N	0.00	38,520.00		0.0%	0.00
additional for each 0.1 hectare in excess of 15 hectares, subject to a maximum in total of £65k	Statutory	151.00	N	0.00	151.00	151.00	N	0.00	151.00		0.0%	0.00
in any other case for each 0.1 hectare of the site area, subject to a maximum of £1690	Statutory	234.00	N	0.00	234.00	234.00	N	0.00	234.00		0.0%	0.00

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Uses of Land												
The change of use of a building to use as one or more separate dwelling - houses:												
where the change of use is from a previous use as a single dwelling-house to use as two or more single dwelling houses- where the change of use is as 50 or fewer dwelling-houses	Statutory	462.00	N	0.00	462.00	462.00	N	0.00	462.00		0.0%	0.00
where the change of use is from a previous use as a single dwelling-house to use as two or more single dwelling houses- where the change of use is to use as more than 50 dwelling houses	Statutory	22,859.00	N	0.00	22,859.00	22,859.00	N	0.00	22,859.00		0.0%	0.00
additional for each dwelling house in excess of 50 dwelling house subject to a maximum total of £250k	Statutory	138.00	N	0.00	138.00	138.00	N	0.00	138.00		0.0%	0.00
In all other cases where the change of use is to use as 50 or fewer dwelling-houses- each dwelling house	Statutory	462.00	N	0.00	462.00	462.00	N	0.00	462.00		0.0%	0.00
In all other cases where the change of use is to use as more than 50 dwelling-houses additional for each dwelling-house in excess of 50 dwelling-houses subject to a maximum in total of £250k	Statutory	22,859.00	N	0.00	22,859.00	22,859.00	N	0.00	22,859.00		0.0%	0.00
Statutory		138.00	N	0.00	138.00	138.00	N	0.00	138.00		0.0%	0.00
Waste disposal, and deposit and storage of minerals												
a) the use of land for the disposal of refuse or waste materials												
b) the deposit of material remaining after minerals have been extracted from land; or												
c) the storage of minerals in the open:												
where the site area does not exceed 15 hectares each 0.1 hectare of the site area	Statutory	234.00	N	0.00	234.00	234.00	N	0.00	234.00		0.0%	0.00
where the site area exceeds 15 hectares	Statutory	34,934.00	N	0.00	34,934.00	34,934.00	N	0.00	34,934.00		0.0%	0.00
additional for 0.1 hectare in excess of 15 hectares, subject to a maximum in total of £65k	Statutory	138.00	N	0.00	138.00	138.00	N	0.00	138.00		0.0%	0.00
The making of a material change in the use of building or land (other than a material change of use coming within any of the above categories)	Statutory	462.00	N	0.00	462.00	462.00	N	0.00	462.00		0.0%	0.00
ADVERTISEMENTS												
a) advertisements displayed externally on business premises, the forecourt of business premises or other land within the curtilage of business premises, wholly with reference to all or any of the following matters:												
i) the nature of the business or other activity carried on the premises												
ii) the goods sold or the services provided on the premises												
iii) the name and qualifications of the person carrying on such business or activity or supplying such goods or services	Statutory	132.00	N	0.00	132.00	132.00	N	0.00	132.00		0.0%	0.00
b) advertisements for the purpose of directing members of the public to, or otherwise drawing attention to the existence of business premises which are in the same locality as the site on which the advertisement is to be displayed but which are not visible from that site	Statutory	132.00	N	0.00	132.00	132.00	N	0.00	132.00		0.0%	0.00
c) all other advertisements	Statutory	462.00	N	0.00	462.00	462.00	N	0.00	462.00		0.0%	0.00
ALL OTHER APPLICATIONS												
Lawful Development Certificates												
a) application relating to an existing use or development. The fee is the amount that would be payable in respect of an application for planning permission	Statutory	462.00	N	0.00	462.00	462.00	N	0.00	462.00		0.0%	0.00
b) application relating to a proposed use or development. Half the amount that would be payable in respect of an application for planning permission	Statutory	231.00	N	0.00	231.00	231.00	N	0.00	231.00		0.0%	0.00
c) application relating to failure to comply with any condition or limitation attached to a planning permission	Statutory	234.00	N	0.00	234.00	234.00	N	0.00	234.00		0.0%	0.00
d) where an existing use specified in an application (section 191(1)(a) is used as one or more dwellings. The fee payable shall be for each dwelling subject to a maximum of £250k	Statutory	462.00	N	0.00	462.00	462.00	N	0.00	462.00		0.0%	0.00
Prior Approval Applications:												
a) Part 3, change of use of buildings or land	Statutory	96.00	N	0.00	96.00	96.00	N	0.00	96.00		0.0%	0.00

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b) part 6, agricultural buildings and operations	Statutory	96.00	N	0.00	96.00	96.00	N	0.00	96.00		0.0%	0.00
c) part 7, forestry buildings and operations	Statutory	96.00	N	0.00	96.00	96.00	N	0.00	96.00		0.0%	0.00
d) part 31, demolition of buildings	Statutory	96.00	N	0.00	96.00	96.00	N	0.00	96.00		0.0%	0.00
e) part 24, development by telecommunications code system operators	Statutory	462.00	N	0.00	462.00	462.00	N	0.00	462.00		0.0%	0.00
Variation of condition:	Statutory						N					
application for removal or variation of a condition following grant of planning permission	Statutory	234.00	N	0.00	234.00	234.00	N	0.00	234.00		0.0%	0.00
Discharge of condition							N					
request for confirmation that one or more planning confirmation that one or more planning conditions have been complied with -							N					
householder application per request	Statutory	34.00	N	0.00	34.00	34.00	N	0.00	34.00		0.0%	0.00
other applications per request	Statutory	116.00	N	0.00	116.00	116.00	N	0.00	116.00		0.0%	0.00
Application for a non-material amendment following a grant of planning permission-							N					
a) if the application is a householder application	Statutory	34.00	N	0.00	34.00	34.00	N	0.00	34.00		0.0%	0.00
b) in any other case	Statutory	234.00	N	0.00	234.00	234.00	N	0.00	234.00		0.0%	0.00

Description of Fee	Statutory or Non-Statutory	2020/21 Proposed Charge (Excl VAT) £	Subject to VAT	VAT £	2020/21 Total (inc VAT) £	2021/22 Proposed Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2021/22 Total (inc VAT) £	Basis of 21/22 Increase	2021/22 % Changes	2021/22 £ Changes
Building Control												
Plan Charge for - Single storey extension floor area not exceeding 10m2	Non-Statutory	370.00	Y	74.00	444.00	370.00	Y	74.00	444.00		0.0%	0.00
Building Notice Charge for - Single storey extension floor area not exceeding 10m2	Non-Statutory	436.00	Y	87.20	523.20	436.00	Y	87.20	523.20		0.0%	0.00
Plan Charge for - Single storey extension floor area not exceeding 10m2	Non-Statutory	198.00	Y	39.60	237.60	198.00	Y	39.60	237.60		0.0%	0.00
Inspection Charge for - Single storey extension floor area exceeding 10m2 but not exceeding 40m2	Non-Statutory	317.00	Y	63.40	380.40	317.00	Y	63.40	380.40		0.0%	0.00
Building Notice Charge for - Single storey extension floor area exceeding 10m2 but not exceeding 40m2	Non-Statutory	581.00	Y	116.20	697.20	581.00	Y	116.20	697.20		0.0%	0.00
Plan Charge for - Single storey extension floor area not exceeding 10m2	Non-Statutory	198.00	Y	39.60	237.60	198.00	Y	39.60	237.60		0.0%	0.00
Inspection Charge for - Single storey extension floor area exceeding 40m2 but not exceeding 80m2	Non-Statutory	396.00	Y	79.20	475.20	396.00	Y	79.20	475.20		0.0%	0.00
Building Notice Charge for - Single storey extension floor area exceeding 40m2 but not exceeding 80m2	Non-Statutory	660.00	Y	132.00	792.00	660.00	Y	132.00	792.00		0.0%	0.00
Plan Charge for - Single storey extension floor area exceeding 10m2 but not exceeding 40m2	Non-Statutory	198.00	Y	39.60	237.60	198.00	Y	39.60	237.60		0.0%	0.00
Inspection Charge for - Two storey extension floor area not exceeding 40m2	Non-Statutory	396.00	Y	79.20	475.20	396.00	Y	79.20	475.20		0.0%	0.00
Building Notice Charge for - Two storey extension floor area not exceeding 40m2	Non-Statutory	660.00	Y	132.00	792.00	660.00	Y	132.00	792.00		0.0%	0.00
Plan Charge for - Single storey extension floor area exceeding 10m2 but not exceeding 40m2	Non-Statutory	198.00	Y	39.60	237.60	198.00	Y	39.60	237.60		0.0%	0.00
Inspection Charge for - Two storey extension floor area exceeding 40m2 but not exceeding 100m2	Non-Statutory	442.00	Y	88.40	530.40	442.00	Y	88.40	530.40		0.0%	0.00
Building Notice Charge for - Two storey extension floor area exceeding 40m2 but not exceeding 100m2	Non-Statutory	706.00	Y	141.20	847.20	706.00	Y	141.20	847.20		0.0%	0.00
Plan Charge for - Single storey extension floor area exceeding 10m2 but not exceeding 40m2	Non-Statutory	396.00	Y	79.20	475.20	396.00	Y	79.20	475.20		0.0%	0.00
Building Notice Charge for - Loft Conversion that does not increase the volume of the dwelling (max floor area 50m2)	Non-Statutory	436.00	Y	87.20	523.20	436.00	Y	87.20	523.20		0.0%	0.00
Plan Charge for - Single storey extension floor area exceeding 40m2 but not exceeding 80m2	Non-Statutory	198.00	Y	39.60	237.60	198.00	Y	39.60	237.60		0.0%	0.00
Inspection Charge for - Loft conversion that increases the volume of the dwelling (max floor area 50m2)	Non-Statutory	238.00	Y	47.60	285.60	238.00	Y	47.60	285.60		0.0%	0.00
Building Notice Charge for - Loft conversion that increases the volume of the dwelling (max floor area 50m2)	Non-Statutory	475.00	Y	95.00	570.00	475.00	Y	95.00	570.00		0.0%	0.00
Plan Charge for - Single storey extension floor area exceeding 40m2 but not exceeding 80m2	Non-Statutory	238.00	Y	47.60	285.60	238.00	Y	47.60	285.60		0.0%	0.00
Building Notice Charge for - Erection or extension of a non exempt detached garage or carport up to 100m2	Non-Statutory	277.00	Y	55.40	332.40	277.00	Y	55.40	332.40		0.0%	0.00
Plan Charge for - Single storey extension floor area exceeding 40m2 but not exceeding 80m2	Non-Statutory	317.00	Y	63.40	380.40	317.00	Y	63.40	380.40		0.0%	0.00
Building Notice Charge for - Erection of a non exempt attached single storey extension of a garage or carport up to 100m2	Non-Statutory	356.00	Y	71.20	427.20	356.00	Y	71.20	427.20		0.0%	0.00
Plan Charge for - Two storey extension floor area not exceeding 40m2	Non-Statutory	238.00	Y	47.60	285.60	238.00	Y	47.60	285.60		0.0%	0.00
Building Notice Charge for - Attached Garage Conversion to a create a habitable room / kitchen or utility space	Non-Statutory	277.00	Y	55.40	332.40	277.00	Y	55.40	332.40		0.0%	0.00
Plan Charge for - Two storey extension floor area not exceeding 40m2	Non-Statutory	317.00	Y	63.40	380.40	317.00	Y	63.40	380.40		0.0%	0.00
Building Notice Charge for - Erection of a multi storey detached ancillary building upto 100m2 floor area	Non-Statutory	356.00	Y	71.20	427.20	356.00	Y	71.20	427.20		0.0%	0.00
Plan Charge for - Two storey extension floor area not exceeding 40m2	Non-Statutory	359.00	Y	71.80	430.80	359.00	Y	71.80	430.80		0.0%	0.00
Building Notice Charge for - Creation of a Basement up to 100m2 - add charge when an extension includes a basebent extension there is an additional charge to the extension charge of £200 plus vat	Non-Statutory	398.00	Y	79.60	477.60	398.00	Y	79.60	477.60		0.0%	0.00
Plan Charge for - Two storey extension floor area exceeding 40m2 but not exceeding 100m2	Non-Statutory	350.00	Y	70.00	420.00	350.00	Y	70.00	420.00		0.0%	0.00

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Building Notice Charge for - Domestic alterations to a single building: underpinning (up to 20 linear metres)	Non-Statutory	350.00	Y	70.00	420.00	350.00	Y	70.00	420.00		0.0%	0.00
Plan Charge for - Two storey extension floor area exceeding 40m2 but not exceeding 100m2	Non-Statutory	142.00	Y	28.40	170.40	142.00	Y	28.40	170.40		0.0%	0.00
Building Notice Charge for - Domestic alterations to a single building:Renovation of a thermal element to a single dwelling	Non-Statutory	142.00	Y	28.40	170.40	142.00	Y	28.40	170.40		0.0%	0.00
Plan Charge for - Loft Conversion that does not increase the volume of the dwelling (max floor area 50m2)	Non-Statutory	204.00	Y	40.80	244.80	204.00	Y	40.80	244.80		0.0%	0.00
Building Notice Charge for - Estimated cost less than £2,000	Non-Statutory	204.00	Y	40.80	244.80	204.00	Y	40.80	244.80		0.0%	0.00
Plan Charge for - Loft Conversion that does not increase the volume of the dwelling (max floor area 50m2)	Non-Statutory	274.00	Y	54.80	328.80	274.00	Y	54.80	328.80		0.0%	0.00
Building Notice Charge for - Estimated cost over £2,000 up to £5000	Non-Statutory	274.00	Y	54.80	328.80	274.00	Y	54.80	328.80		0.0%	0.00
Plan Charge for - Loft conversion that increases the volume of the dwelling (max floor area 50m2)	Non-Statutory	338.00	Y	67.60	405.60	338.00	Y	67.60	405.60		0.0%	0.00
Building Notice Charge for - Estimated cost exceeding £5,000 up to £25,000	Non-Statutory	338.00	Y	67.60	405.60	338.00	Y	67.60	405.60		0.0%	0.00
Plan Charge for - Loft conversion that increases the volume of the dwelling (max floor area 50m2)	Non-Statutory	141.00	Y	28.20	169.20	141.00	Y	28.20	169.20		0.0%	0.00
Inspection Charge for - Estimated cost exceeding £25,001 and up to £50,000	Non-Statutory	309.00	Y	61.80	370.80	309.00	Y	61.80	370.80		0.0%	0.00
Building Notice Charge for - Estimated cost exceeding £25,001 and up to £50,000	Non-Statutory	450.00	Y	90.00	540.00	450.00	Y	90.00	540.00		0.0%	0.00
Plan Charge for - Loft conversion that increases the volume of the dwelling (max floor area 50m2)	Non-Statutory	141.00	Y	28.20	169.20	141.00	Y	28.20	169.20		0.0%	0.00
Inspection Charge for - Estimated cost exceeding £50,001 and up to £75,000	Non-Statutory	421.00	Y	84.20	505.20	421.00	Y	84.20	505.20		0.0%	0.00
Building Notice Charge for - Estimated cost exceeding £50,001 and up to £75,000	Non-Statutory	562.00	Y	112.40	674.40	562.00	Y	112.40	674.40		0.0%	0.00
Plan Charge for - Erection or extension of a non exempt detached garage or carport up to 100m2	Non-Statutory	238.00	Y	47.60	285.60	238.00	Y	47.60	285.60		0.0%	0.00
Building Notice Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work. Carried out by an electrician not a member of a competent persons scheme, capable of demonstrating upto date qualifications and providing all design information, installation and test certification. - Any electrical works other than rewiring of a dwelling	Non-Statutory	238.00	Y	47.60	285.60	238.00	Y	47.60	285.60		0.0%	0.00
Plan Charge for - Erection or extension of a non exempt detached garage or carport up to 100m2	Non-Statutory	317.00	Y	63.40	380.40	317.00	Y	63.40	380.40		0.0%	0.00
Building Notice Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work. Carried out by an electrician not a member of a competent persons scheme, capable of demonstrating upto date qualifications and providing all design information, installation and test certification. - Rewiring or new installation in a dwelling	Non-Statutory	317.00	Y	63.40	380.40	317.00	Y	63.40	380.40		0.0%	0.00
Plan Charge for - Erection or extension of a non exempt detached garage or carport up to 100m2	Non-Statutory	198.00	Y	39.60	237.60	198.00	Y	39.60	237.60		0.0%	0.00
Building Notice Charge for - Domestic Electrical Works: Additional charge for 'notifiable' electrical works carried out at the same time as the other work categories above. Carried out by an electrician not a member of a competent persons scheme, capable of demonstrating upto date qualifications and providing all design information, installation and test certification.	Non-Statutory	198.00	Y	39.60	237.60	198.00	Y	39.60	237.60		0.0%	0.00
Plan Charge for - Erection of a non exempt attached single storey extension of a garage or carport up to 100m2	Non-Statutory	337.00	Y	67.40	404.40	337.00	Y	67.40	404.40		0.0%	0.00
Building Notice Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work (carried out by a non qualified person) - Any electrical works other than rewiring of a dwelling	Non-Statutory	337.00	Y	67.40	404.40	337.00	Y	67.40	404.40		0.0%	0.00
Plan Charge for - Erection of a non exempt attached single storey extension of a garage or carport up to 100m2	Non-Statutory	450.00	Y	90.00	540.00	450.00	Y	90.00	540.00		0.0%	0.00

Description of Fee	Statutory or Non-Statutory	2020/21 Proposed Charge (Excl VAT) £	Subject to VAT	VAT £	2020/21 Total (inc VAT) £	2021/22 Proposed Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2021/22 Total (inc VAT) £	Basis of 21/22 Increase	2021/22 % Changes	2021/22 £ Changes
Building Notice Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work (carried out by a non qualified person) - Rewiring or new installation in a dwelling	Non-Statutory	450.00	Y	90.00	540.00	450.00	Y	90.00	540.00		0.0%	0.00
Plan Charge for - Erection of a non exempt attached single storey extension of a garage or carport up to 100m2	Non-Statutory	264.00	Y	52.80	316.80	264.00	Y	52.80	316.80		0.0%	0.00
Building Notice Charge for - Domestic Electrical Works: Additional charge for 'notifiable' electrical works carried out at the same time as the other work categories above (carried out by a non qualified person)	Non-Statutory	264.00	Y	52.80	316.80	264.00	Y	52.80	316.80		0.0%	0.00
Plan Charge for - Attached Garage Conversion to a create a habitable room / kitchen or utility space	Non-Statutory	158.00	Y	31.60	189.60	158.00	Y	31.60	189.60		0.0%	0.00
Inspection Charge for - Solid fuel appliances: Installation of a solid fuel appliance by non-competent person scheme member e.g. not HETAS registered	Non-Statutory	365.00	Y	73.00	438.00	365.00	Y	73.00	438.00		0.0%	0.00
Building Notice Charge for - Solid fuel appliances: Installation of a solid fuel appliance by non-competent person scheme member e.g. not HETAS registered	Non-Statutory	523.00	Y	104.60	627.60	523.00	Y	104.60	627.60		0.0%	0.00
Plan Charge for - Attached Garage Conversion to a create a habitable room / kitchen or utility space	Non-Statutory	119.00	Y	23.80	142.80	119.00	Y	23.80	142.80		0.0%	0.00
Building Notice Charge for - Domestic Window Replacements: Window replacements (non competent persons scheme member) - per installation up to 10 windows	Non-Statutory	119.00	Y	23.80	142.80	119.00	Y	23.80	142.80		0.0%	0.00
Plan Charge for - Attached Garage Conversion to a create a habitable room / kitchen or utility space	Non-Statutory	224.00	Y	44.80	268.80	224.00	Y	44.80	268.80		0.0%	0.00
Building Notice Charge for - Domestic Window Replacements: Window replacements (non competent persons scheme member) - per installation upto 11 to 20 windows	Non-Statutory	224.00	Y	44.80	268.80	224.00	Y	44.80	268.80		0.0%	0.00
Plan Charge for - Erection of a multi storey detached ancillary building upto 100m2 floor area	Non-Statutory	300.00	Y	60.00	360.00	300.00	Y	60.00	360.00		0.0%	0.00
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings. - 1 dwelling	Non-Statutory	429.00	Y	85.80	514.80	429.00	Y	85.80	514.80		0.0%	0.00
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 1 dwelling	Non-Statutory	888.00	Y	177.60	1,065.60	888.00	Y	177.60	1,065.60		0.0%	0.00
Plan Charge for - Erection of a multi storey detached ancillary building upto 100m2 floor area	Non-Statutory	386.00	Y	77.20	463.20	386.00	Y	77.20	463.20		0.0%	0.00
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 2 dwellings	Non-Statutory	601.00	Y	120.20	721.20	601.00	Y	120.20	721.20		0.0%	0.00
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 2 dwellings	Non-Statutory	1,145.00	Y	229.00	1,374.00	1,145.00	Y	229.00	1,374.00		0.0%	0.00
Plan Charge for - Erection of a multi storey detached ancillary building upto 100m2 floor area	Non-Statutory	472.00	Y	94.40	566.40	472.00	Y	94.40	566.40		0.0%	0.00
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 3 dwellings	Non-Statutory	729.00	Y	145.80	874.80	729.00	Y	145.80	874.80		0.0%	0.00
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 3 dwellings	Non-Statutory	1,360.00	Y	272.00	1,632.00	1,360.00	Y	272.00	1,632.00		0.0%	0.00
Plan Charge for - Creation of a Basement up to 100m2 - add charge when an extension includes a basebent extension there is an additional charge to the extension charge of £200 plus vat	Non-Statutory	568.00	Y	113.60	681.60	568.00	Y	113.60	681.60		0.0%	0.00
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 4 dwellings	Non-Statutory	858.00	Y	171.60	1,029.60	858.00	Y	171.60	1,029.60		0.0%	0.00
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 4 dwellings	Non-Statutory	1,584.00	Y	316.80	1,900.80	1,584.00	Y	316.80	1,900.80		0.0%	0.00
Plan Charge for - Creation of a Basement up to 100m2 - add charge when an extension includes a basebent extension there is an additional charge to the extension charge of £200 plus vat	Non-Statutory	644.00	Y	128.80	772.80	644.00	Y	128.80	772.80		0.0%	0.00
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 5 dwellings	Non-Statutory	987.00	Y	197.40	1,184.40	987.00	Y	197.40	1,184.40		0.0%	0.00
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 5 dwellings	Non-Statutory	1,789.00	Y	357.80	2,146.80	1,789.00	Y	357.80	2,146.80		0.0%	0.00

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Plan Charge for - Creation of a Basement up to 100m2 - add charge when an extension includes a basebent extension there is an additional charge to the extension charge of £200 plus vat	Non-Statutory	648.00	Y	129.60	777.60	648.00	Y	129.60	777.60		0.0%	0.00
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 6 dwellings	Non-Statutory	1,153.00	Y	230.60	1,383.60	1,153.00	Y	230.60	1,383.60		0.0%	0.00
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 6 dwellings	Non-Statutory	1,959.00	Y	391.80	2,350.80	1,959.00	Y	391.80	2,350.80		0.0%	0.00
Plan Charge for - Individually determined charges - mainly relates to larger schemes	Non-Statutory	651.00	Y	130.20	781.20	651.00	Y	130.20	781.20		0.0%	0.00
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 7 dwellings	Non-Statutory	1,179.00	Y	235.80	1,414.80	1,179.00	Y	235.80	1,414.80		0.0%	0.00
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 7 dwellings	Non-Statutory	1,989.00	Y	397.80	2,386.80	1,989.00	Y	397.80	2,386.80		0.0%	0.00
Plan Charge for - Individually determined charges - mainly relates to larger schemes	Non-Statutory	656.00	Y	131.20	787.20	656.00	Y	131.20	787.20		0.0%	0.00
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 8 dwellings	Non-Statutory	1,354.00	Y	270.80	1,624.80	1,354.00	Y	270.80	1,624.80		0.0%	0.00
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 8 dwellings	Non-Statutory	2,168.00	Y	433.60	2,601.60	2,168.00	Y	433.60	2,601.60		0.0%	0.00
Plan Charge for - Individually determined charges - mainly relates to larger schemes	Non-Statutory	659.00	Y	131.80	790.80	659.00	Y	131.80	790.80		0.0%	0.00
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 9 dwellings	Non-Statutory	1,542.00	Y	308.40	1,850.40	1,542.00	Y	308.40	1,850.40		0.0%	0.00
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 9 dwellings	Non-Statutory	2,360.00	Y	472.00	2,832.00	2,360.00	Y	472.00	2,832.00		0.0%	0.00
Plan Charge for - Domestic alterations to a single building: underpinning (up to 20 linear metres)	Non-Statutory	663.00	Y	132.60	795.60	663.00	Y	132.60	795.60		0.0%	0.00
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 10 dwellings	Non-Statutory	1,717.00	Y	343.40	2,060.40	1,717.00	Y	343.40	2,060.40		0.0%	0.00
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 10 dwellings	Non-Statutory	2,539.00	Y	507.80	3,046.80	2,539.00	Y	507.80	3,046.80		0.0%	0.00
Plan Charge for - Domestic alterations to a single building: underpinning (up to 20 linear metres)	Non-Statutory	667.00	Y	133.40	800.40	667.00	Y	133.40	800.40		0.0%	0.00
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 11 dwellings	Non-Statutory	1,877.00	Y	375.40	2,252.40	1,877.00	Y	375.40	2,252.40		0.0%	0.00
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 11 dwellings	Non-Statutory	2,703.00	Y	540.60	3,243.60	2,703.00	Y	540.60	3,243.60		0.0%	0.00
Plan Charge for - Domestic alterations to a single building: underpinning (up to 20 linear metres)	Non-Statutory	671.00	Y	134.20	805.20	671.00	Y	134.20	805.20		0.0%	0.00
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 12 dwellings	Non-Statutory	2,044.00	Y	408.80	2,452.80	2,044.00	Y	408.80	2,452.80		0.0%	0.00
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 12 dwellings	Non-Statutory	2,873.00	Y	574.60	3,447.60	2,873.00	Y	574.60	3,447.60		0.0%	0.00
Plan Charge for - Domestic alterations to a single building:Renovation of a thermal element to a single dwelling	Non-Statutory	674.00	Y	134.80	808.80	674.00	Y	134.80	808.80		0.0%	0.00
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings -13 dwellings	Non-Statutory	2,210.00	Y	442.00	2,652.00	2,210.00	Y	442.00	2,652.00		0.0%	0.00
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings -13 dwellings	Non-Statutory	3,043.00	Y	608.60	3,651.60	3,043.00	Y	608.60	3,651.60		0.0%	0.00
Plan Charge for - Domestic alterations to a single building:Renovation of a thermal element to a single dwelling	Non-Statutory	679.00	Y	135.80	814.80	679.00	Y	135.80	814.80		0.0%	0.00
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 14 dwellings	Non-Statutory	2,376.00	Y	475.20	2,851.20	2,376.00	Y	475.20	2,851.20		0.0%	0.00
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 14 dwellings	Non-Statutory	3,213.00	Y	642.60	3,855.60	3,213.00	Y	642.60	3,855.60		0.0%	0.00
Plan Charge for - Domestic alterations to a single building:Renovation of a thermal element to a single dwelling	Non-Statutory	683.00	Y	136.60	819.60	683.00	Y	136.60	819.60		0.0%	0.00

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Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 15 dwellings	Non-Statutory	2,542.00	Y	508.40	3,050.40	2,542.00	Y	508.40	3,050.40		0.0%	0.00
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 15 dwellings	Non-Statutory	3,384.00	Y	676.80	4,060.80	3,384.00	Y	676.80	4,060.80		0.0%	0.00
Plan Charge for - Domestic alterations to a single building: Alterations, installation of fittings (not electrical) and / or, structural alterations:	Non-Statutory	686.00	Y	137.20	823.20	686.00	Y	137.20	823.20		0.0%	0.00
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 16 dwellings	Non-Statutory	2,708.00	Y	541.60	3,249.60	2,708.00	Y	541.60	3,249.60		0.0%	0.00
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 16 dwellings	Non-Statutory	3,554.00	Y	710.80	4,264.80	3,554.00	Y	710.80	4,264.80		0.0%	0.00
Plan Charge for - Domestic alterations to a single building: Alterations, installation of fittings (not electrical) and / or, structural alterations:	Non-Statutory	691.00	Y	138.20	829.20	691.00	Y	138.20	829.20		0.0%	0.00
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 17 dwellings	Non-Statutory	2,875.00	Y	575.00	3,450.00	2,875.00	Y	575.00	3,450.00		0.0%	0.00
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 17 dwellings	Non-Statutory	3,724.00	Y	744.80	4,468.80	3,724.00	Y	744.80	4,468.80		0.0%	0.00
Plan Charge for - Domestic alterations to a single building: Alterations, installation of fittings (not electrical) and / or, structural alterations:	Non-Statutory	694.00	Y	138.80	832.80	694.00	Y	138.80	832.80		0.0%	0.00
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 18 dwellings	Non-Statutory	3,042.00	Y	608.40	3,650.40	3,042.00	Y	608.40	3,650.40		0.0%	0.00
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 18 dwellings	Non-Statutory	3,894.00	Y	778.80	4,672.80	3,894.00	Y	778.80	4,672.80		0.0%	0.00
Plan Charge for - Estimated cost less than £2,000	Non-Statutory	699.00	Y	139.80	838.80	699.00	Y	139.80	838.80		0.0%	0.00
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 19 dwellings	Non-Statutory	3,208.00	Y	641.60	3,849.60	3,208.00	Y	641.60	3,849.60		0.0%	0.00
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 19 dwellings	Non-Statutory	4,065.00	Y	813.00	4,878.00	4,065.00	Y	813.00	4,878.00		0.0%	0.00
Plan Charge for - Estimated cost less than £2,000	Non-Statutory	238.00	Y	47.60	285.60	238.00	Y	47.60	285.60		0.0%	0.00
Inspection Charge for - Floor area not exceeding 10m squared: - other residential (institution and Other)	Non-Statutory	601.00	Y	120.20	721.20	601.00	Y	120.20	721.20		0.0%	0.00
Plan Charge for - Estimated cost over £2,000 up to £5000	Non-Statutory	238.00	Y	47.60	285.60	238.00	Y	47.60	285.60		0.0%	0.00
Inspection Charge for - Floor area not exceeding 10m squared: - Assembly and Recreational use	Non-Statutory	515.00	Y	103.00	618.00	515.00	Y	103.00	618.00		0.0%	0.00
Plan Charge for - Estimated cost over £2,000 up to £5000	Non-Statutory	238.00	Y	47.60	285.60	238.00	Y	47.60	285.60		0.0%	0.00
Inspection Charge for - Floor area not exceeding 10m squared: - Industrial and storage usage	Non-Statutory	343.00	Y	68.60	411.60	343.00	Y	68.60	411.60		0.0%	0.00
Plan Charge for - Estimated cost over £2,000 up to £5000	Non-Statutory	238.00	Y	47.60	285.60	238.00	Y	47.60	285.60		0.0%	0.00
Inspection Charge for - Floor area not exceeding 10m squared: - All other use classes	Non-Statutory	515.00	Y	103.00	618.00	515.00	Y	103.00	618.00		0.0%	0.00
Plan Charge for - Estimated cost exceeding £5,000 up to £25,000	Non-Statutory	317.00	Y	63.40	380.40	317.00	Y	63.40	380.40		0.0%	0.00
Inspection Charge for - Floor area exceeding 10m squared but not exceeding 40m squared: - other residential (institution and Other)	Non-Statutory	686.00	Y	137.20	823.20	686.00	Y	137.20	823.20		0.0%	0.00
Plan Charge for - Estimated cost exceeding £5,000 up to £25,000	Non-Statutory	317.00	Y	63.40	380.40	317.00	Y	63.40	380.40		0.0%	0.00
Inspection Charge for - Floor area exceeding 10m squared but not exceeding 40m squared: -Assembly and Recreational use	Non-Statutory	601.00	Y	120.20	721.20	601.00	Y	120.20	721.20		0.0%	0.00
Plan Charge for - Estimated cost exceeding £5,000 up to £25,000	Non-Statutory	317.00	Y	63.40	380.40	317.00	Y	63.40	380.40		0.0%	0.00
Inspection Charge for - Floor area exceeding 10m squared but not exceeding 40m squared: -Industrial and storage usage	Non-Statutory	429.00	Y	85.80	514.80	429.00	Y	85.80	514.80		0.0%	0.00
Plan Charge for - Estimated cost exceeding £25,001 and up to £50,000	Non-Statutory	317.00	Y	63.40	380.40	317.00	Y	63.40	380.40		0.0%	0.00
Inspection Charge for - Floor area exceeding 10m squared but not exceeding 40m squared: -All other use classes	Non-Statutory	601.00	Y	120.20	721.20	601.00	Y	120.20	721.20		0.0%	0.00
Plan Charge for - Estimated cost exceeding £25,001 and up to £50,000	Non-Statutory	396.00	Y	79.20	475.20	396.00	Y	79.20	475.20		0.0%	0.00
Inspection Charge for - Floor area exceeding 40m squared but not exceeding 100m squared: -other residential (institution and Other)	Non-Statutory	772.00	Y	154.40	926.40	772.00	Y	154.40	926.40		0.0%	0.00
Plan Charge for - Estimated cost exceeding £25,001 and up to £50,000	Non-Statutory	317.00	Y	63.40	380.40	317.00	Y	63.40	380.40		0.0%	0.00

Description of Fee	Statutory or Non-Statutory	2020/21 Proposed Charge (Excl VAT) £	Subject to VAT	VAT £	2020/21 Total (inc VAT) £	2021/22 Proposed Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2021/22 Total (inc VAT) £	Basis of 21/22 Increase	2021/22 % Changes	2021/22 £ Changes
Inspection Charge for - Floor area exceeding 40m squared but not exceeding 100m squared: -Assembly and Recreational use	Non-Statutory	686.00	Y	137.20	823.20	686.00	Y	137.20	823.20		0.0%	0.00
Plan Charge for - Estimated cost exceeding £50,001 and up to £75,000	Non-Statutory	317.00	Y	63.40	380.40	317.00	Y	63.40	380.40		0.0%	0.00
Inspection Charge for - Floor area exceeding 40m squared but not exceeding 100m squared: -Industrial and storage usage	Non-Statutory	515.00	Y	103.00	618.00	515.00	Y	103.00	618.00		0.0%	0.00
Plan Charge for - Estimated cost exceeding £50,001 and up to £75,000	Non-Statutory	317.00	Y	63.40	380.40	317.00	Y	63.40	380.40		0.0%	0.00
Inspection Charge for - Floor area exceeding 40m squared but not exceeding 100m squared: -All other use classes	Non-Statutory	686.00	Y	137.20	823.20	686.00	Y	137.20	823.20		0.0%	0.00
Plan Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work. Carried out by an electrician not a member of a competent persons scheme, capable of demonstrating upto date qualifications and providing all design information, installation and test certification. - Any electrical works other than rewiring of a dwelling	Non-Statutory	349.00	Y	69.80	418.80	349.00	Y	69.80	418.80		0.0%	0.00
Plan Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work. Carried out by an electrician not a member of a competent persons scheme, capable of demonstrating upto date qualifications and providing all design information, installation and test certification. - Any electrical works other than rewiring of a dwelling	Non-Statutory	112.00	Y	22.40	134.40	112.00	Y	22.40	134.40		0.0%	0.00
Inspection Charge for - Underpinning: -estimated cost exceeding £50k and up to £100k	Non-Statutory	337.00	Y	67.40	404.40	337.00	Y	67.40	404.40		0.0%	0.00
Plan Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work. Carried out by an electrician not a member of a competent persons scheme, capable of demonstrating upto date qualifications and providing all design information, installation and test certification. - Rewiring or new installation in a dwelling	Non-Statutory	168.00	Y	33.60	201.60	168.00	Y	33.60	201.60		0.0%	0.00
Inspection Charge for - Underpinning: -estimated cost exceeding £100k and up to £250k	Non-Statutory	393.00	Y	78.60	471.60	393.00	Y	78.60	471.60		0.0%	0.00
Plan Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work. Carried out by an electrician not a member of a competent persons scheme, capable of demonstrating upto date qualifications and providing all design information, installation and test certification. - Rewiring or new installation in a dwelling	Non-Statutory	119.00	Y	23.80	142.80	119.00	Y	23.80	142.80		0.0%	0.00
Plan Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work. Carried out by an electrician not a member of a competent persons scheme, capable of demonstrating upto date qualifications and providing all design information, installation and test certification. - Rewiring or new installation in a dwelling	Non-Statutory	224.00	Y	44.80	268.80	224.00	Y	44.80	268.80		0.0%	0.00

Description of Fee	Statutory or Non-Statutory	2020/21 Proposed Charge (Excl VAT) £	Subject to VAT	VAT £	2020/21 Total (inc VAT) £	2021/22 Proposed Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2021/22 Total (inc VAT) £	Basis of 21/22 Increase	2021/22 % Changes	2021/22 £ Changes
Plan Charge for - Domestic Electrical Works: Additional charge for 'notifiable' electrical works carried out at the same time as the other work categories above. Carried out by an electrician not a member of a competent persons scheme, capable of demonstrating upto date qualifications and providing all design information, installation and test certification.	Non-Statutory	191.00	Y	38.20	229.20	191.00	Y	38.20	229.20		0.0%	0.00
Plan Charge for - Domestic Electrical Works: Additional charge for 'notifiable' electrical works carried out at the same time as the other work categories above. Carried out by an electrician not a member of a competent persons scheme, capable of demonstrating upto date qualifications and providing all design information, installation and test certification.	Non-Statutory	231.00	Y	46.20	277.20	231.00	Y	46.20	277.20		0.0%	0.00
Plan Charge for - Domestic Electrical Works: Additional charge for 'notifiable' electrical works carried out at the same time as the other work categories above. Carried out by an electrician not a member of a competent persons scheme, capable of demonstrating upto date qualifications and providing all design information, installation and test certification.	Non-Statutory	337.00	Y	67.40	404.40	337.00	Y	67.40	404.40		0.0%	0.00
Plan Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work (carried out by a non qualified person) - Any electrical works other than rewiring of a dwelling	Non-Statutory	172.00	Y	34.40	206.40	172.00	Y	34.40	206.40		0.0%	0.00
Plan Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work (carried out by a non qualified person) - Any electrical works other than rewiring of a dwelling	Non-Statutory	231.00	Y	46.20	277.20	231.00	Y	46.20	277.20		0.0%	0.00
Plan Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work (carried out by a non qualified person) - Any electrical works other than rewiring of a dwelling	Non-Statutory	191.00	Y	38.20	229.20	191.00	Y	38.20	229.20		0.0%	0.00
Inspection Charge for - Alterations not described elsewhere including structural alterations and installation of controlled fittings -estimated cost exceeding £25k and up to £50k	Non-Statutory	264.00	Y	52.80	316.80	264.00	Y	52.80	316.80		0.0%	0.00
Plan Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work (carried out by a non qualified person) - Rewiring or new installation in a dwelling	Non-Statutory	191.00	Y	38.20	229.20	191.00	Y	38.20	229.20		0.0%	0.00
Inspection Charge for - Alterations not described elsewhere including structural alterations and installation of controlled fittings -estimated cost exceeding £50k and up to £100k	Non-Statutory	350.00	Y	70.00	420.00	350.00	Y	70.00	420.00		0.0%	0.00
Plan Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work (carried out by a non qualified person) - Rewiring or new installation in a dwelling	Non-Statutory	191.00	Y	38.20	229.20	191.00	Y	38.20	229.20		0.0%	0.00
Inspection Charge for - Alterations not described elsewhere including structural alterations and installation of controlled fittings -estimated cost exceeding £100k and up to £150k	Non-Statutory	491.00	Y	98.20	589.20	491.00	Y	98.20	589.20		0.0%	0.00
Plan Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work (carried out by a non qualified person) - Rewiring or new installation in a dwelling	Non-Statutory	298.00	Y	59.60	357.60	298.00	Y	59.60	357.60		0.0%	0.00
Inspection Charge for - Installation of Mezzanine floor up to 250m squared	Non-Statutory	546.00	Y	109.20	655.20	546.00	Y	109.20	655.20		0.0%	0.00
Plan Charge for - Domestic Electrical Works: Additional charge for 'notifiable' electrical works carried out at the same time as the other work categories above (carried out by a non qualified person)	Non-Statutory	191.00	Y	38.20	229.20	191.00	Y	38.20	229.20		0.0%	0.00
Inspection Charge for - office or shop fit out up to 250m squared	Non-Statutory	377.00	Y	75.40	452.40	377.00	Y	75.40	452.40		0.0%	0.00
Plan Charge for - Domestic Electrical Works: Additional charge for 'notifiable' electrical works carried out at the same time as the other work categories above (carried out by a non qualified person)	Non-Statutory	323.00	Y	64.60	387.60	323.00	Y	64.60	387.60		0.0%	0.00
Inspection Charge for - office or shop fit out over 250m squared up to 2000m squared	Non-Statutory	526.00	Y	105.20	631.20	526.00	Y	105.20	631.20		0.0%	0.00
Plan Charge for - Domestic Electrical Works: Additional charge for 'notifiable' electrical works carried out at the same time as the other work categories above (carried out by a non qualified person)	Non-Statutory	337.00	Y	67.40	404.40	337.00	Y	67.40	404.40		0.0%	0.00

Description of Fee	Statutory or Non-Statutory	2020/21 Proposed Charge (Excl VAT) £	Subject to VAT	VAT £	2020/21 Total (inc VAT) £	2021/22 Proposed Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2021/22 Total (inc VAT) £	Basis of 21/22 Increase	2021/22 % Changes	2021/22 £ Changes
Greater Manchester Ecology Unit												
For the provision of ecological information an administrative charge is levied for any data search undertaken. There are exceptions for academic data searches and landowners or occupiers for SBI information that relates to their land.												
Charge for first hour	Non-Statutory	100.00	Y	20.00	120.00	100.00	Y	20.00	120.00		0.0%	0.00
Charge for each hour after the first hour	Non-Statutory	50.00	Y	10.00	60.00	50.00	Y	10.00	60.00		0.0%	0.00
Housing Services/Adaptions												
An Agency Service is provided to disabled people in order to assist them with the application process for a DFG or other grant for adaptation, procurement of works and supervise it on their behalf. The fee is a percentage based upon the value of the works. This is currently 12.5%												
	Non-Statutory	12.5%	Y		12.5%	0.00	Y	0.00	0.00		-100.0%	-0.13
Plan Drawing charge for bathrooms and ramped access	Non-Statutory	150.00	Y	30.00	180.00	170.00	Y	34.00	204.00		13.3%	24.00
Plan Drawing charge for garage conversions/ single storey extensions	Non-Statutory	450.00	Y	90.00	540.00	750.00	Y	150.00	900.00		66.7%	360.00
Agency Service fee to provide assistance with the application process, procurement of works and supervise on their behalf for those vulnerable people who qualify for assistance for Staying Put Grant and Home Repair Assistance. This is currently 12.5%	Non-Statutory	12.5%	Y		12.5%	0.00	Y	0.00	0.00		-100.0%	-0.13
Agency Service to provide assistance with the procurement of works and supervise on behalf for client for Private Works where applicants fail the Test of Resources or where no grant assistance is available. This is currently 12.5%	Non-Statutory	12.5%	Y		12.5%	0.00	Y	0.00	0.00		-100.0%	-0.13
Corporate Landlord												
External Room Hire - Ashton Town Hall - Civic Hall - Weekday	Non-Statutory	45.00	N	0.00	45.00	45.00	N	0.00	45.00		0.0%	0.00
External Room Hire - Ashton Town Hall - Civic Hall - Evening/Saturday	Non-Statutory	60.00	N	0.00	60.00	60.00	N	0.00	60.00		0.0%	0.00
External Room Hire - Ashton Town Hall - Civic Hall - Sunday	Non-Statutory	80.00	N	0.00	80.00	80.00	N	0.00	80.00		0.0%	0.00
External Room Hire - Ashton Town Hall - Medlock Suite - Weekday	Non-Statutory	30.00	N	0.00	30.00	30.00	N	0.00	30.00		0.0%	0.00
External Room Hire - Ashton Town Hall - Medlock Suite - Evening/Saturday	Non-Statutory	50.00	N	0.00	50.00	50.00	N	0.00	50.00		0.0%	0.00
External Room Hire - Ashton Town Hall - Medlock Suite - Sunday	Non-Statutory	70.00	N	0.00	70.00	70.00	N	0.00	70.00		0.0%	0.00
External Room Hire - Ashton Town Hall - Etherow Lounge - Weekday	Non-Statutory	30.00	N	0.00	30.00	30.00	N	0.00	30.00		0.0%	0.00
External Room Hire - Ashton Town Hall - Etherow Lounge - Evening/Saturday	Non-Statutory	45.00	N	0.00	45.00	45.00	N	0.00	45.00		0.0%	0.00
External Room Hire - Ashton Town Hall - Etherow Lounge - Sunday	Non-Statutory	65.00	N	0.00	65.00	65.00	N	0.00	65.00		0.0%	0.00
External Room Hire - Denton Festival Hall - Main Hall - Weekday	Non-Statutory	35.00	N	0.00	35.00	35.00	N	0.00	35.00		0.0%	0.00
External Room Hire - Denton Festival Hall - Main Hall - Evening/Saturday	Non-Statutory	45.00	N	0.00	45.00	45.00	N	0.00	45.00		0.0%	0.00
External Room Hire - Denton Festival Hall - Main Hall - Sunday	Non-Statutory	65.00	N	0.00	65.00	65.00	N	0.00	65.00		0.0%	0.00
External Room Hire - Denton Festival Hall - Community Room - Weekday	Non-Statutory	25.00	N	0.00	25.00	25.00	N	0.00	25.00		0.0%	0.00
External Room Hire - Denton Festival Hall - Community Room - Evening/Saturday	Non-Statutory	35.00	N	0.00	35.00	35.00	N	0.00	35.00		0.0%	0.00
External Room Hire - Denton Festival Hall - Community Room - Sunday	Non-Statutory	60.00	N	0.00	60.00	60.00	N	0.00	60.00		0.0%	0.00
External Room Hire - Denton Festival Hall - Pennine Lounge - Weekday	Non-Statutory	20.00	N	0.00	20.00	20.00	N	0.00	20.00		0.0%	0.00
External Room Hire - Denton Festival Hall - Pennine Lounge - Evening/Saturday	Non-Statutory	30.00	N	0.00	30.00	30.00	N	0.00	30.00		0.0%	0.00
External Room Hire - Denton Festival Hall - Pennine Lounge - Sunday	Non-Statutory	60.00	N	0.00	60.00	60.00	N	0.00	60.00		0.0%	0.00
External Room Hire - Dukinfield Town Hall - Jubilee Hall - Weekday	Non-Statutory	45.00	N	0.00	45.00	45.00	N	0.00	45.00		0.0%	0.00
External Room Hire - Dukinfield Town Hall - Jubilee Hall - Evening/Saturday	Non-Statutory	60.00	N	0.00	60.00	60.00	N	0.00	60.00		0.0%	0.00
External Room Hire - Dukinfield Town Hall - Jubilee Hall - Sunday	Non-Statutory	80.00	N	0.00	80.00	80.00	N	0.00	80.00		0.0%	0.00
External Room Hire - Dukinfield Town Hall - George Hatton or both Lesser Halls (as a single venue) - Weekday	Non-Statutory	30.00	N	0.00	30.00	30.00	N	0.00	30.00		0.0%	0.00
External Room Hire - Dukinfield Town Hall - George Hatton or both Lesser Halls (as a single venue) - Evening/Saturday	Non-Statutory	50.00	N	0.00	50.00	50.00	N	0.00	50.00		0.0%	0.00

Description of Fee	Statutory or Non-Statutory	2020/21 Proposed Charge (Excl VAT) £	Subject to VAT	VAT £	2020/21 Total (inc VAT) £	2021/22 Proposed Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2021/22 Total (inc VAT) £	Basis of 21/22 Increase	2021/22 % Changes	2021/22 £ Changes
External Room Hire - Dukinfield Town Hall - George Hatton or both Lesser Halls (as a single venue) - Sunday	Non-Statutory	70.00	N	0.00	70.00	70.00	N	0.00	70.00		0.0%	0.00
External Room Hire - Dukinfield Town Hall - Lesser Hall 1, Lesser Hall 2 or the Gallery - Weekday	Non-Statutory	30.00	N	0.00	30.00	30.00	N	0.00	30.00		0.0%	0.00
External Room Hire - Dukinfield Town Hall - Lesser Hall 1, Lesser Hall 2 or the Gallery - Evening/Saturday	Non-Statutory	45.00	N	0.00	45.00	45.00	N	0.00	45.00		0.0%	0.00
External Room Hire - Dukinfield Town Hall - Lesser Hall 1, Lesser Hall 2 or the Gallery - Sunday	Non-Statutory	65.00	N	0.00	65.00	65.00	N	0.00	65.00		0.0%	0.00
External Room Hire - Dukinfield Town Hall - Conference Rooms - Weekday	Non-Statutory	15.00	N	0.00	15.00	15.00	N	0.00	15.00		0.0%	0.00
External Room Hire - Dukinfield Town Hall - Conference Rooms - Evening/Saturday	Non-Statutory	30.00	N	0.00	30.00	30.00	N	0.00	30.00		0.0%	0.00
External Room Hire - Dukinfield Town Hall - Conference Rooms - Sunday	Non-Statutory	45.00	N	0.00	45.00	45.00	N	0.00	45.00		0.0%	0.00
External Room Hire - George Lawton Hall - Main Hall - Weekday	Non-Statutory	40.00	N	0.00	40.00	40.00	N	0.00	40.00		0.0%	0.00
External Room Hire - George Lawton Hall - Main Hall - Evening/Saturday	Non-Statutory	60.00	N	0.00	60.00	60.00	N	0.00	60.00		0.0%	0.00
External Room Hire - George Lawton Hall - Main Hall - Sunday	Non-Statutory	80.00	N	0.00	80.00	80.00	N	0.00	80.00		0.0%	0.00
External Room Hire - George Lawton Hall - Community Room - Weekday	Non-Statutory	25.00	N	0.00	25.00	25.00	N	0.00	25.00		0.0%	0.00
External Room Hire - George Lawton Hall - Community Room - Evening/Saturday	Non-Statutory	35.00	N	0.00	35.00	35.00	N	0.00	35.00		0.0%	0.00
External Room Hire - George Lawton Hall - Community Room - Sunday	Non-Statutory	45.00	N	0.00	45.00	45.00	N	0.00	45.00		0.0%	0.00
External Room Hire - Hyde Town Hall - Hyde Hall - Weekday	Non-Statutory	40.00	N	0.00	40.00	40.00	N	0.00	40.00		0.0%	0.00
External Room Hire - Hyde Town Hall - Hyde Hall - Evening/Saturday	Non-Statutory	55.00	N	0.00	55.00	55.00	N	0.00	55.00		0.0%	0.00
External Room Hire - Hyde Town Hall - Hyde Hall - Sunday	Non-Statutory	75.00	N	0.00	75.00	75.00	N	0.00	75.00		0.0%	0.00
External Room Hire - Hyde Town Hall - Rutherford Suite - Weekday	Non-Statutory	30.00	N	0.00	30.00	30.00	N	0.00	30.00		0.0%	0.00
External Room Hire - Hyde Town Hall - Rutherford Suite - Evening/Saturday	Non-Statutory	45.00	N	0.00	45.00	45.00	N	0.00	45.00		0.0%	0.00
External Room Hire - Hyde Town Hall - Rutherford Suite - Sunday	Non-Statutory	65.00	N	0.00	65.00	65.00	N	0.00	65.00		0.0%	0.00
External Room Hire - Hyde Town Hall - Newton Suite - Weekday	Non-Statutory	30.00	N	0.00	30.00	30.00	N	0.00	30.00		0.0%	0.00
External Room Hire - Hyde Town Hall - Newton Suite - Evening/Saturday	Non-Statutory	45.00	N	0.00	45.00	45.00	N	0.00	45.00		0.0%	0.00
External Room Hire - Hyde Town Hall - Newton Suite - Sunday	Non-Statutory	65.00	N	0.00	65.00	65.00	N	0.00	65.00		0.0%	0.00
External Room Hire - Ryecroft Hall - Ball Room - Evening/Saturday/Sunday	Non-Statutory	50.00	N	0.00	50.00	50.00	N	0.00	50.00		0.0%	0.00
External Room Hire - Ryecroft Hall - Banquet Room - Evening/Saturday/Sunday	Non-Statutory	40.00	N	0.00	40.00	40.00	N	0.00	40.00		0.0%	0.00
External Room Hire - Ryecroft Hall - Lounge - Evening/Saturday/Sunday	Non-Statutory	40.00	N	0.00	40.00	40.00	N	0.00	40.00		0.0%	0.00
External Room Hire - Ryecroft Hall - Conference Room (ceremonies) - Evening/Saturday/Sunday	Non-Statutory	50.00	N	0.00	50.00	50.00	N	0.00	50.00		0.0%	0.00
External Room Hire - Stalybridge Civic Hall - DA Room - Weekday	Non-Statutory	30.00	N	0.00	30.00	30.00	N	0.00	30.00		0.0%	0.00
External Room Hire - Stalybridge Civic Hall - DA Room - Evening/Saturday	Non-Statutory	45.00	N	0.00	45.00	45.00	N	0.00	45.00		0.0%	0.00
External Room Hire - Stalybridge Civic Hall - DA Room - Sunday	Non-Statutory	65.00	N	0.00	65.00	65.00	N	0.00	65.00		0.0%	0.00
External Room Hire - Stalybridge Civic Hall - Community Rooms - Weekday	Non-Statutory	30.00	N	0.00	30.00	30.00	N	0.00	30.00		0.0%	0.00
External Room Hire - Stalybridge Civic Hall - Community Rooms - Evening/Saturday	Non-Statutory	45.00	N	0.00	45.00	45.00	N	0.00	45.00		0.0%	0.00
External Room Hire - Stalybridge Civic Hall - Community Rooms - Sunday	Non-Statutory	65.00	N	0.00	65.00	65.00	N	0.00	65.00		0.0%	0.00
External Room Hire - Stalybridge Civic Hall - Victoria Market Hall - Weekday	Non-Statutory	40.00	N	0.00	40.00	40.00	N	0.00	40.00		0.0%	0.00
External Room Hire - Stalybridge Civic Hall - Victoria Market Hall - Evening/Saturday	Non-Statutory	55.00	N	0.00	55.00	55.00	N	0.00	55.00		0.0%	0.00
External Room Hire - Stalybridge Civic Hall - Victoria Market Hall - Sunday	Non-Statutory	75.00	N	0.00	75.00	75.00	N	0.00	75.00		0.0%	0.00
External Room Hire - Stamford Park or Dukinfield Park - Function Room - Weekday	Non-Statutory	25.00	N	0.00	25.00	25.00	N	0.00	25.00		0.0%	0.00
External Room Hire - Stamford Park or Dukinfield Park - Function Room - Weekend	Non-Statutory	25.00	N	0.00	25.00	25.00	N	0.00	25.00		0.0%	0.00
Primary School Catering												
Pupil Meal	Non-Statutory	2.32	N	0.00	2.32	2.32	N	0.00	2.32		0.0%	0.00
Adult Meal	Non-Statutory	3.41	Y	0.68	4.09	3.41	Y	0.68	4.09		0.0%	0.00

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GOVERNANCE												
Registrars												
Approved Premises Marriage fees	Non-Statutory	304.00	N	0.00	304.00	311.60	N	0.00	311.60		2.5%	7.60
Private Citizenship ceremony	Non-Statutory	102.40	N	0.00	102.40	104.96	N	0.00	104.96		2.5%	2.56
Postage	Statutory	2.00	N	0.00	2.00	2.00	N	0.00	2.00		0.0%	0.00
S38/S106/S278 Legal Fees	Statutory	0.00	N	0.00	0.00	0.00	N	0.00	0.00		0.0%	0.00
SR certificate	Statutory	11.00	N	0.00	11.00	11.00	N	0.00	11.00		0.0%	0.00
Registrar certificate	Statutory	11.00	N	0.00	11.00	11.00	N	0.00	11.00		0.0%	0.00
Registrar certificate (after reg)	Statutory	11.00	N	0.00	11.00	11.00	N	0.00	11.00		0.0%	0.00
SR fee attend housbound marriage notice	Statutory	47.00	N	0.00	47.00	47.00	N	0.00	47.00		0.0%	0.00
SR notice of marriage	Statutory	35.00	N	0.00	35.00	35.00	N	0.00	35.00		0.0%	0.00
SR notice for RG licence	Statutory	3.00	N	0.00	3.00	3.00	N	0.00	3.00		0.0%	0.00
Attending marriage housbound	Statutory	84.00	N	0.00	84.00	84.00	N	0.00	84.00		0.0%	0.00
Attending marriage by Registrar at housebound	Statutory	84.00	N	0.00	84.00	84.00	N	0.00	84.00		0.0%	0.00
Attending marriage RO	Statutory	46.00	N	0.00	46.00	46.00	N	0.00	46.00		0.0%	0.00
Attending marriage at registered building	Statutory	84.00	N	0.00	84.00	84.00	N	0.00	84.00		0.0%	0.00
Certification of place of meeting for religious worship	Statutory	29.00	N	0.00	29.00	29.00	N	0.00	29.00		0.0%	0.00
Registration of a building for the solemnization of marriages (man and woman)	Statutory	123.00	N	0.00	123.00	123.00	N	0.00	123.00		0.0%	0.00
Registration of a building for the solemnization of marriages - building previously registered(same sex)	Statutory	64.00	N	0.00	64.00	64.00	N	0.00	64.00		0.0%	0.00
Registration of a building for the solemnization of marriages of man and woman (building not previously registered for solemnization of marriage between same sex couples)	Statutory	123.00	N	0.00	123.00	123.00	N	0.00	123.00		0.0%	0.00
Registration of a building for the solemnization of marriages of man and woman (building previously registered for solemnization of marriage between same sex couples)	Statutory	64.00	N	0.00	64.00	64.00	N	0.00	64.00		0.0%	0.00
Consideration by SR of a divorce obtained outside of the British Isles	Statutory	50.00	N	0.00	50.00	50.00	N	0.00	50.00		0.0%	0.00
Consideration by RG of a divorce obtained outside of the British Isles (payable to GRO LA % triage fee)	Statutory	75.00	N	0.00	75.00	75.00	N	0.00	75.00		0.0%	0.00
Conversion of a CP into a marriage completing declaration	Statutory	27.00	N	0.00	27.00	27.00	N	0.00	27.00		0.0%	0.00
Conversion of a CP into a marriage in a religious building registered for the marriage of same sex couples	Statutory	91.00	N	0.00	91.00	91.00	N	0.00	91.00		0.0%	0.00
Change forename added within 12 months of registration	Statutory	40.00	N	0.00	40.00	40.00	N	0.00	40.00		0.0%	0.00
Consideration fee by Registrar/SR for a correction	Statutory	75.00	N	0.00	75.00	75.00	N	0.00	75.00		0.0%	0.00
Consideration fee by RG for a correction payable to GRO LA % triage fee	Statutory	90.00	N	0.00	90.00	90.00	N	0.00	90.00		0.0%	0.00

Description of Fee	Statutory or Non-Statutory	2020/21 Proposed Charge (Excl VAT) £	Subject to VAT	VAT £	2020/21 Total (inc VAT) £	2021/22 Proposed Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2021/22 Total (inc VAT) £	Basis of 21/22 Increase	2021/22 % Changes	2021/22 £ Changes
Legal Services												
Development Agreement	Non-Statutory	Please call Legal Services to discuss	N	0.00				0.00	0.00			
Freehold sale – above the value of £10,000	Non-Statutory	1.5% of sale price subject to a minimum of £500	N	0.00				0.00	0.00			
Freehold Sale – garden/grazing land up to the value of £10,000	Non-Statutory	300.00	N	0.00	300.00	300.00		0.00	300.00		0.0%	0.00
Sale of Ground Rent – Sale of freehold to long leaseholder	Non-Statutory	300.00	N	0.00	300.00	300.00		0.00	300.00		0.0%	0.00
Freehold purchase	Non-Statutory	1.5% of sale price subject to a minimum of £500	N	0.00				0.00	0.00			
Agreement for Lease	Non-Statutory	600.00	N	0.00	600.00	600.00		0.00	600.00		0.0%	0.00
Lease	Non-Statutory	900.00	N	0.00	900.00	900.00		0.00	900.00		0.0%	0.00
Licence to Assign	Non-Statutory	300.00	N	0.00	300.00	300.00		0.00	300.00		0.0%	0.00
Authorise Guarantee Agreement	Non-Statutory	250.00	N	0.00	250.00	250.00		0.00	250.00		0.0%	0.00
Licence to Sublet	Non-Statutory	600.00	N	0.00	600.00	600.00		0.00	600.00		0.0%	0.00
Licence for Alterations	Non-Statutory	300.00	N	0.00	300.00	300.00		0.00	300.00		0.0%	0.00
Licence to Occupy	Non-Statutory	300.00	N	0.00	300.00	300.00		0.00	300.00		0.0%	0.00
Agreement to extend or vary licence	Non-Statutory	150.00	N	0.00	150.00	150.00		0.00	150.00		0.0%	0.00
Deed of Release	Non-Statutory	300.00	N	0.00	300.00	300.00		0.00	300.00		0.0%	0.00
Deed of Variation	Non-Statutory	300.00	N	0.00	300.00	300.00		0.00	300.00		0.0%	0.00
Easement	Non-Statutory	600.00	N	0.00	600.00	600.00		0.00	600.00		0.0%	0.00
Deed of Covenant (Surveyor Fee)	Non-Statutory	50.00	N	0.00	50.00	50.00		0.00	50.00		0.0%	0.00
Other	Non-Statutory	Please call Legal Services to discuss	N	0.00				0.00	0.00			
S278 Minor Agreement	Non-Statutory	500.00	N	0.00	500.00	500.00		0.00	500.00		0.0%	0.00
S38/S106/S278 Agreement	Non-Statutory	1,000.00	N	0.00	1,000.00	1,000.00		0.00	1,000.00		0.0%	0.00
Exchequer												
Cost of Summons/Liability Order - CTAX	Non-Statutory	86.00				86.00		0.00	86.00			0.00
Cost of Summons/Liability Order - NNDR	Non-Statutory	129.00				129.00		0.00	129.00			0.00
Deputyship Fee (greater than 16k assets) - Set up fee	Statutory	775.00	N	0.00	775.00	775.00		0.00	775.00		0.0%	0.00
Deputyship Fee (greater than 16k assets) - annual cost after year one	Statutory	650.00	N	0.00	650.00	650.00		0.00	650.00		0.0%	0.00
Deputyship Fee - Office of the Public Guardian (OPG) annual report - one off if requested	Statutory	216.00	N	0.00	216.00	216.00		0.00	216.00		0.0%	0.00
Deputyship Fee (less than 16k assets) cannot charge greater than 3.5% of net assets	Statutory	various	N	0.00				0.00	0.00			0.00
Appointeeship Fee - per week	Non-Statutory	10.00	N	0.00	10.00	10.25		0.00	10.25		2.5%	0.25
County Court Fees	Statutory	various	N	0.00		various		0.00				
Deferred Payment Admin Fee	Non-Statutory	768.75	N	0.00	768.75	768.75		0.00	768.75		0.0%	0.00

Description of Fee	Statutory or Non-Statutory	2020/21 Proposed Charge (Excl VAT) £	Subject to VAT	VAT £	2020/21 Total (inc VAT) £	2021/22 Proposed Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2021/22 Total (inc VAT) £	Basis of 21/22 Increase	2021/22 % Changes	2021/22 £ Changes
FINANCE AND IT												
Digital Tameside												
Duct Access (Charge per Metre per year)	Non-Statutory	0.60	N	0.00	0.60	0.60	N	0.00	0.60		0.0%	0.00
Rack in Ashton Old Baths Data Centre (Charge per Full Rack per year) plus power at cost	Non-Statutory	6,000.00	Y	1,200.00	7,200.00	6,000.00	Y	1,200.00	7,200.00		0.0%	0.00
Rack in Mini-DX site (Charge per Full Rack per year) including power	Non-Statutory	1,500.00	Y	300.00	1,800.00	1,500.00	Y	300.00	1,800.00		0.0%	0.00
Lamp Column Rental (Charge per column per year) First Year	Non-Statutory	100.00	N	0.00	100.00	100.00	N	0.00	100.00		0.0%	0.00
Lamp Column Rental (Charge per column per year) Subsequent Years	Non-Statutory	50.00	N	0.00	50.00	50.00	N	0.00	50.00		0.0%	0.00
Dark fibre rental (Charge per metre per year)	Non-Statutory	0.13	N	0.00	0.13	0.13	N	0.00	0.13		0.0%	0.00

Description of Fee	Statutory or Non-Statutory	2020/21 Proposed Charge (Excl VAT) £	Subject to VAT	VAT £	2020/21 Total (inc VAT) £	2021/22 Proposed Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2021/22 Total (inc VAT) £	Basis of 21/22 Increase	2021/22 % Changes	2021/22 £ Changes
ADULTS SERVICES												
DAY CARE MEALS - per day	Non-Statutory	3.25	N	0.00	3.25	3.32	N	0.00	3.32	Standard 2.5%	2.3%	0.07
DAYCARE DRINKS - per day	Non-Statutory	1.01	N	0.00	1.01	1.03	N	0.00	1.03	Standard 2.5%	2.1%	0.02
DAYCARE ATTENDANCE - per day	Non-Statutory	2.64	N	0.00	2.64	2.70	N	0.00	2.70	Standard 2.5%	2.4%	0.06
DAYCARE TRANSPORT - each week	Non-Statutory	1.85	N	0.00	1.85	1.89	N	0.00	1.89	Standard 2.5%	2.2%	0.04
COMMUNITY ALARMS - per week	Non-Statutory	6.65	N	0.00	6.65	6.81	N	0.00	6.81	Standard 2.5%	2.4%	0.16
RESPIRE CARE – CUMBERLAND ST - per night	Non-Statutory	11.91	N	0.00	11.91	12.21	N	0.00	12.21	Standard 2.5%	2.5%	0.30
HEMOCARE - per hour	Non-Statutory	14.59	N	0.00	14.59	14.95	N	0.00	14.95	Standard 2.5%	2.4%	0.36
HEMOCARE - sleep in	Non-Statutory	51.46	N	0.00	51.46	52.74	N	0.00	52.74	Standard 2.5%	2.5%	1.28
HEMOCARE - Night Sit	Non-Statutory	87.50	N	0.00	87.50	89.68	N	0.00	89.68	Standard 2.5%	2.5%	2.18
HEMOCARE - standard disregard	Non-Statutory	14.62	N	0.00	14.62	14.98	N	0.00	14.98	Standard 2.5%	2.5%	0.36
MAXIMUM CHARGE - Maximum weekly charge for non-residential services	Non-Statutory	462.50	N	0.00	462.50	474.05	N	0.00	474.05	Standard 2.5%	2.5%	11.55
SHARED LIVES - RESPITE - per night	Non-Statutory	29.36	N	0.00	29.36	30.08	N	0.00	30.08	Standard 2.5%	2.5%	0.72
SHARED LIVES - LONG TERM - per week	Non-Statutory	205.48	N	0.00	205.48	210.61	N	0.00	210.61	Standard 2.5%	2.5%	5.13
SHARED LIVES - DAY SUPPORT - per hour	Non-Statutory	6.12	N	0.00	6.12	6.27	N	0.00	6.27	Standard 2.5%	2.5%	0.15
CARE HOMES												
Residential & Dementia - standard	Non-Statutory	539.02	N	0.00	539.02	552.00	N	0.00	552.00	Cost model- 2.2% NLV	2.4%	0.00
Residential & Dementia - enhanced	Non-Statutory	576.75	N	0.00	576.75	590.64	N	0.00	590.64	Cost model- 2.2% NLV	2.4%	0.00
Residential - shared	Non-Statutory	484.62	N	0.00	484.62	496.29	N	0.00	496.29	Cost model- 2.2% NLV	2.4%	0.00
Specialist dementia - standard	Non-Statutory	587.75	N	0.00	587.75	602.00	N	0.00	602.00	Cost model- 2.2% NLV	2.4%	0.00
Specialist dementia - enhanced	Non-Statutory	628.89	N	0.00	628.89	644.14	N	0.00	644.14	Cost model- 2.2% NLV	2.4%	0.00
Nursing - standard	Non-Statutory	735.42	N	0.00	735.42	773.00	N	0.00	773.00	Cost model- 2.2% NLV	5.1%	0.00
Nursing - enhanced	Non-Statutory	786.90	N	0.00	786.90	827.11	N	0.00	827.11	Cost model- 2.2% NLV	5.1%	0.00
Nursing - shared	Non-Statutory	648.47	N	0.00	648.47	681.61	N	0.00	681.61	Cost model- 2.2% NLV	5.1%	0.00
Nursing & dementia - standard	Non-Statutory	796.68	N	0.00	796.68	835.00	N	0.00	835.00	Cost model- 2.2% NLV	4.8%	0.00
Nursing & dementia - enhanced	Non-Statutory	852.45	N	0.00	852.45	893.45	N	0.00	893.45	Cost model- 2.2% NLV	4.8%	0.00
RESIDENTIAL PROPERTY RENT	Non-Statutory		N	0.00	0.00							
N.B.												
The Nursing Care Home rates will be adjusted for the Funded Nursing Care Rate for 2021/22 when advised by the Department of Health and Social Care - the rates currently include the 2020/21 rate of £ 183.92												

Agenda Item 8

Report to:	EXECUTIVE CABINET
Date:	10 February 2020
Executive Member:	Councillor Oliver Ryan – Executive Member (Finance and Economic Growth)
Reporting Officer:	Ilys Cookson Assistant Director Exchequer Services
Subject:	CLOSED BUSINESS LOCKDOWN PAYMENT
Report Summary:	The report details the latest mandatory grant for businesses that are closed as a result of national lockdown from 05 January 2021 onwards.
Recommendations:	That the report be noted.
Corporate Plan:	This contributes to supporting businesses within the local economy
Policy Implications:	The grant is mandatory for businesses that satisfy the eligibility criteria set by government.
Financial Implications: (Authorised by the statutory Section 151 Officer & Chief Finance Officer)	<p>This additional grant for business is payable in respect of the national lockdown period from 5 January 2021. Businesses are eligible for the grant if they are liable to pay business rates and the amount of grant payable is dependent on the rateable value of the property. The grant is fully funded by government and the Council will be fully reimbursed for grants paid. A cash advance has been paid to the Council, with the final amount due being calculated based on weekly reporting and a final reconciliation.</p> <p>Administration of the additional grant is expected to add further burdens to the Exchequer team, and the scheme will operate in addition to other COVID business grant schemes previously announced and subject to previous reports. Government have committed to new burdens funding for the additional administration costs but initial allocations may not cover all additional costs.</p>
Legal Implications: (Authorised by the Borough Solicitor)	<p>As set out in the main body of the report this is a mandatory report to provide additional assistance to businesses which meet a set of criteria.</p> <p>The service has established a clear process for undertaking the required due diligence to check the eligibility together with a robust risk management plan including the recover and criminal proceedings where necessary.</p>
Risk Management:	The risks are detailed in section 3
Background Information:	The background papers relating to this report can be inspected by contacting Ilys Cookson
	 Telephone: 07855 813630
	 e-mail: ilyc.cookson@tameside.gov.uk

1. INTRODUCTION

- 1.1 This report details the latest mandatory grant announced by central government to support closed businesses as a result of COVID lockdown restrictions from 5 January 2021 onwards.
- 1.2 The grant is known as the Closed Business Lockdown Payment (CBLP), which was announced by the government on 5 January 2021 as further support for businesses that are legally required to close due to national lockdown restrictions.
- 1.3 Unlike previous grants which are payable to eligible businesses depending on whether they were trading and open or closed, the COVID restriction in place at that time, the sector the business operates in and the rateable value of the business premises, this grant is a one-off lump sum payment.
- 1.4 The new lump sum grants are paid *in addition to* the 'Local Restrictions Support Grant (Closed) Addendum 5 January onwards' which is payable to closed businesses under national lockdown restrictions. However, the latter is time bound and payable for a 42-day period from 05 January up to lockdown review date of 15 February 2021. Should lockdown continue beyond 15 February then it is likely that the 'Local Restrictions Support Grant (Closed) Addendum 05 January onwards' will continue for a time specific period but the one-off lump sum payment of Closed Business Lockdown Payment will not. Appendix One details the grants by time period and highlights that 2 mandatory grants and one discretionary grant is payable from 05 January 2021 onwards.
- 1.5 Eligibility for the CBLP is the same as the LRSG (Closed) Addendum: 5 January onwards scheme. Businesses that are eligible are those that have been mandated to close by government and include:
- non-essential retail
 - leisure
 - personal care
 - sports facilities
 - hospitality businesses.
- 1.6 Exclusions apply to businesses that are able to continue to conduct their main services because they do not depend on providing direct in person services from a premise, and can operate their services remotely. This applies to businesses such as accountants, solicitors, businesses offering training or support/advice etc. Businesses that have chosen to close but are not required by law to do so are also not eligible for the grant. Like all other grants any business in administration or insolvent or where a striking off notice has been made are ineligible to receive grant funding. All grant payments are subject to tax.
- 1.7 The grant is fully funded by government in line with the grant offer letter sent to Local Authorities (using a grant under section 31 of the Local Government Act 2003) and New Burdens Funding is to be paid which has yet to be determined.
- 1.8 The guidance is clear that the scheme will close for applications on 31 March 2021 and the scheme will end on 30 April 2021. Businesses that have previously applied for Local Restrictions Support Grant funding have been automatically considered for 'Local Restrictions Support Grant (Closed) Addendum 05 January onwards' and Closed Business Lockdown Payment in accordance with guidance.
- 1.9 Guidance confirms that when national restrictions are removed, it is anticipated that Local Authorities will continue to receive funding for grants, which is consistent with the alert level (Tier) relevant to that authority to enable the appropriate Local Restrictions Support Grant to be paid.
- 1.10 The following funding thresholds apply to the Closed Businesses Lockdown Payment:

- a) Business rateable value of exactly £15,000 or under on the date of the commencement of the widespread national restrictions will receive a payment of £4,000.
- b) Business rateable value over £15,000 and less than £51,000 on the date of the commencement of the widespread national restrictions will receive a payment of £6,000.
- c) Business rateable value of exactly £51,000 or above on the commencement date of the widespread national restrictions, will receive £9,000.

2 PROGRESS TO DATE

- 2.1 A total of 879 business premises were identified to receive a lump sum CBLP grant broken down by rateable value as follows and these were paid on 18 January 2021.

Table 1: Closed Business Lockdown Payment by rateable value

Rateable Value	Lump sum CBLP grant	Number of businesses	Value
Exactly £15,000 and under	£4,000	787	£3,148,000.00
Over £15,000 and less than £51,000	£6,000	133	£798,000.00
Exactly £51,000 and over	£9,000	27	£243,000.00
Total		947	£4,189,000.00

- 2.2 As with all other grants information on grants paid and value is reported to BEIS on a weekly basis and any business found falsifying records to gain grant monies will face recovery of monies and may face prosecution. Large scale and organised fraud must be reported to the National Anti-Fraud network and also National Investigation Service. As with all other grants, a significant piece of work will be required in terms of post grant assurances reported to BEIS.

3 RISKS

- 3.1 The payment of any grant monies carries the risk of potential fraud as detailed above. Working with internal audit colleagues and implementing the verification checks required by BEIS should minimise these. The post grant assurance work may also identify cases when assurance guidance is provided by BEIS for this grant.
- 3.2 There is a risk that businesses may struggle financially if grants are not paid in a timely manner however all eligible CBLP grants have been paid.

4 CONCLUSION

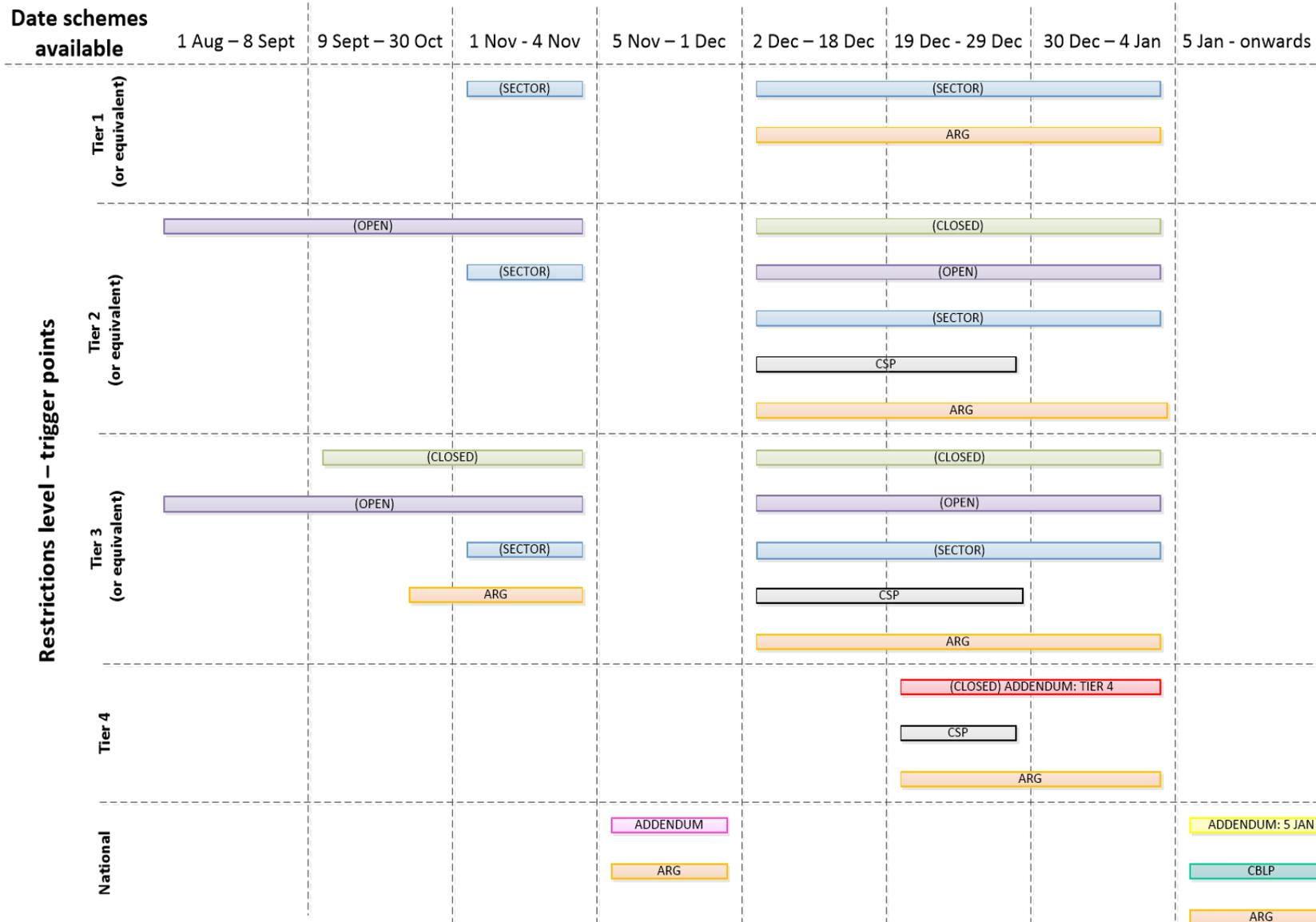
- 4.1 The CBLP is the latest mandatory government grant to be paid to businesses as a result of COVID lockdown restrictions from 5 January 2021 onwards. This grant is a one-off lump payment paid *in addition to* the 'Local Restrictions Support Grant (Closed) Addendum 05 January onwards' which is payable to closed businesses under national lockdown restrictions up to 15 February national lockdown review date.

- 4.2 Eligibility for the CBLP is the same as the LRSG (Closed) Addendum: 5 January onwards scheme. Businesses that are eligible are those that have been mandated to close by government and include:
- non-essential retail
 - leisure
 - personal care
 - sports facilities
 - hospitality businesses.
- 4.3 Exclusions apply to businesses that are able to continue to conduct their main services because they do not depend on providing direct in person services from a premise, and can operate their services remotely.
- 4.4 The grant is fully funded by government under section 31 of the Local Government Act 2003 and New Burdens Funding is to be paid which has yet to be determined.
- 4.5 The scheme will close for applications on 31 March 2021 and the scheme will end on 30 April 2021. Subject to eligibility payments of £4,000 may be paid where the business rateable value is exactly £15,000 or under, and £6,000 may be paid where the business rateable value over £15,000 and less than £51,000. A business rateable value of exactly £51,000 or above will receive £9,000.
- 4.6 £3,892,000 CBLP grants has been paid to 879 businesses, which mitigates risk of business hardship to eligible businesses by not making timely payments. Grant assurance work and working closely with audit mitigates the risk of incorrect or potentially fraudulent payments.

5 RECOMMENDATIONS

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

**Covid-19 business support grants
Dates, trigger points and eligibility periods**



- KEY:**
- Local Restrictions Support Grant (Sector)
 - Local Restrictions Support Grant (Closed)
 - Local Restrictions Support Grant (Open)
 - Additional Restrictions Grant
 - Christmas Support Payment for wet-led pubs
 - Local Restrictions Support Grant (Closed) Addendum
 - Local Restrictions Support Grant (Closed) Addendum: Tier 4
 - Local Restrictions Support Grant (Closed) Addendum: 5 January onwards
 - Closed Businesses Lockdown Payment

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Agenda Item 9

Report to:	EXECUTIVE CABINET
Date:	10 February 2021
Executive Member:	Councillor Allison Gwynne – Executive Member (Neighbourhoods, Community Safety and Environment)
Reporting Officer:	Ian Saxon, Director (Operations and Neighbourhoods)
Subject:	GREATER MANCHESTER CLEAN AIR PLAN: CONSULTATION
Report Summary:	To set out the progress that has been made on the development of Greater Manchester’s Clean Air Plan following a public consultation on proposals that were developed pre-COVID-19 and the link to taxi and private hire common minimum licensing standards.
Recommendations:	<p>The Executive Cabinet be requested to:</p> <ul style="list-style-type: none">(a) Note the progress of the Greater Manchester Clean Air Plan;(b) Note the next steps for the development of the Clean Air Plan and Minimum Licensing Standards, listed at Section 12;(c) Note the distribution of Bus Retrofit funding commenced in December 2020;(d) Note that Government ministers have agreed to consider extending Greater Manchester’s Clean Air Zone (CAZ) charges to the sections of the A628/A57 which form part of the Strategic Road Network, within the proposed CAZ boundary, subject to the outcomes of an assessment, which is expected to be completed by early 2021;(e) Note that the GM Clean Air Plan is required to take action tackle nitrogen dioxide exceedances until compliance with the legal limits has been demonstrated and that the nearer term influence of COVID-19 on air quality is not expected to lead to sufficiently long term reductions in pollution such that the exceedances of the legal limits of nitrogen dioxide will not occur without implementing a Clean Air Zone;(f) Note that the GM CAP final plan will be brought forward for decision makers as soon as is reasonably practicable and no later than summer 2021;(g) Note that the outputs of the MLS will be reported alongside the GM CAP as soon as is reasonably practicable and no later than summer 2021;(h) AGREE to enter into a collaboration agreement with the other 9 GM local authorities and GMCA/TfGM to clarify amongst other matters the rights, responsibilities and obligations of the authorities in relation to those contracts set out in Appendix 2 that are required to maintain delivery momentum in line with JAQU funding agreements.

- (i) AGREE a delegation to Executive Member (Neighbourhoods, Community Safety and Environment) to agree the final form of the collaboration agreement;
- (j) AGREE a delegation to Executive Member (Neighbourhoods, Community Safety and Environment) to award the contracts set out in Appendix 2 (subject to government funding) that are required to implement a charging Clean Air Zone in Spring 2022 to ensure the achievement of Nitrogen Dioxide compliance in the shortest possible time and by 2024 at the latest as required by the Ministerial Direction; and

That Council be recommended to:

- (a) Agree to the establishment of joint committees and to delegate to those committees the Authority's functions as set out in this report at paragraph 9.5 and the terms of reference, as set out in **Appendix 6**.
- (b) Appoint Executive Member (Neighbourhoods, Community Safety and Environment) to sit on both committees for purposes as set out in this report at paragraph 9.5 with specific terms of reference, as set out in **Appendix 6**.
- (c) Appoint Assistant Executive Member (Green Tameside) as substitute for both committees for purposes as set out in this report at paragraph 9.5 with specific terms of reference, as set out in **Appendix 6**.

Corporate Plan:

The introduction of a Clean Air Zone (CAZ) and Common Minimum Standards across Tameside and Greater Manchester is a significant contribution to the Council's 'Infrastructure and Environment' strand of the Corporate Plan. It would help support a sustainable environment by aiding improvements in air quality across the region.

Policy Implications:

The Clean Air Plan supports the development of modern infrastructure and a sustainable environment that works for all generations and future generations. The Clean Air Plan is a collaboration agreement with the other 9 Greater Manchester local authorities and GMCA/TfGM.

**Financial Implications:
(Authorised by the
statutory Section 151
Officer & Chief Finance
Officer)**

It is envisaged that there are no direct financial implications arising for the Council relating to recommendation 12 regarding the award of the contracts set out in Appendix 2 as the contracts will be awarded via TfGM. However it is essential that any potential liabilities for the Council that may arise following the award of these contracts are known in advance and reported to Members.

Members should also note that at this stage it is proposed not to increase taxi licence fee rates for the Council from 1 April 2021. This is subject to full Council approval on 23 February 2021 when the 2021/22 Council budget report will be considered. The existing licence fee rates will be evaluated at a later date once the outcome of the MLS (Minimum Licensing Standards) review is known that is outlined in section 10 of the report.

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

The Council via its Executive has the power to make joint arrangements with one or more local authorities to carry out such functions as it considers appropriate and these arrangements can

include the appointment of joint committees and appointments to those committees as set out in Article 6 of The Constitution.

The appointment of the Joint Committees is required as there are several key charging authority functions that can only be discharged by the charging authorities and therefore cannot be discharged by the GMCA as set out in section 9 of this report.

The report is also proposing delegation of the decision making regarding a Collaboration agreement between all of the parties. This agreement should clearly set out the rights, responsibilities and obligations of each of the parties and is usual in projects of this nature. This report also provides an update in relation to the consultation and notes that State Aid has now been replaced by The EU-UK Trade and Co-Operation Agreement (TAC) as a result of Brexit. It also provides a general update in relation to procurement and contract arrangements which are being supported by STAR to ensure that they are undertaken compliantly.

Risk Management:

Initial risk register set out in Clean Air Plan OBC (March 2019)

Background Information:

The background papers relating to this report can be inspected by contacting Sharon Smith, Head of Public Protection and Regulatory Services.



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1 EXECUTIVE SUMMARY

- 1.1 In Greater Manchester, the 10 local authorities, the Greater Manchester Combined Authority (GMCA) and Transport for Greater Manchester (TfGM), collectively referred to as "Greater Manchester" or "GM", have worked together to develop a Clean Air Plan to tackle NO₂ Exceedances at the Roadside, referred to as GM CAP. This report sets the progress of the GM CAP and the next steps for the development of the Clean Air Plan and the closely linked Minimum Licensing Standards (MLS) for taxi and private hire services. Key developments since the last GMCA report include:
- Since the last report there has been no confirmation or offer of government funding for LGVs or hackneys, or the taxi and private hire electric vehicle charge points.
 - Government ministers have agreed to consider extending Greater Manchester's Clean Air Zone (CAZ) charges to the sections of the A628/A57 in Tameside which form part of the Strategic Road Network, within the proposed CAZ boundary. The extension of any charges to the A628/A57 will be subject to a full assessment of the potential impacts, to be led by Highways England. Following the assessment ministers will take the final decision on whether or not charging should be implemented on the A628/A57.
 - GM was awarded £14.7m of funding for the retrofitting of buses, and this work commenced in December 2020. GM's bus retrofit fund offers operators of locally registered bus services up to £16k of funding per vehicle towards the retrofit of non-compliant buses. The funding is available for vehicles, including minibuses and coaches, operating on a registered bus service within Greater Manchester. This includes cross-boundary services operating within the GM CAZ boundary.
- 1.2 The report sets out the near-term impacts of COVID-19 government restrictions on movement on air quality. It sets out how air quality is legally monitored, and how the Government has directed GM (and other areas) under UK law to address exceedance of the Annual Average standard for NO₂ which is set at 40 ug/m³. As GM Clean Air Plan is required to take action to tackle nitrogen dioxide exceedances until compliance with legal limits has been demonstrated (over a number of years), the nearer term influence of COVID-19 on air quality is not expected to lead to sufficiently long term reductions in pollution such that the modelled exceedances of the legal NO₂ limits will be met without implementing a Clean Air Zone.
- 1.3 The report sets out that following the conclusion of the consultation, both GM CAP and MLS consultation responses are being analysed and reported on by an independent research agency. GM authorities will fully consider all of the information and evidence gathered during the consultation, so that they can understand the consequences COVID-19 has had on vehicle owners and trades which will be directly affected by the GM CAP and MLS.
- 1.4 The report and appendices also set out the work TfGM is undertaking on behalf of the ten Greater Manchester Authorities in the preparatory implementation and contract arrangements required to deliver the CAZ and other GM CAP measures. Preparatory work is required in order to maintain delivery momentum in line with the funding arrangements agreed with JAQU, for example in relation to automatic number plate recognition (ANPR) cameras, back office systems and service providers.
- 1.5 The report then covers the consultation approach, engagement activity, additional research undertaken and the number of responses to both the GM CAP and MLS consultations.
- 1.6 The report also sets out the governance approach to both GM CAP and MLS, with the GM CAP final plan to be brought forward for decision makers as soon as is reasonably practicable and no later than summer 2021, and the outputs of the MLS to be reported alongside the GM CAP at the same time.

- 1.7 Due to the dynamic context of COVID-19 and national and regional/local lockdowns, progress on the development of the final plan will be provided by the Green City Region Lead, as required at GMCA meetings.

2 BACKGROUND

- 2.1 In July 2017 the Secretary of State issued a Direction under the Environment Act 1995 requiring seven Greater Manchester local authorities, including Tameside Council, to produce a feasibility study to identify the option which will deliver compliance with the requirement to meet legal limits for nitrogen dioxide *in the shortest possible time*.
- 2.2 In accordance with this Direction Tameside Council has been developing the study collectively with the other 9 Greater Manchester local authorities and the GMCA, coordinated by TfGM in line with Government direction and guidance and an Outline Business Case (OBC) was duly submitted in March 2019.
- 2.3 Tameside Council along with the other 9 Greater Manchester local authorities is now subject to a Ministerial direction dated 16 March 2020 requiring the submission of an Interim Full Business Case (FBC) (along with confirmation that all public consultation activity has been completed) as soon as possible and by no later than 30 October 2020. Under this direction Tameside Council along with the other 9 Greater Manchester local authorities is under a legal duty to ensure that the GM CAP (Charging Clean Air Zone Class C with additional measures) is implemented so that NO₂ compliance is achieved in the shortest possible time and by 2024 at the latest and that human exposure is reduced as quickly as possible.

3 INTRODUCTION

- 3.1 Poor air quality is the largest environmental risk to the public's health. Taking action to improve air quality is crucial to improve population health.
- 3.2 Whilst air quality has been generally improving over time, particular pollutants remain a serious concern in many urban areas. These are oxides of nitrogen (NO_x) and its harmful form nitrogen dioxide (NO₂), and particulate matter (PM).
- 3.3 In Greater Manchester, road transport is responsible for approximately 80% of NO₂ concentrations at roadside, of which diesel vehicles are the largest source.
- 3.4 Long-term exposure to elevated levels of particulate matter (PM_{2.5}, PM₁₀) and NO₂ may contribute to the development of cardiovascular or respiratory disease and may reduce life expectancy¹. The youngest, the oldest, those living in areas of deprivation, and those with existing respiratory or cardiovascular disease are most likely to develop symptoms due to exposure to air pollution^{2,3}.
- 3.5 Public Health England estimate the health and social care costs across England due to exposure to air pollution will be £5.3 billion by 2035 for diseases where there is a strong association with air pollution, or £18.6 billion for all diseases with evidence of an association with air pollution⁴.

¹ Air Quality – A Briefing for Directors of Public Health (2017), <https://www.local.gov.uk/air-quality-briefing-directors-public-health>

² Air Quality – A Briefing for Directors of Public Health (2017), <https://www.local.gov.uk/air-quality-briefing-directors-public-health>

³ RCP and RCPCH London, Every breath we take lifelong impact of air pollution (2016), <https://www.rcplondon.ac.uk/projects/outputs/every-breath-we-take-lifelong-impact-air-pollution>

⁴ <https://www.gov.uk/government/news/new-tool-calculates-nhs-and-social-care-costs-of-air-pollution>

- 3.6 The Secretary of State has instructed many local authorities across the UK to take quick action to reduce harmful Nitrogen Dioxide (NO₂) levels, issuing a direction under the Environment Act 1995 to undertake feasibility studies to identify measures for reducing NO₂ concentrations to within legal limit values in the “shortest possible time”. In Greater Manchester, the 10 local authorities, the Greater Manchester Combined Authority (GMCA) and Transport for Greater Manchester (TfGM), collectively referred to as “Greater Manchester” or “GM”, have worked together to develop a Clean Air Plan to tackle NO₂ Exceedances at the Roadside, referred to as GM CAP.
- 3.7 The core goal of the GM Clean Air Plan is to address the legal requirement to remove ALL concentrations of NO₂ that have been forecast to exceed the legal Limit Value (40 µg/m³) identified through the target determination process in the “shortest possible time” in line with Government guidance and legal rulings.
- 3.8 Throughout the development of the plan GM has considered a range of options to deliver compliance, overseen by the GM Steering Group⁵, and to understand the type and scale of intervention needed to reduce NO₂ to within legal Limit Values in the “shortest possible time” across Greater Manchester.
- 3.9 A best performing option was recommended within an Outline Business Case (OBC) for further consideration and discussion with stakeholders and the public to aid the development of the Full Business Case.
- 3.10 In March 2019 the GM Authorities agreed the submission of the OBC that proposed a package of measures that was considered would deliver compliance in the shortest possible time, at the lowest cost, least risk and with the least negative impacts.
- 3.11 The OBC made clear the expectation that the UK Government would support the plans through:
- Clear arrangements and funding to develop workable, local vehicle scrappage / upgrade measures;
 - Short term effective interventions in vehicle and technology manufacturing and distribution, led by national Government with local authorities;
 - Replacement of non-compliant buses; and
 - A clear instruction to Highways England with regard to air pollution from the Strategic Road Network (SRN) in Greater Manchester⁶.
- 3.12 The GMCA – Clean Air Update report discussed at Tameside’s Executive Cabinet on 24 June 2020⁷ detailed that in March 2020 the Government provided initial funding of £41m for clean vehicle funds to award grants or loans to eligible businesses: £15.4m for bus retrofit, £10.7m for Private Hire Vehicles, £8m for HGVs, £4.6m for coaches and £2.1m for minibuses. Note: These figures include JAQU estimated delivery costs at 5%.
- 3.13 The GMCA – Clean Air Update report discussed at Tameside’s Executive Cabinet on 26 August 2020⁷ detailed updates on the developments of the GM Clean Air Plan including the Light Goods Vehicles (LGV) and hackney carriage funding position, interaction with the strategic route network and Highways England, confirmed arrangements for distributing funding received for bus retrofit and highlighted separate discussions with DfT about funding for bus replacement.

⁵ Members include Directors or Assistant Directors from each GM authority.

⁶ GM Authorities are directed to take action on the local road network those roads managed by Highways England, such as motorways and trunk roads are excluded from the Clean Air Plan.

⁷ Also considered by the GM Authorities through their own constitutional decision-making arrangements.

- 3.14 It set out a proposal for consultation, detailed the positions for consultation on the daily charges, discounts and exemptions, and the proposed funding offer for each of the supporting funds, and the Vehicle Finance offer. The report also considered the proposed Governance arrangements for the CAZ and that TfGM will act as an 'operating body' responsible for day to day operation of the CAZ and the implementation of other GM CAP measures.
- 3.15 The report also highlighted the link to taxi and private hire vehicle common minimum licensing standards (MLS). In 2018, GM's ten local authorities agreed to collectively develop, approve and implement a common set of minimum licensing standards (MLS) for Taxi and Private Hire services that cover the whole of GM and to undertake parallel consultations for MLS and GM CAP, to ensure that so those affected by both policy positions can understand the full impact of the proposals and respond to the consultations.

4 COVID-19: THE IMPACT ON AIR QUALITY

- 4.1 Since the COVID-19 pandemic has progressed there have been many questions asked about what its effects on traffic mean for Greater Manchester's Clean Air Plan (GM CAP). In particular, the GM Authorities have been asked for comparative data for Air Quality monitoring for this year – during the full lockdown period and more recently - compared with last year.
- 4.2 Whilst data from 2019 is available, the comparator data for 2020 isn't; this is because a full calendar year of results is needed to make a comparison with the relevant standard. The Government has directed GM (and other areas) under UK law to address exceedance of the Annual Average standard for NO₂ which is set at 40 ug/m³.
- 4.3 Greater Manchester issues its Air Quality data annually in the Air Quality Annual Status Report, so for 2020 this information will be published in June 2021. This is due to the fact that diffusion tube data (that measures NO₂ concentrations) needs to be validated, by application of a bias adjustment process.
- 4.4 The bias adjustment process uses co-location of diffusion tubes with continuous monitors, and comparison of the two measured concentrations. Data from our continuous monitors is considered provisional until it has been ratified through a Quality Assurance process, completed by an independent party in April of the following calendar year.
- 4.5 The diffusion tube results used to calculate the annual mean concentration, for comparison with Annual Mean NO₂ standard of 40 ug/m³, are processed once the continuous monitoring data is ratified, and the bias adjustment factor can be finalised.
- 4.6 Whilst the COVID-19 pandemic has caused changes that radically altered transport patterns and behaviour, the relaxation of 'lockdown 1' (March – May 20) travel restrictions since June led to increasing vehicle flows. By the introduction of 'lockdown 2' (November 20), traffic flows were at around 85% of typical pre-COVID-19 levels. Because the GM Clean Air Plan is required to take action to take NO₂ levels over a number of years into the future in order to demonstrate compliance with legal limits⁸, the nearer term influence of COVID-19 on air quality is not expected to lead to sufficiently long term reductions in pollution such that the modelled exceedances of the legal NO₂ limits will be met without implementing a Clean Air Zone.

⁸ The modelling approved by government of NO₂ concentrations in Greater Manchester predicts that exceedance of the legal limit is likely to continue until 2027, if action is not taken to reduce road vehicle emissions.

4.7 In practice, there are many ways in which the pandemic could influence future emissions: in particular, sustained traffic reductions due to permanent increases in working from home or other lifestyle changes, or reductions in bus services due to a sustained decline in demand could reduce emissions, whilst an older fleet on the roads due to vehicle owners delaying vehicle purchases as a result of the pandemic and manufacturing constraints on new vehicles could delay expected necessary future improvements to the emissions of circulating vehicles.

5 COVID-19: ECONOMIC IMPACTS AND BUILDING BACK BETTER

5.1 As has been outlined earlier in the report the core goal of the GM Clean Air Plan is to address the legal requirement to remove ALL roadside concentrations of NO₂ that have been forecast to exceed the legal Limit Value (40 µg/m³), identified through the target determination process, in the “shortest possible time” in line with Government guidance and legal requirements.

5.2 The aim of the Government’s funding set out in the plan is to assist vehicle owners with upgrading their vehicle to a compliant vehicle and to mitigate the negative socio-economic effects of the GM CAZ. Government funding for the clean air plans is limited and has not to date been designed in consideration of the economic effects of COVID-19, and given that all of GM’s proposals were prepared pre-COVID, GM has undertaken to make an assessment of the possible impacts of COVID-19 to inform a technical briefing note for decision makers. A review of the assumptions GM made in terms of the economic circumstances of impacted groups, is necessary as the ‘starting positions’ assumed in the policy positions for each of the measures will have changes as a result of COVID-19. As a result of COVID-19 it is anticipated that the impact the CAZ will have changed and GM needs to identify, where possible, what this change will bring and report this in the final proposals for decision makers to consider.

5.3 As a result of the pandemic, vehicle owners may not be starting from the same position as had been previously assumed in terms of their fleets and their ability to upgrade as a result of the GM CAP. They may therefore need more or different support to help them upgrade or to mitigate the impacts of the CAZ.

5.4 The timescales for GM CAP are determined by a Ministerial Direction. GM needs to launch a Clean Air Zone in 2022 to meet the requirement of the direction to secure compliance with NO₂ standards in the shortest possible time and by 2024 at the latest. As has been made clear in other reports, Ministers have written to Greater Manchester confirming that they expect measures to continue to be developed and the consultation to be undertaken as required by the Ministerial Direction.

5.5 GM must make a final plan no later than Summer 2021 in order to be in a position to launch a Clean Air Zone in 2022. The GM Authorities report on the Final Clean Air Plan will include the consultation results, the assessment of COVID-19 and a final recommended package of measures to ensure the achievement of NO₂ compliance in the shortest possible time and by 2024 at the latest as required by the Ministerial Direction. The report will be supported by the following documents:

- AECOM Consultation Report⁹
- GM Authorities Response to the Consultation
- Impacts of COVID-19 Report
- GM CAP Equality Impact Assessment following Consultation
- GM CAP Policy following Consultation

⁹ AECOM – the independent agency who are managing and analysing the consultation responses

- Modelling report of final CAP package
 - Economic implications of CAP
- 5.6 That plan will need to determine:
- the boundary, discounts, exemptions and daily charges of a Clean Air Zone.
 - the amount of supporting funds
- 5.7 In determining the final funding amounts this will in turn start the process of distributing the secured funding to those eligible, as per the 'final plan' GM CAP policy.
- 5.8 Supporting funds are critical to help businesses prepare for the launch of a Clean Air Zone. Elsewhere in this report it is described that when Leeds City Council opened their clean vehicle funds it enabled impacted groups to access funding and upgrade their vehicle prior to the scheme's launch. This is reported to have led to a dramatic shift to cleaner vehicles. This along with a smaller geographic area, and pandemic traffic levels led to a joint review with JAQU which found that air pollution in Leeds was significantly below legal limits and that it was likely to be maintained, meaning legal limits will be met without implementing a Clean Air Zone. It should be noted that at the outset air pollution levels were not as poor in Leeds as in GM, and compliance was expected to occur naturally earlier than the opening date for the GM CAP.
- 5.9 GM recognises the absolute importance of understanding what impacts the pandemic has had on air quality and businesses, ensuring any impacts are reflected in the final plans and the ongoing discussions with government. That is why the consultations asked for business feedback on this crucial issue, encouraging as wide a range of views as possible.
- 5.10 It is a very uncertain time and getting the right level of funding to support local businesses and organisations before the Clean Air Zone is introduced is key. Following the conclusion of the consultation, both GM CAP and MLS consultation responses will be analysed and reported on by AECOM an independent research agency.
- 5.11 GM will fully consider all the information and evidence gathered during the consultation, so that it can understand the consequences COVID-19 has had on vehicle owners and trades which will be directly affected by the GM CAP and MLS.
- 5.12 As set out in previous reports the Impacts of COVID report will include consideration of:
- whether the assumptions underpinning the GM CAP are still valid;
 - whether GM will remain in exceedance of legal nitrogen dioxide limits under the proposals as they currently stand;
 - the measures proposed in the package for consultation; and
 - whether the proposed support package will be sufficient.
- 5.13 Given the timescales the GM Authorities are working to they need to be clear as to what assessments can be made, ahead of the determination of a final plan. The final plan report will:
- set out the revised assumptions underpinning the GM CAP and the uncertainty surrounding these;
 - set out the revised policy positions for each of the measures including amount of supporting funds for eligible applicants; and
 - include an assessment of the possible impact of COVID-19 on when GM will secure compliance.
 - set out what level of funding GM will be seeking from government to support the individuals and smallest businesses who will be most economically vulnerable to the GM CAZ and where, given the impact of COVID-19 the previous amounts of grant

funding to help upgrade to a compliant vehicle may not be enough to adequately mitigate the potential adverse economic impacts of both.

- 5.14 On the 4 January the Prime Minister announced a national lockdown and instructed people to stay at home to control the virus, protect the NHS and save lives. At the time of writing this report (6 January 2021) the implications for 'lockdown 3' on the GM Clean Air Plan are unknown. As the pandemic is unpredictable and dynamic, contemporary reporting on the progress on the development of the final plan will be provided by the Green City Region Lead, as required, at GMCA meetings.

6 CLEAN AIR – PROGRESS SINCE LAST UPDATE

Hackney Carriages & LGV fleet support

- 6.1 As reported in July, Government has accepted the need for vehicle replacement funds for Hackney Carriages, and Light Goods Vehicles, but requested further development of shared evidence on the needs within this complex sector before responding to the specific asks of is £80m for LGVs/vans and for Hackney Carriages it is £10.4m, plus delivery costs. GM has submitted this information, however at the time of writing the Government has not made an offer of funding. GM Authorities consulted on the financial proposal at the date of consultation.

Try Before You Buy & EV Taxi Infrastructure

- 6.2 GM is proposing a 'Try Before You Buy' Electric vehicle initiative for GM-licensed Hackney Carriage drivers to address uncertainties such as operating costs, range anxiety and availability of charging infrastructure. This is similar to a scheme run by Nottingham City Council which resulted in a 40% conversion rate (40% of those who used the scheme then switched to an electric hackney). The funding ask for this is £1.9m, however Government has not yet made an offer of funding for this initiative.

- 6.3 GM is also proposing a network of 40 hackney/PHV-only rapid electric vehicle charging points to be funded via the GM CAP. These will be installed in suitable, available and sustainable locations, with a focus on re-purposing public sector assets and will be supported by the development of an EV Taxi (HC and PHV) charging membership scheme. The funding ask for this is £6.5m, and Government has not yet made an offer of funding for this initiative.

Clean Bus Fund – Replacement

- 6.4 It was assumed at OBC stage that an estimated 350 buses could not be retrofitted and that it would be for the market to find a solution. GM is looking to secure funding from the £5 billion of new funding for buses and cycling announced in the March budget. Alongside this, GM is proposing to Government that it requires circa £9m of funding plus delivery costs to support the replacement of non-compliant vehicles operating on registered bus services in GM that cannot be retrofitted; in this respect the Government have not made an offer of funding.

Strategic Road Network managed by Highways England

- 6.5 The 10 GM Authorities continue to ask the Government to direct Highways England to tackle NO₂ exceedances on the Strategic Road Network (SRN) in the same way GM Authorities are having to take action on the local road network.

- 6.6 In particular Tameside MBC has highlighted to Ministers that the inconsistency in approach is leaving many residents unprotected, particularly, around the A628/A57, a strategically important trans-Pennine route that passes through the villages of Hollingworth and Mottram as a single carriageway. This route, managed by Highways England, will be left with NO₂

exceedances that are not being addressed, despite the area being declared as part of GM's Air Quality Management Area.

- 6.7 As previously reported on 21 July 2020 a meeting was held between Rachel MacLean – Parliamentary Under Secretary of State for Transport, Councillor Brenda Warrington, Councillor Andrew Western, Jonathan Reynolds MP and Robert Lorgan MP. Minister MacLean listened to the concerns of GM politicians and committed to reviewing the options to deal with this issue.
- 6.8 On 25 August 2020, Tameside MBC were notified that Government ministers have agreed to consider extending Greater Manchester's Clean Air Zone (CAZ) charges to the sections of the A628/A57 which form part of the Strategic Road Network, within the proposed CAZ boundary. The extension of any charges to the A628/A57 will be subject to a full assessment of the potential impacts, to be led by Highways England. This will cover air quality impacts on other roads, safety impacts, carbon impacts, as well as wider issues for Highways England, such as operational and network issues. Following the assessment ministers will take the final decision on whether or not charging should be implemented on the A628/A57. Tameside officers are involved in the work to ensure that it comes to a collective conclusion about the outcomes of the assessment, which is expected to be completed by early 2021. An update on progress can be found at **Appendix 1**.

Clean Bus Fund – Retrofit

- 6.9 As reported in July the Government awarded £14.7m as an initial tranche of funding to retrofit buses running services in GM that have older engines which are not compliant with the GM CAZ emission standards. Government also confirmed the funding award for Bus Retrofit funding should be distributed as a continuation of the Clean Bus Technology Fund. As this funding mechanism is distinct from the wider delivery of the GM CAP, no consultation feedback was requested on this aspect of the policy.
- 6.10 The distribution of Bus Retrofit funding commenced in December 2020.
- 6.11 This fund offers operators of locally registered bus services with up to £16k of funding per vehicle towards the retrofit of non-compliant buses before the launch of the Clean Air Zone in Spring 2022. The funding is available for vehicles, including minibuses and coaches, operating on a registered bus service within Greater Manchester. This includes cross-boundary services operating within the GM CAZ boundary.

Other Cities' Clean Air Plans

- 6.12 Since the last report to members in July there have been significant updates on the progress of other cities plans to implement Clean Air Zones.
- 6.13 Leeds City Council – statutorily consulted on their proposals 29 June – 12 August 2018 and in 2019 announced their Clean Air Zone would launch in 2020. They commenced distributing clean air funding in 2019 to encourage vehicle upgrade. The government's joint air quality unit (JAQU) recently undertook a joint review with Leeds to analyse the impact of COVID-19 on air quality and to understand if a Clean Air Zone remains necessary, or whether NO₂ compliance by the legally required timeframe can be achieved and maintained in other ways. Due to the dramatic shift to cleaner vehicles already delivered by the funding and by businesses preparing for the imminent launch of the CAZ, the review found that air pollution in Leeds is significantly below legal limits and that is likely to be maintained, even if traffic were to return to 'normal' levels or slightly higher. However, as set out in paragraph 3.6 this is not the case for the Greater Manchester Authorities where they have been instructed by government to proceed with the proposals.
- 6.14 Bath & North East Somerset announced on 8 October that their clean air zone, a city centre CAZ C, would take effect on 15 March 2021. This was initially due to launch in November 2020 but was delayed by the COVID-19 pandemic. The Council has opened access to its

clean vehicle upgrade funds now, prior to the scheme opening, to enable impacted groups to upgrade their vehicles.

- 6.15 Birmingham announced on 8 October that their clean air zone will launch on 1 June 2021. The scheme, which is a city centre CAZ D, was initially due to launch in January 2020 but was delayed by issues with the Government's vehicle checker and then by impacts of the COVID-19 pandemic. Birmingham have opened up their clean vehicle funds to enable impacted groups to access funding and upgrade their vehicle prior to the scheme's launch.
- 6.16 Bristol consulted on their clean air zone proposals between 8 October and 13 December 2020. The Council consulted on a number of options while carrying out modelling work to look at the impact of green recovery measures. Option 1 would be a Clean Air Zone covering a small area of central Bristol where older, more polluting commercial vehicles and polluting private cars would pay to drive in the zone, referred to as 'small CAZ D'. Option 2 would be Option 1 plus a larger charging zone where older, more polluting commercial vehicles, but not private cars, would be charged to drive in the zone, referred to as 'medium CAZ C'. The full business case process is scheduled to be submitted in early 2021.
- 6.17 As far as GM is aware, all other authorities that received a ministerial direction to implement a clean air zone are proceeding with the development of their plans. Ministers have written to other authorities in similar terms to Greater Manchester confirming that they expect measures to continue to be developed where necessary. Some cities, such as Newcastle/Gateshead, are revising their initial proposals for a clean air zone. London's Ultra Low Emissions Zone (ULEZ), although not required under the same legislation as local authority clean air plans which are part of the clean air zone framework but has similar principles of charging the most polluting vehicles, is to be extended to the North and South Circular roads of inner London on 25 October 2021.

7 CLEAN AIR ZONE PREPARATORY ARRANGEMENTS

- 7.1 In July 2019 on the basis of evidence provided as at that date, a Ministerial letter set out that the GM plan appeared to be on track to deliver compliance in the shortest possible time and that the Greater Manchester authorities should continue to proceed towards developing the implementation and contract arrangements of a charging Clean Air Zone in Greater Manchester. Government provided an initial tranche of £36m of funding to take this forward.
- 7.2 The ten Greater Manchester Local Authorities have been directed by Government to introduce a category C Clean Air Zone across the region, therefore the key elements of the Clean Air Zone including the intended boundary and times of operation, proposed discounts/exemptions, vehicles affected and daily charges, have been subject to a statutory consultation. The supporting measures, the detail of proposals of the funds and vehicle finance were also set out at consultation to enable consultees to respond fully to the GM CAP proposals. Given that the 10 Local Authorities are subject to the direction to implement the CAZ, the preparatory procurement arrangements have commenced without a risk of the consultation outcome being pre-judged.
- 7.3 The ten Greater Manchester Local Authorities are undertaking the preparatory implementation and contract arrangements required to deliver the CAZ and other GM CAP measures. Preparatory work is required in order to maintain delivery momentum in line with the funding arrangements agreed with JAQU, for example in relation to automatic number plate recognition (ANPR) cameras, back office systems and service providers.
- 7.4 A description of the main procurements is set out in **Appendix 2**. This includes the date when formal contract awards are expected to be made to enable GM to deliver a charging Clean Air Zone in Spring 2022 to meet the timescales required by the Ministerial Direction.

- 7.5 TfGM is running the procurement exercise with potential suppliers to final evaluation and to provide a report to allow the authorities (as set out in section 9 a joint committee will be set up to delegate to TfGM) to make a decision to award to the successful supplier(s) on receipt of [confirmation of] funding from JAQU.
- 7.6 The 26 August 2020 report considered the proposed Governance arrangements for the CAZ and it was subsequently agreed by all 10 Greater Manchester Local Authorities and GMCA that TfGM will act as an 'operating body' responsible for day to day operation of the CAZ and the implementation of other GM CAP measures.
- 7.7 The 26 August 2020 report also set out that a future report would detail the formal governance mechanisms that will underpin the delivery of a GM Clean Air Zone (CAZ) and the supporting measures, including the powers that will need to be delegated to the Operating Body. Section 8 of this report considers the joint working arrangements that will be required.

8 CLEAN AIR – CONSULTATION

Consultation purpose and delivery arrangements

- 8.1 The ten Greater Manchester authorities conducted an eight-week consultation from 8 October to 3 December 2020 that adhered to the government's COVID-19 guidance around social distancing. The purpose of the consultation was to seek views from residents, visitors, stakeholders and businesses on the proposals to achieve compliant NO₂ levels in Greater Manchester. The Greater Manchester Minimum Licensing Standards consultation ran in parallel to ensure that those impacted and/or interested in the proposals could have a complete view of the proposed changes to vehicles and the financial support available.
- 8.2 The consultation was not seeking a decision on whether to introduce a scheme as that has been directed by the Secretary of State; it set out a position for consultation on the daily charge, discounts and exemptions of a Category C GM Clean Air Zone, and the proposals for the supporting funds.
- 8.3 TfGM, on behalf of the ten Greater Manchester authorities, conducted the consultation, under the CleanAirGM branding. AECOM – an independent opinion research agency – was appointed to receive, manage, process and analyse the consultation responses on TfGM's behalf; to undertake qualitative research on the proposals (a research method of facilitated sessions to seek feedback from representative groups); and produce a full report on the findings from the consultation.
- 8.4 The consultation was also supported by engagement activity to ensure all groups could engage with the consultation materials and respond in a meaningful way.

Consultation documentation

- 8.5 The consultation materials were published on www.CleanAirGM.com on 8 October 2020. This included the [consultation document](#), the questionnaire, technical reports, the policy for consultation and supporting public facing materials such as leaflets and fact sheets. An animation outlining the proposals with subtitles and British Sign Language interpretation was also published.
- 8.6 Hard copies of the consultation document and questionnaire were sent to each local authority for distribution across the boroughs as deemed appropriate. These materials were also sent to every Travelshop operated by TfGM across Greater Manchester. Hard copies of other materials were available on request, as well as alternative formats.
- 8.7 In addition to the online and hard copy questionnaire, people could respond via a dedicated phonenumber, email or post. A language line facility was also in place for non-English speakers.

Consultation methodology and questions

- 8.8 The consultation questions were embedded throughout the consultation document and in the questionnaire.
- 8.9 The aim was to seek views on the detail of the proposed boundary (already set by the direction at GM-wide), the proposed operation, the proposed charges and discounts / exemptions, the supporting measures (funds, vehicle finance) and the impacts of Covid-19 on the ability of businesses / organisations to respond to the proposals.
- 8.10 During the consultation planning stage, an equality impact assessment was undertaken to ensure that the proposed consultation methodology did not exclude any groups with protected characteristics and that any issues arising due to the current situation in relation to COVID-19 were appropriately mitigated.

Engagement and awareness raising activity

- 8.11 GM and national-level engagement activity was coordinated and delivered by TfGM under the CleanAirGM branding. Each of the 10 GM authorities also implemented their own delivery plans for consultation with their residents and businesses. Full details of the GM level engagement delivered throughout the consultation can be found in **Appendix 3**.
- 8.12 The GM authorities used both online and offline channels to promote the consultation, (including social media, digital advertising, out of home advertising, media and PR, working with stakeholders and other routes). As traditional consultation-style events and drop-in sessions could not be hosted due to the restrictions on large gatherings, GM used online events, webinars, social media in order to answer questions and engage. Activity undertaken at a local level will be included in local authority reports, as appropriate.
- 8.13 TfGM also developed a virtual exhibition space to provide an alternative way to engage with the consultation materials and speak to members of the CleanAirGM team, in the absence of face-to-face engagement. The platform had an online chat facility which operated for several hours a day at least six days a week.

Qualitative research

- 8.14 Alongside the consultation and engagement activity, qualitative research was also undertaken by AECOM to explore the impact of the proposals and the impact of Covid-19 on the most impacted groups. This included small and micro businesses, the taxi and private hire trade, the freight and logistics sector, public transport users and those with respiratory conditions.
- 8.15 The sessions took place as either focus groups or depth-interviews on Microsoft Teams and were facilitated by an independent moderator. Full details of the activity can be found in **Appendix 4**.
- 8.16 This research was conducted whilst the consultation was ongoing and will be reported within the consultation findings report.

Final response numbers and other submissions

- 8.17 A total of 4765 responses were received during the consultation period:
- 3954 via online questionnaire
 - 767 via email
 - 43 paper questionnaires
 - 1 telephone response
- 8.18 The full AECOM Consultation Report will be published with the final plan.
- 8.19 Late responses (i.e. submitted after the deadline of 3 December 2020 at 23:59) are not counted in the final numbers of responses but will be summarised in a separate chapter of the report that will be produced by AECOM (the independent agency who are managing

and analysing the responses to the consultation). Any late responses to the Clean Air consultation will be considered in the local authority reports on the outputs of the consultations to the extent that they are deemed to be material.

9 CLEAN AIR – GOVERNANCE

- 9.1 The 26 August 2020 report considered the proposed Governance arrangements for the GM CAZ and it was subsequently agreed by all 10 GM Authorities and GMCA that TfGM will act as an ‘operating body’ responsible for day-to-day operation of the CAZ and the implementation of other GM CAP measures.
- 9.2 The 26 August 2020 report also set out that a future report would detail the formal governance mechanisms that will underpin the delivery of a GM Clean Air Zone (CAZ) and the supporting measures, including the powers that will need to be delegated to the Operating Body.
- 9.3 This section of the report considers the formal governance mechanisms and joint working arrangements that will be required to ensure that the 10 GM Authorities implement a charging Clean Air Zone in Spring 2022 so as to ensure the achievement of NO₂ compliance in the shortest possible time and by 2024 at the latest as required by the Ministerial Direction.
- 9.4 The formal governance mechanisms include the political oversight arrangements (to include to the oversight of the CAZ including monitoring and policy setting) and operating arrangements.
- 9.5 As there are several key charging authority functions that can only be discharged by the charging authorities (and as the GMCA is not a charging authority), the approach that GM will take will be to establish:
- a Joint Committee of charging authorities to enable decisions to be taken that are required to be taken jointly by the Constituent Authorities’ as charging authorities in relation to the Greater Manchester Clean Air Zone; and
 - a Joint Committee of the charging authorities and the GMCA to enable the joint discharge of the GMCA’s and Constituent Authorities’ functions under sections 82 to 84 of the Environment Act 1995 (Air Quality) and in relation to the Greater Manchester Clean Air Plan (excluding such decisions that must be taken by the charging authorities jointly under Part 3 of, and Schedule 12 to, the Transport Act 2000 and regulations made thereunder).
- 9.6 These formal governance arrangements need to be in place before the GM Authorities make a decision to award the contracts necessary, as set out in **Appendix 2**, to deliver a charging Clean Air Zone and other measures to successful supplier(s). The terms of reference including the functions requiring delegation to the joint committees are set out in **Appendix 6**. The 10 GM local authorities are being asked to agree the establishment of the committees, nominate their committee members and terms of reference for the joint committees.
- 9.7 The proposed governance arrangements will also enable TfGM to discharge relevant local authority functions before decisions to award contracts to successful suppliers.
- 9.8 A description of the main procurements is set out in **Appendix 2**. This table includes the date when formal contract awards are expected to be made to enable GM to deliver a charging Clean Air Zone in Spring 2022 as required by the Ministerial Direction. They are imminent with the first being in March 2021 through the Summer of 2021.

- 9.9 Furthermore it is prudent and conventional on such a complex, multi-authority project, for there to be an agreement put in place between the 10 local authorities and GMCA/TfGM to clarify the rights, responsibilities and obligations of the authorities in relation to [those contracts and] the collective GM CAP, and setting out how all parties will work together to deliver the GM CAP up to and beyond the determination of the final plan.
- 9.10 The GM authorities are being asked to provide sufficient delegations for each Authority to be a party to the collaboration agreement between the 10 local authorities and GMCA/TfGM to clarify amongst other matters the rights, responsibilities and obligations of the authorities in relation to those contracts set out in **Appendix 2**.

State Aid

- 9.11 The consultation materials were published on www.CleanAirGM.com on 8 October 2020 in the [Policy for Consultation](#), GM outlined that the proposed measures would be subject to state aid restrictions. Subsequently there are new rules and arrangements are in place. The EU-UK Trade and Co-operation Agreement (TCA) sets out the new obligations for Subsidy Control which replaces the State aid regime in the UK. The new rules must be considered in respect of all grants awarded from 1st January 2021. This will be taken into consideration in the development of the final plan.

10 MINIMUM LICENSING STANDARDS AND THE GM CLEAN AIR PLAN

- 10.1 Taxi/PHV services are a significant part of GM's transport offer. In 2018, GM's ten local authorities agreed to collectively develop, approve and implement a common set of minimum licensing standards (MLS) for Taxi and Private Hire services that cover the whole of GM. At that time, the primary driver for this work was to improve public safety, but vehicle age and emission standards in the context of the Clean Air agenda are now also a major consideration.
- 10.2 As licensing is a local authority regulatory function, the work to devise the Standards has been undertaken by the GM Licensing Managers Network, with TfGM supporting the co-ordination of this work, and alignment with other relevant GM policies, at a GM level.
- 10.3 There are four areas of focus for the MLS:
- Drivers: Criminal Records Checks; Medical Examinations; Local knowledge test; English language; Driver training; Driving Proficiency; Dress Code.
 - Vehicles: Vehicle emissions (diesel Euro 6 and above, petrol Euro 4 and above with an ambition for a zero-emission capable fleet); Vehicle ages (under 5 years at first licensing, no older than 10 years); Vehicle colour (Black for Taxi/Hackney, white for Private Hire Vehicles); Vehicle livery (common GM design with Council logo incorporated); Accessibility (all Taxis to be wheelchair accessible); Vehicle testing; CCTV; Executive Hire; Vehicle design and licensing requirements.
 - Operators: Private Hire Operators/staff will require basic criminal record check; more stringent requirements in relation to booking records; Operators to take more responsibility for the behaviour of their drivers.
 - Local Authorities: Applications may be submitted up to 8 weeks in advance of license expiry; Once determined, license issued within 5 working days; Agree to develop common enforcement approach and a framework to which licensing fees are set; Councillors to receive training before they hear applications.
- 10.4 Given the decarbonisation challenge, sectors such as transport need to take very significant action now to reduce carbon emissions. For taxis and PHVs to contribute will require them to switch to zero-emission capable (ZEC) vehicles. To invest in ZEC vehicles, taxi proprietors also require long term confidence in the local policy landscape, including future interventions and supporting infrastructure.

- 10.5 The trade has asked for certainty, funding, and long lead in times for these changes. This is extremely challenging within the current and emerging policy environment. Officers have developed policy proposals that can meet these needs as far as possible, which is why parallel consultations have been undertaken for MLS and GM CAP, and that charging, funding, and licensing policy positions are coherent and joined-up.
- 10.6 Ultimately the collaborative approach that the MLS represents will help achieve the vision of a strong, professional and healthy taxi and private hire sector providing safe and high-quality services to residents and visitors across the whole of Greater Manchester. This vision sees taxis and Private Hire as a crucial part of the overall transport mix, that can consistently deliver safe and high-quality services for the public. The proposed MLS will help deliver improved safety, customer focus, higher environmental standards and accessibility.
- 10.7 In addition, GM understands that, like many parts of the economy, and in particular the transport sector, the taxi and private hire trade have been impacted by COVID-19, lockdown and the effects of social distancing policies. Therefore, the MLS consultation, which is a matter for the 10 district councils, included questions designed to elicit a fuller and more informed understanding of the wider effects of COVID-19 on the economic health and sustainability of the taxi and private hire trades.

11 MLS – CONSULTATION

Consultation purpose and delivery arrangements

- 11.1 The ten Greater Manchester authorities conducted an eight-week consultation from 8 October to 3 December that adhered to the government COVID-19 guidance around social distancing. The purpose of the consultation was to inform the trade and the public of the proposals and engage impacted groups (the trade and the main service users) to build understanding and awareness to inform the final standards.
- 11.2 TfGM, on behalf of the ten Greater Manchester licensing authorities, conducted the consultation, under the GM Taxis Standards brand. AECOM – an independent opinion research agency – was appointed to receive, manage, process and analyse the consultation responses on TfGM's behalf; to undertake qualitative research on the proposals (a research method of facilitated sessions to seek feedback from representative groups); and produce a full report on the findings from the consultation.
- 11.3 The consultation was also supported by engagement activity with the trade to help ensure they could engage with the consultation materials and respond in a meaningful way.

Consultation documentation

- 11.4 The consultation documentation was published on www.gmtaxistandards.com on 8 October 2020. This included the [consultation document](#), the questionnaire and supporting public facing materials such as leaflets and factsheets. An animation outlining the proposals with subtitles and British Sign Language interpretation was also developed.
- 11.5 Hard copies of the consultation document and questionnaire were sent to each local authority for distribution across the boroughs as deemed appropriate. These materials were also sent to every Travelshop operated by TfGM across Greater Manchester. Hard copies of other materials were available on request, as well as alternative formats.
- 11.6 In addition to the online and hard copy questionnaire, people could respond via a dedicated phonenumber, email or post. A language line facility was also in place to support non-English speakers.

Consultation methodology and questions

- 11.7 The consultation questions were embedded throughout the consultation document and in the questionnaire.
- 11.8 The aim was to seek views on the proposed driver standards, vehicle standards, operator standards, local authority standards, local authorities, the proposed implementation timetable and the impacts of COVID-19 on the ability of businesses / organisations to respond to the proposals.
- 11.9 During the consultation planning stage, an equality impact assessment was undertaken to ensure that the proposed consultation methodology did not exclude any groups with protected characteristics and that any issues arising due to the current situation in relation to COVID-19 were appropriately mitigated.

Engagement and awareness raising activity

- 11.10 GM engagement activity was coordinated and delivered by TfGM under the GM Taxi Standards brand. Each of the 10 GM communications and engagement teams and licensing teams supported this delivery plan, with their own local plans. Full details of the GM level engagement delivered throughout the consultation can be found in **Appendix 3**.
- 11.11 The GM authorities used both online and offline channels to promote the consultation, (including social media, digital advertising, out of home advertising, media and PR, working with stakeholders and other routes).
- 11.12 As traditional consultation-style events and drop-in sessions could not be hosted due to the restrictions on large gatherings, GM used online events, webinars, social media and promoted a phone number, in order engage with the public and impacted groups.
- 11.13 TfGM also developed a virtual exhibition space to provide an alternative way to engage with the consultation materials.

Qualitative research

- 11.14 Alongside the consultation and engagement activity, qualitative research was also undertaken by AECOM to explore the impact of the proposals and the impact of COVID-19 on the trade and key users.
- 11.15 The sessions took place as either focus groups or interviews on Microsoft Teams and were facilitated by a moderator. Full details of the sessions ran can be found in **Appendix 5**.
- 11.16 This research was conducted whilst the consultation was ongoing and will be reported within the consultation findings report.

Final response numbers and other submissions

- 11.17 A total of 1682 responses were received during the consultation period:
- 1552 via online questionnaire
 - 46 via email
 - 84 paper questionnaires
- 11.18 The full AECOM Consultation Report will be published with the final plan.
- 11.19 Late responses (i.e. submitted after the deadline of 3 December 2020 at 23:59) are not counted in the final numbers of responses but will be summarised in a separate chapter of the report that will be produced by AECOM (the independent agency who are managing and analysing the responses to the consultation). Any late responses to the MLS consultation will be considered in the local authority reports on the outputs of the consultations to the extent that they are deemed to be material.

12 NEXT STEPS

12.1 GM needs time to:

- Review all the information gathered through the GM CAP and MLS consultations.
- Fully consider all the information and evidence gathered, so that it can understand the consequences of COVID-19 has had on vehicle owners and trades affected by the GM CAP and MLS.
- Undertake the subsequent equalities, air quality and emissions impact assessments, this work will be vital to inform future decisions on each aspect of the final plan.

12.2 It is proposed that for the GM CAP a final plan will be brought forward for decision makers as soon as is reasonably practicable and no later than summer 2021, and at this time the outputs of the MLS consultation will also be reported.

12.3 Officers will:

- Continue dialogue with JAQU to secure a clear response from government on GM's outstanding clean air funding asks;
- Continue to undertake the preparatory implementation and contract arrangements that need to be undertaken to deliver the CAZ and other GM CAP measures;
- Continue work to understand the possible impacts of COVID-19 on the GM CAP and MLS;
- Continue to assess the findings of the consultation and develop a final Clean Air Plan (as set out at paragraph 5.5) for consideration by the 10 Greater Manchester Local Authorities; and
- Consider the proposed approach to the consideration and adoption of MLS by the 10 Greater Manchester Local Authorities.

13 RECOMMENDATIONS

13.1 The recommendations are set out at the front of the report.

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APPENDIX 1

UPDATE ON ASSESSING IMPACTS OF EXTENDING GREATER MANCHESTER'S CLEAN AIR ZONE (CAZ) CHARGES TO THE SECTIONS OF THE A628/A57

- 1.1 As set out at 5.4 in the main body of the report, Government ministers have agreed to consider extending Greater Manchester's Clean Air Zone (CAZ) charges to the sections of the A628/A57 which form part of the Strategic Road Network, within the proposed CAZ boundary. The extension of any charges to the A628/A57 will be subject to a full assessment of the potential impacts, to be led by Highways England. This will cover air quality impacts on other roads, safety impacts, carbon impacts, as well as wider issues for Highways England, such as operational and network issues. Following the assessment ministers will take the final decision on whether or not charging should be implemented on the A628/A57. Tameside officers are involved in the work to ensure that it comes to a collective conclusion about the outcomes of the assessment, which is expected to be completed by early 2021
- 1.2 The assessment of the potential impacts work has commenced. The scope of work produced by Highways England, Tameside and TfGM addresses air quality, carbon, safety and consideration of wider network operations. The scope of work will be submitted to DfT for approval. The scope is clear it will consider the extents of any charging on the SRN (A57 / A628), will be limited to within Tameside administrative boundary in line with the proposed boundary of the GM Clean Air Zone (CAZ).
- 1.3 The scope outlines the assessment will follow a staged approach, increasing the level of detail and information required as necessary.

Stage 1

- a high-level assessment, to determine the number of non-compliant HGVs, buses, taxis and vans that are predicted to use the A57 / A628 as a strategic through route staying on the SRN transiting the region and not entering Greater Manchester (GM) Clean Air Zone (CAZ);
 - an estimation of the likely air quality benefits on the A57 / A628 from including this section of road within the charging CAZ; and
 - JAQU have confirmed that the location of predicted exceedances in 2023 provided by TfGM to date are qualifying features for the reporting requirements for Limit Values.
- 1.4 If the high-level assessment completed at Stage 1 indicates that it is possible for charging on the A57/A628 to deliver material improvements to predicted exceedances or achieve limit value compliance a year earlier on the A57/A628 than without charging, then the assessment work would move to Stage 2.

Stage 2

- A more detailed investigation of traffic movements along the A57 / A628 and movements in and out of proposed GM charging CAZ;
- Detailed air quality modelling of the impacts and effect of charging on the SRN. It is anticipated that Highways England would work in partnership with TfGM to complete this work as they have the models, including driver behaviour responses already developed.
- Depending on the anticipated behavioural response to charging:
 - Identification of likely alternative routes HGVs and vans would take to move between their origin and destinations;
 - Calculation of changes in carbon dioxide emissions for HGVs and vans associated with these new routes;
 - A review of the safety implications for additional HGVs and van movements on alternative routes;

- Commentary of the impacts for operating and maintaining the network associated with changes in traffic movements along the A57 / A628 corridor and the use of alternative routes.

1.5 The assessment to date highlights GM's material point that Government's requirements of Highways England in respect of NO₂ are not the same as the approach they have taken in respect of the GM authorities who have been directed to take action on the local road network. The appraisal approaches required by Government are not consistent in their interpretation of Highways England and local authority roads, which reflects the typically differing nature of public access immediately adjacent to local roads and motorways. However, the A57/A628 section of the SRN is atypical in that it more closely resembles a 'local road' environment with public residences at the kerbside. It has therefore been determined in the scope of works to apply the approach used by the GM Authorities in modelling the GM CAP.

Initial Outputs

- 1.6 Highways England, Tameside and Transport for Greater Manchester noted that work to date as part of the GM CAP shows that the introduction of a GM Clean Air Zone leads to a 3 to 4µg/m³ reduction in annual mean NO₂ concentrations for properties adjacent to the A57 and A628 when first opened. On expiry of the temporary exemption for LGVs and minibuses, NO₂ concentrations reduce by a similar amount again, providing a total improvement of 6 to 8µg/m³.
- 1.7 Further analysis and air quality modelling as part of this study indicates that there are expected to be NO₂ exceedances in 2023 with the GM CAZ operational, and also there are expected to be additional NO₂ reductions from charging on this section of the SRN. Therefore, as the early indication is that it is possible for charging to deliver material improvements to predicted exceedances on the A57/A628 than without charging, work will progress to Stage 2.
- 1.8 As part of stage 2 the study will continue to refine the traffic data and associated air quality modelling, reviewing the results to understand what they mean for this study.

APPENDIX 2

MAIN PROCUREMENTS TO ENABLE GM TO DELIVER A CHARGING CLEAN AIR ZONE IN SPRING 2022

Procurement Activity	Reason for Procurement	Procurement Approach	Estimated Contract Value £m*	Anticipated Contract Award Date	Funding Required from JAQU to enable contract award
CAZ Signage	Signs are required to be placed on the highway network to support the implementation of the GM CAZ. The signage will need to be placed within the GM CAZ and at entry and exit points on the Strategic Route Network and neighbouring authorities ¹ .	A procurement exercise has been undertaken for entry, exit and advance, repeater and advance direction signage, to cover the manufacture, installation, management and de-commissioning of such signs. Advanced warning signs on the Strategic Road Network required for CAZ are to be procured separately by Highways England, who manage this network.	£2.55m(CAPEX)	March 2021	n/a funded by £36m initial funding award
CAZ Service	Automatic Number Plate Recognition (ANPR) cameras will be used to detect vehicles through the capture of Vehicle Registration Marks (VRMs) and record evidential data of their entry into the GM CAZ. ANPR cameras	Procurement is being run through a competitive dialogue procedure to acquire the following services under a single contract: 1) A Vehicle Detection and Processing Service to operate and maintain the ANPR devices; 2) A CAZ Office Service that will: <ul style="list-style-type: none"> • service customers, so as to handle individual queries from members of the public regarding the GM CAZ; and • enable integration with the via a Central Government Payment Portal. 3) A Penalty Enforcement Service that will enable 'case management', and interface to the DVLA, to issue Penalty Charge Notices (PCNs) and where necessary the Traffic Enforcement Centre (TEC), Traffic	£62.0m (CAPEX) £98.5m (OPEX)	Summer 2021	£38m plus £24m from the initial funding award

¹ Formal agreement of the precise location of the CAZ signage, this can only be decided once the boundary is finalised in the Final Plan Report.

Procurement Activity	Reason for Procurement	Procurement Approach	Estimated Contract Value £m*	Anticipated Contract Award Date	Funding Required from JAQU to enable contract award
	will be installed at key locations across the region.	Penalty Tribunal (TPT) and the Enforcement Agents, and track the progress of the PCN.			
CAZ Debt Recovery	A Debt Recovery Service will be required to progress debt management and to secure payment of outstanding fines, penalties and any charges as directed by the TEC and TPT.	This contract will be a call-off from the Crown Commercial Services (CCS) framework to recover outstanding debts both nationally and internationally.	£40.7m	May 2021	n/a will be funded by the operational revenues of the Clean Air Zone
Vehicle Funds - Clean Vehicle Funds Service Page 412	Owners or registered keepers of a non-compliant vehicle that will be subject to the GM CAZ charges may be eligible to apply for financial support towards upgrading to a compliant vehicle, subject to meeting eligibility criteria. The Clean Vehicle Administration of the Clean Air Funds will be delivered through a Financial Conduct Authority (FCA) authorised Clean	<ul style="list-style-type: none"> • Provide a “digital first” entry point for the customer, and an automated process so applicants will quickly be able to access information on funding options available to them and to make an application. • Manage a network of dealerships accredited to receive grant payments. • Provide applicants with non-compliant vehicles who successfully passed eligibility testing the option of either a grant or vehicle finance funding option and progress sourcing a vehicle. • An Applicant who chooses the grant option will be able to access an accredited dealership³ list to redeem the grant monies through a voucher issued through the CVFS. • A database of all applications made for grant and vehicle finance and the funding route chosen. • Interface management between the CVFS and the Financiers in order to deliver a digital customer journey. • A robust process for monitoring of the funds. N.B. if there is a lower take up of the Clean Funds Scheme than expected volumes (or higher than expected in a particular funding tranche), GM can widen 	£4.56m	May 2021	£4.56m

³ Dealerships will be able to apply through the platform for accreditation to the Clean Funds Scheme and therefore receive grant payments. Dealerships will be required to be FCA authorised (or exempt as appointed representatives of FCA authorised Principal firms); and agree electronic Term's and Condition's for the scheme.

Procurement Activity	Reason for Procurement	Procurement Approach	Estimated Contract Value £m*	Anticipated Contract Award Date	Funding Required from JAQU to enable contract award
Vehicle Funds - Vehicle Financiers	Vehicle Fund Service (CVFS) and a panel of FCA authorised Financiers ² .	<p>the eligibility criteria through the CVFS without prejudice to existing Applicants contained within the CVFS database.</p> <ul style="list-style-type: none"> • Provide applicants with non-compliant vehicles who successfully passed eligibility testing and choose the vehicle finance funding option access to asset finance and leases at contributory rates to owners of eligible vehicles with the GM CAP Clean Funds Scheme providing the value of the contribution. • Interface with the CVFS for hand-over of data through the CVFS on all applicants who have passed the eligibility checks and chosen to take the contributory vehicle finance funding option. • Be required to supply all management information requirements of the fund measures. 	£114m ⁴	May 2021	£6.1m
Diffusion Tubes & Air Quality Monitoring	Air Quality monitoring will be critical in confirming that the GM CAP is delivering the necessary trajectory of air quality improvement and compliance with air quality standards. Air Quality will be measured via a combination of Diffusion Tubes and Continuous Monitors	The diffusion tubes tender was issued to market in November 2020. The scope of the procurement for diffusion tube air quality monitoring includes the supply, installation and decommissioning of the diffusion tubes at 467 monitoring sites, monthly monitoring and provision of analysis to support the GM CAP programme.	£C£1.5m	April 2021	n/a will be funded by the operational revenues of the Clean Air Zone
EV Taxi Try before You Buy (TBYY)	The GM CAP and the proposed GM MLS will require Hackney Carriages to meet	TBYB scheme is awaiting a Government offer of funding. The procurement strategy will be defined during early 2021s	£1.0 m	Autumn 2021	£1.0m

² TfGM, the ten Greater Manchester local authorities and GMCA will not be party to any vehicle selection, specification and supply or to any of the financial agreements between the Financiers and the vehicle owners. TfGM will not be required to be FCA authorised.

⁴ This sum represents the maximum that could be disbursed to Financiers should all applicants apply for finance.

Procurement Activity	Reason for Procurement	Procurement Approach	Estimated Contract Value £m*	Anticipated Contract Award Date	Funding Required from JAQU to enable contract award
	<p>stricter emissions standards, which will mean a significant proportion of the trade will need to upgrade to compliant vehicles.</p> <p>The Hackney ZEC/EV rental initiative for drivers that are uncertain about transitioning straight to ZEC.</p>				

*With the exception of the Signage, the contract values are estimates which will be firmed up once bids are received.

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APPENDIX 3

ENGAGEMENT ACTIVITY WITH NATIONAL AND GREATER MANCHESTER-WIDE STAKEHOLDERS AND ORGANISATIONS REPRESENTING IMPACTED INDIVIDUALS AND BUSINESSES

- 1.1 During the consultation TfGM, on behalf of the 10 GM local authorities contacted c.200 national and regional stakeholders who represented individuals or businesses who would be impacted by the GM Clean Air Plan and GM Minimum Licensing Standards.
- 1.2 Information was shared with these organisations (including digital toolkits) so that stakeholders could inform their members and networks of the consultation as well as providing the stakeholders with an opportunity to participate in meetings and webinars.
- 1.3 In total, there were 43 briefing sessions with impacted groups, which were attended by more than 300 people. This included 12 sessions for Taxi and PHV trade and drivers, plus 31 with businesses and representative bodies, including Federation of Small Businesses, CBI, British Horse Society, National Farmers Union, Confederation of Passenger Transport and Road Haulage Association.
- 1.4 Content was shared by many stakeholders including: GM Growth Company, GMCVO Friends of the Earth Manchester, Business Bolton, Salford CVS, GM Ageing Hub, ProManchester, CityCo, GM Health and Social Care Partnership, GM Chamber, Bury Means Business, High Peak BC, Confederation of Passenger Transport, Altrincham Partnership, Action Together, BVRLA, Love Old Trafford, Wythenshawe Forum, Manchester BID, Federation of Small Business, Wrightington, Wigan, and Leigh NHS, GM Cycling and Walking Commissioner, Clean Air UK, Rochdale Youth Service, Trafford Partnership, Health Watch Manchester, University of Manchester (this is a sample, rather than comprehensive list).
- 1.5 Through these networks sharing content, it can be estimated that more than 500K impacted businesses and individuals were reached via stakeholder social media channels.
- 1.6 As well as this, the Clean Air GM newsletter was issued at various points during the consultation, to those who had subscribed, which currently has just over 4,000 subscribers.

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APPENDIX 4

CLEAN AIR PLAN QUALITATIVE RESEARCH

Individuals

- 2 groups with outside GM respondents who make trips into the GM region
- 2 groups with Inside GM respondents who use a mix of modes and live in areas of poor air quality and a mix of income levels (1 aged 18-40 and 1 aged 41+)
- 1 group with inside GM taxi/ PHV users
- 2 groups with inside GM respondents (50% from poor air quality areas and 50% from better air quality areas) (1 group aged 18-40 and 1 aged 41+)
- 2 groups with inside GM respondents (mix of modes used – 1 group aged 18-34 and 1 group aged 35+)
- 2 groups with inside GM respondents (bus and taxi/PHV users – 1 aged 18-34 and 1 group aged 35+)
- 1 group with inside GM respondents (campervan and horsebox owners)
- 1 depth with outside GM respondent (horse transportation vehicle)

Taxi / PHV

- 30 depth interviews with taxi drivers
- 10 depth interviews with taxi operators (1 from each LA)
- 4 groups with taxi users

Businesses – all with impacted vehicles

- 1 group with outside GM businesses (agriculture/ Waste Management/ Construction)
- 1 group with inside GM businesses (agriculture/ Waste Management/ Construction)
- 1 x group with inside GM businesses (retail)
- 1 x group with inside GM business (minibus/ coach operators/ voluntary sector)
- 1 x group with inside GM business (manufacturing)
- 1 x group with outside GM businesses (retail)
- 1 x group with inside GM businesses (construction/ retail)
- 1 x group with outside GM businesses (minibus/ coach operators)
- 1 x group with inside GM businesses (gardener/florist)
- 1 x group with inside GM business (night time economy)
- 1 x depth with waste management business (inside GM)
- 1 x depth with manufacturing business (inside GM)
- 1 x depth with coach/ minibus business (inside GM)
- 1 x depth with plumbing and gas business (inside GM)
- 1 x depth with butchers business (outside GM but travel into GM for trade)

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MLS QUALITATIVE RESEARCH

Depth interviews

- 30 depth interviews with taxi drivers
- 10 depth interviews with taxi operators (1 from each Local Authority area)

Focus groups

- 4 groups with taxi users
 - All users use taxi / PHV once a fortnight or more
 - 1 Female only group
 - 17 respondents
 - 13 female / 4 male
 - Range of ages (between 18 and 65+)
 - 5 had physical or mobility disabilities which affected their travel choices
 - At least one respondent from each of the 10 districts

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APPENDIX 6

JOINT COMMITTEES TERM OF REFERENCE

Clean Air Charging Authorities Committee – Terms of Reference

General

The Clean Air Charging Authorities Committee is a joint committee created by the ten Greater Manchester local authorities (“the Constituent Authorities”) under section 101(5) of the Local Government Act 1972 and Part 4 of the Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012.

Membership of the Committee

The membership of the committee shall be ten, consisting of the lead executive member for clean air of each of the Constituent Authorities from time to time. The Constituent Authorities shall also each nominate a substitute executive member to attend and vote in their stead.

Role of the Committee

To enable decisions to be taken that are required to be taken jointly by the Constituent Authorities’ as charging authorities in relation to the Greater Manchester Clean Air Zone.

Powers to be discharged by the Committee

The Committee shall have power to take all such decisions of the Constituent Authorities (as charging authorities) that must be taken jointly under Part 3 of, and Schedule 12 to, the Transport Act 2000 and any regulations made thereunder.

This includes, but is not limited to:

- Making and varying a joint local charging scheme order;
 - Decisions of the charging authority under such a joint local charging scheme and the Road User Charging Schemes (Penalty Charges, Adjudication and Enforcement) (England) Regulations 2013.

Operation of the Committee

- The Committee shall appoint a chair at its first meeting;
- The Quorum of the Committee shall be 8 members;
- Each member shall have one vote;
- The Chair shall not have a casting vote;
- Unless required by law, decisions shall be made by a simple majority.

Air Quality Administration Committee – Terms of Reference

General

The Air Quality Administration Committee is a joint committee created by the ten Greater Manchester local authorities (“the Constituent Authorities”) and the Greater Manchester Combined Authority (“the GMCA”) under section 101(5) of the Local Government Act 1972 and Part 4 of the Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012.

Membership of the Committee

The membership of the committee shall be eleven, consisting of the lead executive member for clean air of each of the Constituent Authorities and the relevant portfolio holder responsible for clean air of the GMCA from time to time. The Constituent Authorities and the GMCA shall also each nominate a substitute executive member/assistant portfolio holder to attend and vote in their stead.

Role of the Committee

To enable the joint discharge of the GMCA’s and Constituent Authorities’ functions under sections 82 to 84 of the Environment Act 1995 (Air Quality) and in relation to the Greater Manchester Clean Air Plan (excluding such decisions that must be taken by the charging authorities jointly under Part 3 of, and Schedule 12 to, the Transport Act 2000 and regulations made thereunder).

Powers to be discharged by the Committee

The Committee shall have the power to discharge jointly:

- the GMCA’s and the Constituent Authorities’ functions under sections 82 to 84 of the Environment Act 1995
 - the GMCA’s functions in relation to the Greater Manchester Clean Air Plan (including the taking of action likely to promote or improve the economic, social or environmental well-being of Greater Manchester in connection with it and the use of grants made by the Secretary of State under section 31 of the Local Government Act 2003 to implement that plan).
- the Constituent Authorities functions under the Greater Manchester Clean Air Plan including those under Part 3 of, and Schedule 12 to, the Transport Act 2000 and regulations made thereunder (excluding any decision thereunder that must be taken jointly by charging authorities) including, but not limited to:
 - action required under the Environment Act 1995 (Greater Manchester) Air Quality Direction 2020 (other than the making of the joint local charging scheme);
 - the exercise of their powers under sections 176, 177 and 192 of the Transport Act 2000;
 - the application of the Constituent Authorities’ shares of any net proceeds of a joint local charging scheme made by them.

The discharge of such functions includes the doing of anything which is calculated to facilitate, or is conducive or incidental to, the discharge of any of those functions.

Operation of the Committee

- The Committee shall appoint a chair at its first meeting;
- The Quorum of the Committee shall be 8 members;
- Each member shall have one vote;
- The Chair shall not have a casting vote;
- Unless required by law, decisions shall be made by a simple majority.

Update on the GM Clean Air Plan and Minimum Licensing Standards

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Headlines from GMCA report

- The consultations ended in December 2020, with **4,765 responses for CAP** and **1,682 responses for MLS**.
- Assessment of public consultation responses and impacts of COVID-19 on Clean Air Zone proposals and funding support packages is now taking place.
- Decision makers will consider the Final Greater Manchester Clean Air Plan as soon as possible and by **summer 2021** at latest.
- The nearer term influence of COVID-19 on air quality is not expected to lead to sufficiently long term reductions in pollution such that the modelled exceedances of the legal NO₂ limits will be met without implementing a Clean Air Zone.
- Preparatory work is continuing for the Clean Air Zone in order to meet timescales for the achievement of NO₂ compliance.
- Minimum Licensing Standards, analysis of the consultation is in progress, continued engagement with taxi/phv trade and joint letter with other LAs to government being finalised.



Clean Air Consultation

- The ten Greater Manchester authorities conducted an eight-week consultation from **8 October to 3 December** that adhered to the government COVID-19 guidance around social distancing.
- The purpose of the consultation was to seek views from residents, visitors, stakeholders and businesses on the proposals to achieve compliant NO₂ levels in Greater Manchester.
- The consultation was **not** seeking a decision on whether to introduce a scheme as that has been mandated by the Secretary of State.
- **4,765 responses** received on key elements such as the proposed Clean Air Zone boundary, daily charges for affected commercial and passenger vehicles, and the proposed £150m government funding support package.
- The consultation also sought feedback on how COVID-19 has affected businesses and organisations in Greater Manchester.

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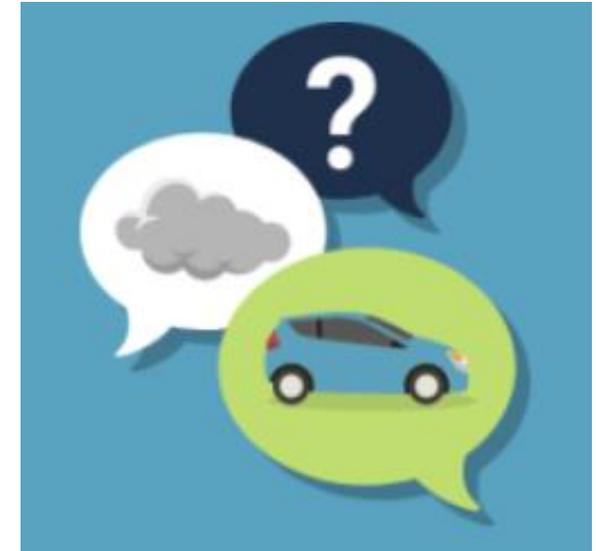
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Next steps on the consultation responses

- Work is ongoing to analyse and report the information gathered from the GM Clean Air Plan and GM MLS consultations to help local authority decision makers make a fully informed decision on the final plans.
- Further work is taking place to understand the economic impact of COVID-19 on traders and businesses whose current vehicles would not meet the mandated standards that the Clean Air Plan must enforce.
- The final Clean Air Plan will be brought to decision makers as soon as possible and set out the consultation results, the assessment of COVID-19 and a final recommended package of measures to ensure the achievement of NO₂ compliance.



Timeline for the proposals

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Jan / Feb 2021
Update to GMCA and
Local Authorities

Spring 2021
Review consultation
outputs and COVID
impacts

Summer 2021
Final GM Clean Air
Plan considered

Autumn/Winter 2021
Clean Vehicle funds
available

Spring 2022
GM Category C Clean Air
Zone launches

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Impact of COVID-19 on the proposals

- The GM Clean Air Plan is required to take action to take NO₂ levels over a number of years into the future in order to demonstrate compliance with legal limits.
- The nearer term influence of COVID-19 on air quality is not expected to lead to sufficiently long term reductions in pollution such that the modelled exceedances of the legal NO₂ limits will be met without implementing a Clean Air Zone.

Whilst the COVID-19 pandemic has radically altered transport patterns and behaviour, the relaxation of 'lockdown 1' travel restrictions, since June 2020, has seen more and more vehicles on the roads.

- By the introduction of November 2020's 'lockdown 2' traffic flows were at around 85% of typical pre-COVID-19 levels.
- There are many ways in which COVID-19 could affect air quality, both improving or worsening it.



Update on Funds

Clean Bus Fund – Retrofit

- Government awarded £14.7m as an initial tranche of funding to retrofit buses running services in GM that have older engines which are not compliant with the GM CAZ emission standards.
- The distribution of Bus Retrofit funding started in December 2020.
- This fund offers operators of locally registered bus services with up to £16k of funding towards the retrofit of non-compliant vehicles before the launch of the Clean Air Zone in Spring 2022.

The funding is available for vehicles, including minibuses and coaches, operating on a registered bus service within GM. This includes cross-boundary services operating within the GM CAZ boundary.



Hackney Carriages & LGV fleet support

- Government has accepted the need for vehicle replacement funds for Hackney Carriages and Light Goods Vehicles.
- GM have submitted the further evidence requested by Government; however, the Government have not made an offer of funding as yet.

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Update on Strategic Road Network

Strategic Road Network managed by Highways England

- The 10 GM Authorities continue to ask the Government to direct Highways England to tackle NO₂ exceedances on the Strategic Road Network (SRN).
- Tameside MBC have highlighted to Ministers particular concerns around the A628/A57. This route, managed by Highways England, will be left with NO₂ exceedances that are not being addressed.
- Government ministers have agreed to consider extending Greater Manchester's Clean Air Zone (CAZ) charges to the sections of the A628/A57 which form part of the Strategic Road Network, within the proposed CAZ boundary.
- Following the assessment, which is expected to be completed by early 2021, ministers will take the final decision on whether or not charging should be implemented on the A628/A57.

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Clean Air Zone Preparatory Arrangements

GM Local Authorities have been directed by Government to introduce a category C Clean Air Zone and must prepare to deliver it in Spring 2022 to meet the compliance timescales required by the Ministerial Direction. Government provided an initial tranche of £36m of funding to take this forward.

To deliver a charging Clean Air Zone in Spring 2022, procurement exercises are underway, with formal contract awards expected to be made throughout 2021. This includes:

CAZ Signage: for the manufacture, installation, management and de-commissioning of signs.

GM CAZ Service: which will comprise:

1. A Vehicle Detection and Processing Service to operate and maintain Automatic Number Plate Recognition (ANPR) devices,
2. Handle queries from members of the public and enable integration with a Central Government Payment Portal.
3. A Penalty Enforcement Service, which will interface to the DVLA, the Traffic Enforcement Centre (TEC), Traffic Penalty Tribunal (TPT) and the Enforcement Agents.

Debt Recovery Service: to secure payment of outstanding fines, penalties and any charges as directed by the TEC and TPT.

Clean Vehicle Funds Service: to administer the Clean Air Funds through a Financial Conduct Authority (FCA) authorised Clean Vehicle Fund Service (CVFS) and a panel of FCA authorised Financiers.

Air Quality Monitoring: to supply, installation and decommissioning of the diffusion tubes at 467 monitoring sites, monthly monitoring and provision of analysis to support the GM CAP programme.



Governance for the GM Clean Air Plan

As there are several key functions that can only be discharged by the charging authorities (and as the GMCA is not a charging authority), the approach that GM will take will be to establish:

- a **Joint Committee of charging authorities** to enable decisions to be taken that are required to be taken jointly by the Constituent Authorities' as charging authorities in relation to the Greater Manchester Clean Air Zone.
- a **Joint Committee of the charging authorities and the GMCA** to enable the joint discharge of the GMCA's and Constituent Authorities' functions under sections 82 to 84 of the Environment Act 1995 and in relation to the Greater Manchester Clean Air Plan (excluding such decisions that must be taken by the charging authorities jointly).

These formal governance arrangements need to be in place before the GM Authorities make a decision to award the contracts necessary to deliver a charging Clean Air Zone.

The report seeks agreement to set up the committees, membership and the terms of reference.



Other Cities Clean Air Plans

Bath & North East Somerset

- Clean air zone, a city centre CAZ C, will launch on 15 March 2021.

Birmingham

- Clean air zone due to launch on 1 June 2021. The scheme is a city centre CAZ D (includes private cars).

Bristol

- Consulted on clean air zone proposals between 8 October and 13 December 2020. The Council consulted on their revised plans after multiple changes to their preferred options due to revised modelling.

Leeds

- The government's Joint Air Quality Unit (JAQU) undertook a joint review with Leeds to analyse the impact of COVID-19 on air quality and to understand if a Clean Air Zone remains necessary, or whether NO₂ compliance to the same timeframe can be achieved and maintained in other ways.
- Due to the dramatic shift to cleaner vehicles, the review found that air pollution in Leeds is significantly below legal limits and is not likely to exceed them again.



GM Minimum Licensing Standards Update

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- The trade has asked for certainty, funding, and long lead in times for these changes. This is extremely challenging within the current and emerging policy environment. Officers have developed policy proposals that can meet these needs as far as possible, which is why parallel consultations have been undertaken for MLS and GM CAP, and that charging, funding, and licensing policy positions are coherent and joined-up.
- In addition, GM understands that, like many parts of the economy, and in particular the transport sector, the taxi and private hire trade have been severely impacted by COVID-19, lockdown and the effects of social distancing policies.

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Therefore, the MLS consultation, which is a matter for the 10 district councils, included questions designed to elicit a fuller and more informed understanding of the wider effects of COVID-19 on the economic health and sustainability of the taxi and private hire trades.

- **1,682 responses** were received to the consultation these will be considered by the 10 councils to agree the final standards and the timings of the implementation of those standards for each district.
- Due to the link between CAP and MLS the governance process for MLS is proposed to take place along the same timescales as CAP.



Engagement with the trade and letter to government

- Several meetings were held with the taxi trade coalition, who represent a large proportion of the GM hackney trade, to discuss MLS and GM CAP.
- A separate PHV working group has been established and meetings are underway to also discuss MLS and GM CAP.

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A joint letter from the GM local authorities along with other clean air areas (incl. Birmingham, Sheffield and Portsmouth) is due to be sent to the Secretary of State for Transport. This sets out the challenges the areas share in relation to supporting the taxi trade through the COVID-19 pandemic and clean air policies, as well as calling for re-regulation of private hire services to prevent out of area operation.



Report To:	EXECUTIVE CABINET
Date Of Report:	10 February 2021
Executive Member/ Report Of:	Councillor Brenda Warrington – Executive Leader Cllr George Newton – Assistant Executive Member (Digital lead) Tim Rainey, Assistant Director, Digital Services.
Subject	ACCELERATED DEPLOYMENT OF MICROSOFT OFFICE 365
Report Summary:	<p>In September 2019 a reporting detailing options for replacing the ageing Microsoft 2010 products (including Office, Exchange and SharePoint) whose extended support was ending in 2020 was considered by the Executive Cabinet. The report recommended that prior to moving to the new Microsoft cloud based Office 365 solution in Mid-2023, an interim step of moving to Office 2016 should be adopted.</p> <p>This interim arrangement meant that preparatory work, needed to ensure that the organisation got maximum value from Office 365 when implemented, could be undertaken and completed alongside the existing ICT workload, including the setting up of a new Disaster Recovery Centre and commissioning the new Data Centre in Ashton Old Baths.</p> <p>The 10 months since the initial COVID-19 lockdown have seen unprecedented changes to way our workforce operates.</p> <p>The overnight move from office working to home working has accelerated the Agile/Mobile working agenda by years. More than ever the organisation now relies on technology to not only support and delivery of services, but importantly and increasingly to support normal day-to-day transactions such as meetings, conversations and collaboration with colleagues.</p> <p>This unprecedented change has necessitated a rethink on the timescales and pace for deploying Office 365 and associated products such as Microsoft Teams. This report details a timetable and associated costs for bringing forward deployment of Microsoft Office 365 by 2 years, beginning with the rollout of Microsoft Teams across the organisation.</p> <p>Whilst accelerating the deployment and use of Office 365 the report also details the plan to ensure that the full migration of all users to Office 365 over an 18 month period starting in February 2021 is done in a way that will maximise the benefits of the new system and investments already made in Microsoft Licences.</p>
Recommendations:	<p>That Executive Cabinet be recommended to agree that:</p> <ol style="list-style-type: none">(i) Subject to the appropriate procurement being agreed and undertaken in conjunction with STAR it is noted that the timetable for bringing forward the implementation of Microsoft Office 365 is being brought forward 2 years to 2021.(ii) Subject to procurement, the Microsoft Teams functionality will be deployed to all Council users as the first stage in the transition/migration to the full Office 365 solution.

- (iii) An 18-month programme beginning in February 2021 will then manage the systematic migration of users and their data to the new environment. This work will be undertaken alongside the existing ICT work plan and will require appropriate resourcing which will be detailed in the IT Service Review.
- (iv) Approve additional revenue budget of £600k per annum for the licensing costs of Office 365.
- (v) Note that additional staffing capacity will be required to enable the implementation team to focus on roll out of Office 365 (section 6). This will be the subject of a further report on a wider IT service review.

**FINANCIAL IMPLICATIONS:
(Authorised By the Section
151 Officer)**

The proposals set out in this report will require a minimum additional revenue budget of £600k from 2021 onwards. The minimum £600k is based on current Microsoft licensing costs (which may increase in future years) and does not include any forecast costs for additional staffing capacity to ensure effective project management and implementation. The implementation of Office 365 across the organisation is a significant and time-consuming project, which will require appropriate and sufficient resourcing to ensure effective delivery. Initial estimates are that a 6 person implementation team will be required for an 18 month period, as set out in section 7. The total estimated cost of this implementation team is between £281,592 and £422,390 depending on how long the implementation takes. This report is not seeking approval for these additional staffing costs which will be covered by a wider IT service review in a separate report.

When Executive Cabinet were asked to approve the move to Office 2016 in September 2019, it was anticipated by officers that a move to Office 365 was likely to be required in 2023/24. Although no formal approval was obtained at that time, the Council's Medium Term Financial Plan has factored in increased costs from 2023/24 to accommodate the expected change. Moving to Office 365 in 2021, two years earlier than anticipated by officers, will result in additional costs in 2021/22 and 2022/23 which were not reflected in previous financial forecasts.

This additional cost has now been factored into the 2021/22 budget proposals and can be funded from a combination of the savings proposed and the one off funding that has been returned from the GMCA reserves to support Councils at this difficult time.

It is unclear at this stage as to the implementation costs and further work will need to be undertaken to ascertain this and the impact that any reprioritisation of IT resource to implement this may have on the remainder of the IT programme. It is important that this implementation is well project managed to ensure the maximum benefits are gained from this substantial recurrent funding investment.

**LEGAL IMPLICATIONS:
(Authorised By Borough
Solicitor)**

This is a high level report to ensure that Members have clarity in relation to direction of travel of digital services especially in light of the acceleration of changes to working arrangements as a result of the covid pandemic.

It is anticipated that the service was already planning for a move towards more agile and home working and that the same has been

provided for by way of budgeting which will be addressed in more detail in the financial implications.

There needs to be clarity that this will deliver vfm both in the implementation and the delivery through improved functionality and service delivery,

ACCESS TO INFORMATION: The background papers relating to this report can be inspected by contacting Tim Rainey, Assistant Director, Digital Services by:

 Telephone: 0161 342 3299

 e-mail: tim.rainey@tameside.gov.uk

1 BACKGROUND

- 1.1 ICT is embedded in the everyday operations of all services and is a crucial part of their evolution and transformation providing the basis for sharing services and information, collaboration, communication and new delivery mechanisms.
- 1.2 The recently approved Tameside and Glossop Digital Strategy details how we will use technology to drive forward this change and support new ways of working across the Council as well as supporting economic development, skills and help to reduce digital exclusion. Delivery of the strategy will also support the drive for corporate savings through a series of “Cross Cutting Digital Savings Projects”.
- 1.3 The strategy also sets out the Councils ambitions for a digitally enable workforce, central to which is “Using modern digital equipment, productivity solutions and connectivity to support agile and collaborative working.”
- 1.4 The 10 months since the initial, COVID-19 lockdown have seen unprecedented changes to way our workforce operates. The overnight move from office working to home working has accelerated the Agile/Mobile working agenda by years, More than ever the organisation relies on technology to not only support and delivery of services, but importantly and increasingly to support normal day-to-day transactions such as meetings, conversations and collaboration with colleagues.

2 MICROSOFT OFFICE 2016

- 2.1 In September 2019 a reporting detailing options for replacing the ageing MS 2010 products (including Office, Exchange, Skype and SharePoint) whose extended support was ending in 2020 was presented to Executive Cabinet. The report provided details and costs for moving directly to the new Microsoft cloud based Office 365 solution or alternatively purchasing Office 2016 licences as an interim step before buying Office 365 subscriptions and beginning to move to the new software in Summer 2023 – A process that would take 18 months to move all 2,800 users.
- 2.2 For a number of reasons a decision to move to Office 2016 as an interim step was taken. This interim arrangement also meant that preparatory work, needed to ensure that the organisation got maximum value from Office 365 when implemented, could be undertaken and completed alongside the existing ICT workload, including the setting up of a new Disaster Recovery Centre and commissioning the new Data Centre in Ashton Old Baths.
- 2.3 Despite the unexpected move to home working in February 2020, and the challenges that this brought in terms of remotely upgrading 2,800 laptops with the new Office 2016 suite of software and new Windows 10 operating system, the upgrading of the laptop fleet has been successfully completed.
- 2.4 Work to upgrade the corporate Microsoft infrastructure including the Active Directory, Exchange email system, SharePoint and Skype for Business are also complete or currently underway, and this in turn has enabled the Office 365 preparatory work to begin. This includes synchronising the Councils internal Active Directory (list of all our users, passwords etc) with Microsoft Azure Cloud Directory which has been completed and work to begin the migration of over 8 million files from shared drives into SharePoint is underway.
- 2.5 The process of categorising and moving these files is time consuming but it is vital housekeeping task from both an Information Governance point of view and to ensure maximise benefits of the new software. Some files date back to the late 1990’s with over a

million orphaned files between 10 and 20 years old which legally should be deleted, however amongst them will be many files that legally we should retain.

- 2.6 These files need to be checked and deleted or categorised and have retention policies added before moving into SharePoint. This is a one of opportunity to “tidy up” historic information.

3 IMPACT OF COVID PANDEMIC AND CHANGES TO WAY WE WORK

- 3.1 The advancement of agile working and increased take-up and reliance on technology for communicating and collaborating, not only within the Council but wider with partners, has necessitated a rethink on the timescales and pace for deploying Office 365 and associated products such as Microsoft Teams.
- 3.2 Prior to the COVID Lockdown in March 2020 fewer than 100 people regularly used Skype for Business to hosts online meetings or for their desktop telephone calls. This changed overnight when the majority of the workforce moved to home working and Skype for Business became a crucial platform for hosting hundreds of concurrent meetings and calls for over 2000 staff who became regular user’s dependant on the functionality it provided.
- 3.3 To date Skype for Business has proven to be reliable and has successfully supported much of the organisations internally and external communication and collaboration requirements. However using different platforms has limited the way joint NHS/Council Teams can communicate and share information, which in turn has caused operational difficulties. Furthermore being Skype users, as opposed the using Microsoft Teams¹, like many of the other GM authorities, has made joining external meetings with partners confusing, problematic and overly complicated. Other organisations including Manchester City Council are moving Office 365 for the same reasons.
- 3.4 To complete the migration of 2800 users with all their associated documents and emails into the Cloud based Office 365 system, along with appropriate training will take 18 months complete. The report approved by Executive Cabinet in September 2019 outlined the original timetable for these works. A review of the Councils Microsoft licensing requirements would be undertaken in mid-2023, which would then give time to migrate from the current Microsoft 2016 Office Suite to Office 365 before the extended support for Microsoft Office 2016 ended in mid-2025.

4 STICKING TO ORIGINAL TIMETABLE.

- 4.1 The Council could choose to continue with the original timetable for Office 365 deployment, confident that the desktop software it has in place and functionality it provides will continue be secure, reliable and supported. This would also mean the additional costs associated with Office 365 subscription licenses would be avoided for 2 more years as would the need for additional resources required to deliver an accelerated Office 365 deployment alongside current key ICT projects. .
- 4.2 That said, the original plan and timetable for implementing Office 365 did not take into account the seismic impact that the COVID pandemic has had on how the organisation operates, how staff are now working, and how they will continue to work in the future. Where and how the majority of our office based staff work from has changed for good. Agile and working from home is here to stay. It is therefore vital we have the right tools in place to support this new approach.

¹ Microsoft Team’s is in essence the latest iteration of Skype for Business but it can only be purchased as part of full Office 365 product suite.

- 4.3 Not investing in these new modern tools would have a serious impact on the ability of services to realise productivity and efficiency gains that agile and collaboration working can bring. This would have knock effect on achieving future budget savings. It would also limit the ability for teams and individuals to communicate and collaborate with each other and with partners and customers. For these reasons, it is sensible to bring forward the Office 365 implementation timetable by 2 years.

5 BENEFITS OF MIGRATING TO OFFICE 365

- 5.1 Moving to Office 365 migration is a complex task, but one which bring many benefits, for the following reasons:
- Work Anywhere
 - Collaborate Easily
 - Always Have Access to the Latest Versions of Programs
 - Productivity
 - Security
- 5.2 **Work Anywhere;** One of the biggest advantages of Office 365 is the ability to work from anywhere as long as you have an internet connection. Because it's entirely cloud-based, staff can access email, files and Office programs (Word, PowerPoint, Excel) from any location and any device. Local copies of Office will also be installed on each laptop to ensure they will continue to work "off-line" should Internet access not be available
- 5.3 **Collaborate Easily;** Working in teams, where people are often home based, and where external partners are also involved, is a key business requirement. There are many ways to collaborate and communicate in Office 365. The suite comes with a number of tools – Exchange, SharePoint, Yammer, Teams, - all designed to improve communication flows and cultivate a culture of collaboration in which employees are able to seamlessly share ideas and files between teams, departments, tools and devices
- 5.4 **Always Have Access to the Latest Versions of Programs;** With Office 365, the latest versions of Office is always available at no additional charge. Whilst this is a good thing care must also be taken to ensure that line-of-business applications are compatible.
- 5.5 **Productivity:** Office 365 can significantly improve employee productivity but it also true that the majority of users do not use it to its full potential. Most people use only 20% of Office 365 functionality focusing on email, file storage and access to Office programs. In order to get full value for money from the Office 365 investment it's important that a comprehensive training and up-skilling resources are made available to all staff.
- 5.6 **Security;** One of the biggest misconceptions about the Cloud is that it's not safe. In reality, it isn't necessarily any more or less safe than an on-premise system. It's all in how you use it and what security measures you put in place. Office 365 has a lot of built-in security features to keep data safe. These include:
- Encrypted email which ensures no one other than the intended recipient can read an email.
 - Data Loss Prevention which is a set of policies that checks and prevents sensitive information from leaving your organization via email.
 - Advanced Threat Analytics (ATA) uses analytics and machine learning to detect suspicious network behaviour. It will scan emails as they arrive checking for malicious links and attachments and if detected it prevents the malicious attachment or link from being delivered to the intended recipient.

7 FINANCIAL IMPLICATIONS

- 7.1 The table below shows the annual subscription costs associated with the move to Office 365. These don't include costs associated with the additional resource needed to undertake the migration which will be included in the IT Service Review report later in January.
- 7.2 The pricing structure for Microsoft Licensing is reviewed every three years and the next agreement is due to be re-negotiated by Crown Commercial Services in April 2021. The prices shown below are based on the current agreement.
- 7.3 In addition, the current 2-year contract for Windows 10 operating system expires on 01/07/21 and would need to be renewed if the organisation doesn't move to Office 365. If it does move these costs are included in the Office 365 subscription.

Part Number	Item Name	Year 1 Total (£)	Year 2 Total (£)	Year 3 Total (£)
AAD-33204	M365 E3	532,896	532,896	532,896
SY9-00006	O365E5	112	112	112
AAD-33196	M365 E5 Step-up From E3	167	167	167
FT5-00006	SfB Plus CAL	12,360	12,360	12,360
LK6-00002	Phone Sys	38,400	38,400	38,400
TJ7-00001	Audio Conf	1,554	1,554	1,554
FSZ-00002	Defender for O365 Plan 2	95,424	95,424	95,424
	Veeam Office 365 Backup	31,450	31,450	31,450
		712,362	712,362	712,362
	Less Existing budget (for OS)	113,000	113,000	113,000
	Additional budget required	599,362	599,362	599,362

- 7.4 Specialist technical support/advice for the implementation of Office 365 will be required to ensure we have the best possible setup and approach to migrating to 365. The costs for this will be met from within existing budgets.
- 7.5 Additional staffing resources will also be required within the IT Service to deliver the migration and associated works over an 18-month timeframe.
- 7.6 The service is currently working with STAR procurement and STAR legal regarding the most appropriate framework that is fully compliant with the Public Contracts Regulations 2015.

8 RECOMMENDATIONS

- 8.1 As set out on the front sheet.

Report to:	EXECUTIVE CABINET
Date:	10 February 2021
Executive Member:	Councillor Oliver Ryan – Executive Member (Finance and Economic Growth)
Reporting Officer:	Paul Smith – Assistant Director Strategic Property Tom Wilkinson – Assistant Director Finance
Subject:	INVEST TO SAVE - TAMESIDE ONE INSURANCE PROPOSITION
Report Summary:	To outline an invest to save proposal in relation to the installation of fire detection equipment into the ceiling voids at the Tameside One building, that has arisen due to changes in the fire insurance market following the Grenfell fire and other similar incidents. In doing so providing information in regards to the cost of installing the equipment, and outline options in regard the way in which the Council could resolve the situation and the required contractual arrangements necessary to fulfil these options.
Recommendations:	<ul style="list-style-type: none">(i) That members approve the installation of equipment and associated contract and project management costs of £1,249,363 via the Council's insurance fund reserve balance.(ii) That the works are added to the Council's capital programme to the value of £1.25m to be funded from the Insurance Reserve, and managed and monitored by the Council's capital team with progress reports made to the Strategic Planning and Capital Monitoring Panel.(iii) That the Council makes annual provision for the replenishment of the insurance risk reserve from its existing risk management and insurance budgets over the remaining life of the property at a cost of £45k per annum.(iv) That the Council ensures that the service charges to third party occupiers reflects the full costs of insuring the leased areas of the premises.
Corporate Plan:	Modern infrastructure and a sustainable environment that works for all generations and future generations.
Policy Implications:	Financial: Risk and Insurance; Health and Safety
Financial Implications: (Authorised by the statutory Section 151 Officer & Chief Finance Officer)	<p>This report provides the supporting details of the insurance requirement to install fire detection equipment into the ceiling voids of the Tameside One building that also includes the College.</p> <p>Section 3 of the report explains the insurance implications for the Council if it were to not install the equipment. The Council's current property insurers have confirmed that they will impose a 25% co-insurance clause (or £0.250m whichever is the greater amount) if there is a failure to comply with the installation recommendation. A co-insurance clause effectively makes the Council responsible for that specified proportion of each and every fire claim that may arise at Tameside One. As examples, there would be a self-insured amount of £1m in the event of a £4m fire claim, increasing to a maximum £11.875m for a total claim of £47.5m (the current insured</p>

value of the building). These cover restrictions are a significant increase in comparison to the £0.100m voluntary policy excess that currently applies.

Failure to comply with the Council's property insurer's recommendation to install the equipment is highly likely to bring additional annual insurance premiums. There is also the increased financial exposure presented by the co-insurance clause.

The approval to install the fire detection equipment will support the avoidance of these envisaged annual future increased property insurance premium costs together with any co-insurance clause values that would arise in the event of a fire claim. The single financial expenditure in relation to installation of the fire detection equipment will result in year on year cost avoidance by not having to pay increased yearly premiums and also increased single excess should an incident occur.

The estimated cost of the equipment installation including related fees is £1.249m. Members should note however that this estimated cost is only valid until 1 March 2021. The Council retains an Insurance Reserve to cover the costs of any self-insurance that it chooses to have and which is used to fund any voluntary excess on its policies if claimed. This reserve currently stands at £7.479m, which is significantly less than the potential full loss of £11.875m.

It is therefore proposed to finance the cost of the works from this insurance reserve so as to manage the risk in a sensible and proportionate way. The reserve is reviewed on an annual basis following an actuarial review of risks. The next actuarial review is likely to recommend an increase in the size of the reserve if the fire detection equipment is not installed. The reserve can only be increased by placing a charge to the Council's revenue budget which will increase the pressure on an already tight budget in 2021/22.

If members approve these works, it is proposed that the insurance reserve is replenished over the remaining life of the building, which for accounting purposes is 28 years, as part of the Council's self-insurance and risk mitigation strategies. This will result in a £45k per annum transfer from insurance budgets to the risk reserve. This can be met from within existing insurance budgets as part of the self-insurance provisions budget.

For insurance purposes Tameside One is seen as a single building and the insurers insist that the Council insure the whole premise, including the leased elements. The terms of the lease with the college and other third parties for the occupation of Tameside One, allow for the insurance costs relating to areas occupied by third parties under the terms of the lease to be recovered through the annual service charge.

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

The Council must ensure that it complies with legal requirements in respect of fire detection equipment together with additional recommendations and/or requirements recommended by the council's insurers subject to the necessary due diligence being undertaken. As set out in the report for insurance purposes Tameside One is treated as one building and it is understood that the insurers insist that the council is responsible for the insurance

of the whole of the building including the parts of the building that our leased out.

Assurance has been provided that the college who are more than half the building will meet the necessary costs to take the benefit of the premium reductions.

Risk Management:

As highlighted in the report

Access to Information:

The background papers relating to this report can be inspected by contacting Alison Lloyd-Walsh



Telephone: 0161 342 3332



e-mail: alison.lloyd-walsh@tameside.gov.uk

1. INTRODUCTION

- 1.1 This report provides information in regard to an invest to save proposal in relation to a requirement to install fire detection equipment into the ceiling voids across the entirety of the Tameside One building in Ashton-under-Lyne, which if not undertaken will result in increased insurance premium and excess levels applying.
- 1.2 The report additionally provides information in regard to the scope of the works required and the contractual /project management processes that will need to be in place. The report provides information as to the cost of the project and requests authorisation to release funding for the required works.
- 1.3 It is important to note that the additional fire detection equipment discussed in this report is a requirement of the insurers to protect the asset. Absence of fire detection in voids is not against British fire safety standards, but viewed as serious risk management issue by insurance underwriters to protecting the asset rather than the people.
- 1.4 The one off investment in relation to the installation of the fire detection equipment will result in year on year cost avoidance by not having to pay increased yearly premiums and also increased single excess should an incident occur. The Council's response to the changing insurance market by acting decisively and promptly will also demonstrate its commitment to risk management and mitigation and reflect favourably in relation to broader premiums payable by the Council.
- 1.5 This is not required in relation to the protection of life.

2. BACKGROUND

- 2.1 Tameside One is a flagship multipurpose building in the centre of Ashton. Construction and occupation was completed in March 2019 and accommodates a broad range services and organisations including library, Tameside College, Job Centre Plus re together with council administrative and civic offices.
- 2.2 During the construction, building control approval was obtained for the fire safety systems and fire strategy, which did not require the provision of ceiling void fire detection.
- 2.3 It is important to note that a lack of ceiling void fire protection does not mean that the building is unsafe for occupation. It is also important to note that industry standards for fire detection equipment have changed as contained in BS5839-6:2019. Whilst this specific change relates to domestic dwellings and was introduced after the Grenfell Tower tragedy the insurance industry in general has an increased focus in regards to ceiling void protection overall.
- 2.4 Ceiling void detection equipment is absent across the whole of the Tameside One building including the parts of the building occupied by Tameside College and the area occupied by Job Centre Plus. The area of the building occupied by Wilko is not affected by this issue as it is of a different structural design.

3.0 INSURANCE REQUIREMENTS AND CONTEXT

- 3.1 Since construction and the subsequent occupation of the building, the council's insurers have identified an asset protection/ risk need to enhance the automated fire detection system through the installation of an automatic detection system within ceiling voids with a depth of 800mm and above. There are two main areas that influence the decision around whether to invest in this mitigation work.

- (a) Through the Councils experience during 2020 renewal negotiations and discussions with appointed insurance brokers, Gallaghers there is awareness that the insurance market is hardening. Public sector insurers have suffered an increased frequency of catastrophic losses in recent years and reduced income caused by the economic effect of Covid-19, causing increases to premium levels and a reduction in market appetite.
- (b) The councils property insurers, Travelers Insurance have confirmed that they will be forced to impose a 25% Co-insurance Clause (or £250,000 whichever is the greater amount) if fire detection is not fitted to the voids at Tameside One. A Co-insurance Clause effectively makes the Council responsible for that specified proportion of each and every fire claim to occur at Tameside One. Therefore there would be a self-insured amount of £1,000,000 in the event of a £4,000,000 Fire loss, increasing to a maximum £11,875,000 for a total loss of £47,500,000. These cover restrictions are a significant increase in comparison to the £100,000 voluntary Policy Excess currently applying. In the worst case scenario the complete loss of the building, which is currently insured for £47.5 million would result in a £11.8 million loss requirement to be paid by the Council.
- 3.2 As landlord the Council is responsible for the insurance of the entire building and for payment of the insurance premium. Tenants of the building pay a relevant portion of this premium back to the Council via lease and service charge arrangements.

4. WORK UNDERTAKEN IN RESPONSE TO REQUIREMENTS

- 4.1 A full building survey has been undertaken to ascertain, which ceiling voids exceed the stated insurance requirements. The survey results indicate that the majority of voids exceed this and that some voids particularly those above ground and first floor level are up to a depth of 2 meters. The survey also provided a plan of where fire detection equipment should be installed.
- 4.2 A scope of works has been produced which provides detail in regard to timelines and timeframes for the completion of the work. The work required to install equipment involves removal of ceilings and is estimated to take 65 weeks to complete depending on availability of vacated spaces across the buildings.
- 4.3 This work will obviously cause disruption to the operation of the Tameside One building affecting the Council, our tenants and the College. Should the scheme be authorised there will need to be a wide scope engagement process, which will need to start as quickly as possible with the actual installation work starting early in 2021.

5. COSTS AND PROJECT DELIVERY OF INSTALLING EQUIPMENT

- 5.1 As of September 2020 the quoted costs for the installation of the equipment is £1,089,363. This quote includes associated work such as the moving of furniture and contingency in respect of any specialist work that may be required in spaces of the College that provide a specialist function e.g. cold rooms . This quote is valid until 1 March 2021.
- 5.2 Funding for this purpose is available from the Council's insurance fund which has a current balance of £7.479 million.
- 5.3 Due to the nature of the building, the insurers require the Council to insure the whole premise. The lease, as drawn up allows the Council to recover any insurance costs it includes through the service charges to its tenants.
- 5.3 If approved the project would be procured as a design and build contract via the LEP. Given the value of the project a design and build contract would assist in mitigating the risk for the

Council and for the LEP and include the services of an independent certifier (IC) to inspect and provide financial probity and audit in regard to the spend and quality. The project contractors would provide the necessary warranties in regard to the installation and functioning of the equipment and its intended purpose in relation to the Tameside One building.

- 5.4 The proposal will need to be endorsed by Ryders as the primary architects of the building. There will be additional costs associated with the procurement of a design and build contract which would include insurance, legal fees, IC costs, LEP fees and project management costs. These are currently estimated to be £160,000.

6. OPTIONS

- 6.1 Based on the information in section 3 in regard to insurance requirements and section 5 in regard to the costs of progressing the installation scheme a decision is required in regard to the preferred approach.

- 6.2 In summary the 2 options are:-

- (i) Inform insurers that equipment will not be installed and accept the increased year on year premium / insurance risk, including the co-insurance clause of up to 25% of the cost of the building.
- (ii) Install the equipment and the associated one time costs and approve the utilisation of the insurance fund reserve to finance the related costs of £1,249,363, negating the year on year insurance increased insurance charges and replenish the insurance fund reserve over the remaining life of the building from the saving made from the reduced premium levels and self insurance contributions.

- 6.3 In consideration of the potential financial risks it is recommended that option (ii) is taken forward and identified as an invest to save opportunity.

7.0 RECOMMENDATIONS

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

Report to:	EXECUTIVE CABINET
Date:	10 February 2021
Executive Member:	Councillor Allison Gwynne, Executive Member (Neighbourhoods, Community Safety and Environment)
Reporting Officer:	Debbie Watson, Assistant Director of Population Health Tom Wilkinson, Assistant Director of Finance
Subject:	THE COUNCIL'S SPORT AND LEISURE FACILITIES – FINANCIAL SUSTAINABILITY PROPOSALS DURING THE COVID-19 (CORONAVIRUS) PANDEMIC
Report Summary:	<p>The report updates on the plans for financial sustainability of the Council's Sport and Leisure facilities provided by Active Tameside. A Sport and Leisure review is being undertaken across the leisure estate over the next six months. The report describes the first phase of the review focused on those facilities that have been operating at a loss in recent years, followed by a second phase including all sport and leisure facilities being carried out in conjunction with the Councils Operational Estate and Portfolio review of council land and property holdings.</p> <p>There is a need to safeguard the long term future of leisure services in Tameside following the ongoing Covid-19 pandemic which has resulted in a substantial loss of income for the provider. These losses plus the ongoing uncertainty of current restrictions has required the Council, in partnership with Active Tameside to develop the long term cost saving proposals outlined in the paper.</p> <p>All sport and leisure facilities are currently closed to the public due to the national lockdown. This report seeks permission to consult on proposals to withdraw Active Tameside services from Adventure Longendale, Active Oxford Park and Active Etherow and ensure the future of these buildings are informed by the Strategic Asset Management Plan (SAMP). The Council needs to ensure that it has a clear long term strategic vision for the future of its leisure facilities, so that resources are applied effectively. Therefore report is also proposing an Operational Estate and Portfolio review on all sport and leisure assets within the Borough. A further report will be presented in a decision document to Executive Cabinet expected in July 2021.</p>
Recommendations:	<p>That Executive Cabinet be recommended to:</p> <ul style="list-style-type: none">(i) Approve the implementation of a public consultation from 12 Feb 2021 to 26 March 2021, to seek views on the initial proposals outlined in the report and to inform the Council's future commissioning approach.(ii) Approve that a further review is carried out of all Sport and Leisure facilities in Tameside, including conditions surveys, aligned to the review of the Operational Estate and Portfolio of council land and property holdings.(iii) Agree to review the results of the consultation and recommendations from the asset management review, with

final options presented to Executive Cabinet for decision in July 2021.

Corporate Plan:

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 statutory Section 151 Officer & Chief Finance Officer)

The Council was facing significant financial pressures prior to the Covid 19 pandemic and facing a budget gap of almost £20m for 2021/22 financial year, increasing to £38m by 2024/25. Therefore a review of the Active Tameside management agreement was already scheduled. The onset of the pandemic increased the 2021/22 gap to more than £28m, and has therefore made this review even more important as leisure providers across the country are struggling for financial sustainability.

Prior to the pandemic, the trust were performing well and had just opened the Denton Wellness Centre, and were forecast to make a surplus of £0.3m for the year.

The management fee paid by the Council to Active Tameside, amounts to £1.077m per annum, however, £0.788m is returned to the Council to repay borrowing it had taken in the past to invest in its assets and equipment. The borrowing was due to be repaid by 2024. However, to support the liquidity position of Active Tameside through the pandemic Executive Cabinet agreed to the deferral of two years of prudential borrowing, amounting to £1.576m. In addition Executive Cabinet agreed to provide an additional loan of up to £1.8m to sustain the Trust through 2020/21 financial year and to provide liquidity whilst Active Tameside pursues its business disruption insurance claim. These two factors will complicate the borrowing position if the insurance claim is insufficient or unsuccessful.

Options need to be considered as to how best manage the on going levels of borrowing owed as it is clear that it is now highly unlikely that it will be able to be repaid by the end of the contract in 2024. One option could be for the Council to internalise the debt in exchange for a permanent reduction in the management fee. The budgetary saving could be used to repay the borrowing over a longer time period and allow the council to take ownership of the

assets. It would be legitimate for the Council to use some of the covid support to reduce the level of prudential borrowing as a direct impact of the pandemic resulting in Active Tameside effectively defaulting on its repayments.

If the Council chose not to support its leisure provider, Active Tameside would be forced into liquidation and in all likelihood result in the permanent closure of most of the estate. The control of the assets over the remaining life of the lease would revert to the charities commission who could direct how they should be used. The distressed nature of the leisure sector means that it is unlikely that a new provider would be able to step in to take over the Active Tameside contract. Staff would have to be laid off and this would place additional financial burdens on the Council due to its requirement to underwrite the pensions liabilities of the Active Tameside staff. Tameside residents already suffer from having poor health outcomes, the closure of the majority of leisure facilities would only be detrimental to the health of the boroughs residents and result in pressures being felt elsewhere in the system through the Council's statutory obligations of looking after the most vulnerable.

This aside the Council has put forward plans to reduce the Active Tameside management fee in full over the time of the medium term financial plan, with a planned saving of £0.15m in 2021/22 increasing to £0.3m in 2022/23. The full saving of the management fee will take place in 2024/25 once the prudential borrowing is full repaid, taking the total proposed saving to £1.077m.

The Trust have been asked to prepare a financial business plan to the end of the contract period in March 2024. This factors in a recovery period to the end of 2021/22, with trade returning towards pre covid levels by 2023/24. The rapidly changing nature of the pandemic, the outstanding insurance claim, and a third national lockdown making this financial modelling extremely complicated.

The report is considering the long term future of leisure facilities in Tameside, for when the pandemic is over. There will be a further paper in March which will seek to quantify and consider the short term measures that will be necessary to ensure that our leisure provider can remain solvent and reopen successfully for the benefit of Tameside residents.

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

The reasons for the proposed review are set out in the main body of the report.

The nature of the changes being considered require a consultation process, again as outlined in this report, the outcome of which must be carefully considered by Members as part of their decision making process. This consultation is urgent and necessary to ensure any service commissioned is affordable, deliverable and sustainable. The reason for the Council undertaking the consultation is because it commissions the service from the current provider the Sports Trust. Given the diversity of service users and the overriding need to provide the service to reduce health inequalities the consultation needs to be focussed on obtaining those views and the importance will be how that is achieved particularly in a pandemic rather than how long the consultation takes place for.

We also need to be clear that this provision is not intended to compete with but complements private provision as its main premise is to provide facilities and deliver services that reduce health inequalities so that value for money is achieved by reducing demand on more expensive health services so whilst cost neutral may be an ideal it is not the driver.

It seems that for the foreseeable future it will not be possible to hold public consultation meetings, or even stakeholder meetings (unless they are conducted virtually). Before taking any such steps, however, public bodies will need to give some thought to the legal implications of doing so. If the consultation is non-statutory, or the manner in which the consultation is to be carried out is not prescribed by legislation, then the overarching consideration is likely to be whether what is being considered would constitute a fair consultation. In this context, it is important to bear in mind that fairness is a flexible concept and its requirements vary according to the circumstances. It seems likely that the exigencies of a public health emergency would be one of the circumstances that would affect what fairness requires.

For example, in a situation where social distancing is being strongly encouraged, it is likely to be fair to conduct a consultation exercise entirely on-line or by post, without having drop-in centres or face-to-face meetings. Of course, in such a situation, public bodies still have to think about how to ensure that the exercise is still accessible to consultees.

However, even if there is no statutory duty to consult, public bodies need to think about whether a past practice or a promise of consultation might have given rise to a legitimate expectation of consultation, and whether the circumstances justify resiling from that expectation. For example, the need to conduct a consultation exercise at speed might, depending on the circumstances, justify a body departing from its usual practice of consulting the general public and instead consulting only key stakeholders.

That said as well as the legal implications, public bodies will want to think about how best to elicit the views of consultees, and thereby ensure that their decision-making is as well-informed as possible. This is a key purpose of consulting, and its importance cannot be underestimated, particularly in present circumstances.

Risk Management:

A risk log will be developed as the recommendations of this savings programme are implemented. 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 action taken to mitigate these.

Background Information:

For background papers relating to this report can be inspected by contacting Debbie Watson, Assistant Director of Population Health on 0161 342 3358, or at debbie.watson@tameside.gov.uk or Tom Wilkinson, Assistant Director of Finance tom.wilkinson@tameside.gov.uk

1. INTRODUCTION

- 1.1 The current financial position of the Council plus the impact of the Covid-19 pandemic has meant the current model of delivery of sport and leisure facilities is not sustainable.
- 1.2 The commitment of the Council to deliver and commission services that help improve the borough's health and wellbeing remains as strong as ever but the drop in income and member demand as a result of the ongoing pandemic, means Active Tameside and the Council are looking at new ways of delivering these services and review the current sport and leisure assets.
- 1.3 The Council needs to ensure that it has a clear future strategic vision for the future of all its sport and leisure facilities, so that resources are applied effectively and the delivery of services is sustainable. This will ensure that local people enjoy high quality sustainable leisure facilities that meet the needs of communities, reduce inequalities and maintain and improve the quality of their lives.
- 1.4 All sport and leisure facilities are currently closed to the public due to the national lockdown. This report seeks permission to consult initially on proposals to withdraw Active Tameside services from those facilities which have been operating at a loss in recent years, and to ensure the future of these buildings are informed by the Strategic Asset Management Plan (SAMP). It is imperative that in the current environment of budget constraints together with increased transparency and scrutiny that all resources at the Council's disposal are employed as efficiently and effectively as possible. The Strategic Asset Management Plan will ensure this is the case, providing assurance that the asset base is being used to best effect at every opportunity
- 1.5 The Council needs to ensure that it has a clear long term strategic vision for the future of its leisure facilities, so that resources are applied effectively. Therefore report is also proposing initiation of an Operational Estate and Portfolio review on all sport and leisure assets within the Borough. A further report will be presented in a decision document to Executive Cabinet expected in July 2021.
- 1.6 The outcome of this Operational Estate and Portfolio review, will set out a position statement on the suggested facility hierarchy and approach, along with recommendations for phasing of future facility developments and rationalisation. The aim is to ensure that the Council can develop a more sustainable future solution in relation to meeting customer needs and affordability whilst supporting the overall vision of the Council's Corporate Plan.

2. BACKGROUND AND FINANCIAL CONTEXT

- 2.1 Since the review of the Council's Leisure arrangements by Max Associated in 2018, the Trusts financial performance had improved significantly. Income generation has been aided by a focus on the core activities of swimming, health & fitness and gymnastics and facilitated by the opening of the new Tameside Wellness Centre, in Denton. The Trust has also prioritised re-purposing its facilities to deliver commissioned programmes within health and social care. It has been commissioned directly by the Council's Adult, Children's and Public Health teams to deliver Live Active, Active Education and Everyone Can programmes.
- 2.2 The management fee has reduced over that time from £1.498m to £1.077m with the Trust forecasting a surplus of £0.3m in 2019/20. Closure of all facilities in the last 2 weeks of March 2020 resulted reduced this surplus to £0.127m, such was the impact of the full closure on income.
- 2.3 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 £0.289m in 2020/21 and with the projection of a £0.3m 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.

- 2.4 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 and subsequent reclosing 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.
- 2.5 To continue to support the business through the pandemic Executive Cabinet approved that the Council advanced its management fee (as usual), and allowed the deferral of the prudential borrowing repayment and advanced funds for the provision of commissioned services for the rest of the year.
- 2.6 Despite these measures and the reopening of some services, it was still predicted that Active Tameside would run out of cash mid November 2020 and become technically insolvent. The situation had 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 would ultimately have resulted in Active Tameside ceasing to be able to trade and handing back the assets to the Council for it to run.
- 2.7 On 2 November 2020 Executive Cabinet approved 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.
- 2.8 As Greater Manchester was placed in Tier 3 from 2 December 2020, Active Tameside were unable to deliver group exercise classes or sell food and beverages, which has also meant they have been unable to open attractions such as the 10 pin bowling at Tameside Wellness Centre. Active Tameside are still working on detailed figures but early estimates for the group exercise loss is around £100K for December 2020 to March 21. There was also an expectation that Tier 3 will lead to increased cancellations of Memberships, which will severely impact 21/22 revenues. The situation currently is that all services to the public are closed due to the national lockdown, with the majority of staff in the organisation furloughed.
- 2.9 Throughout the closure periods Active Tameside have been able to continue to provide a level of commissioned service to vulnerable groups throughout the pandemic and have been paid for these by the Council accordingly. The current level of spend for commissioned services as at 30 November 2020 is approx. £1.8m. Some of this spend relates to part of the advanced payment and some to additional spend over and above the original projection.
- 2.10 As a result of the Council's current financial position all commissioned services that are provided by Active Tameside are also being reviewed. It is necessary to consider all provision commissioned is effective and provides value for money. Following the review it may result in some of the current services for vulnerable adults and children being delivered in a different way and this may have financial implication on the business.
- 2.11 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 Insurers Royal Sun Alliance withdrew a recent court appeal, so Active Tameside now have a claim of £2.5m for non-damage business interruption. The clause in Active Tameside's policy has a cap of £2.5m per claim. There is uncertainty 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.

- 2.12 An initial claim covering March 20 to October 20 has been submitted to loss adjusters for consideration and this shows losses of around £3m. Active Tameside received an initial payment of £1M on 24 Dec 2020.
- 2.13 The DCMS and Sport England has also announced a National Leisure Recovery Fund of £100m that is available for Council commissioned Leisure services. The fund is available to support the difference between income and expenditure for the period 1 December 2020 to 31 March 2021 that enables leisure facilities to reopen, or partially reopen, where this offers a reasonable balance of activities and programming within coronavirus guidelines. Tameside Council were asked to take part in a discussion with Sport England consultants Grant Thornton to help shape this procedure. An Expression of Interest has being developed and submitted on 15th January 2021. The current best estimates for a Tameside claim vary between £0.25m and £0.5m. Any funding received will assist the Trust to remain solvent at this challenging time.
- 2.14 Ongoing communication and an open book approach to Trust finances is vital to ensure that the financial position is closely monitored and understood. 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.
- 2.15 The Council's Medium Term Financial Strategy requires a reduction in the management fee to the Trust from 2021/22 onwards. The Council are proposing to reduce the current management fee by £0.15m recurrently in 21/22 and by £0.3m in 22/23 and 23/24.
- 2.16 The Trust have been asked to prepare a financial business plan to the end of the contract period in March 2024. This factors in a recovery period to the end of 2021/22, with trade returning towards pre covid levels by 2023/24. A further financial update will be presented at Executive Cabinet on 24th March 2021.

3. SPORT AND LEISURE REVIEW

- 3.1 The purpose of undertaking the initial review is to understand the potential for immediate efficiency savings in relation to key facilities within the Council's leisure portfolio to support the provider to remain solvent. This report seeks permission to consult initially on proposals to withdraw Active Tameside services from those facilities which have been operating at a loss in recent years, and to ensure the future of these buildings are informed by the Strategic Asset Management Plan (SAMP).
- 3.2 The Council needs to ensure that it also has a clear long term strategic vision for the future of its leisure facilities, so that resources are applied effectively. Therefore report is also proposing initiation of an Operational Estate and Portfolio review on all sport and leisure assets within the Borough. The cost of the review will be met by existing budget within the Population Health directorate. A further report will be presented in a decision document to Executive Cabinet expected in July 2021.
- 3.3 Initially Active Tameside have therefore been asked to develop proposals to deliver services supported by the reduced management fee. Along with service redesign, the initial proposals consider withdrawing Active Tameside services from the facilities which have been operating at a loss over recent years:
- Adventure Longendale
 - Active Oxford Park
 - Etherow Centre

- 3.4 Consultation has been undertaken with the senior management team at Active Tameside, alongside visits to the three facilities in question initially in order to get an 'in situ' perspective of their usage and condition. A desktop review has been undertaken of available data in relation to facility usage, financial performance and programmed activity, along with potential savings, risks and mitigations and can be found in Appendix 1.
- 3.5 A 'do nothing' option is not being considered as the current situation means that urgent transformation is required to enable the Council's sport and leisure offer to remain financially sustainable. Active Tameside estimate withdrawal of services from the facilities listed in section 3.3 will enable a recurrent saving of £98,667 per annum
- 3.6 All facilities, including those listed in section 3.3, will be subject to conditions surveys and evaluated as part of the Council's Operational Estate and Portfolio review to inform a longer term approach. It is imperative that in the current environment of budget constraints together with increased transparency and scrutiny that all resources at the Council's disposal are employed as efficiently and effectively as possible. The Strategic Asset Management Plan will ensure this is the case, providing assurance that the asset base is being used to best effect at every opportunity

4 CONSULTATION

- 4.1 The views of the public and other stakeholders are necessary to inform the Council's proposals and to determine how this can be best achieved through the provision and commissioning of sport and leisure service. It is proposed that the Council carries out a public consultation on the withdrawal of Active Tameside services from Adventure Longendale, Active Oxford Park and Active Etherow from Friday 12 February to Friday 26 March 2021 via the Big Conversation pages on the Council website.
- 4.2 During the consultation period, the Council will also work in partnership with Active Tameside to ensure the views of customers and users of the facilities are included, and focus groups will take place to ensure engagement with residents within protected groups. The proposed consultation framework is attached at Appendix 2.

6 EQUALITIES

- 6.1 The Equality Act 2010 legally protects peoples from discrimination in the workplace and in wider society. It applies across services and public functions; premises; work; education; associations; and public transport. The Act replaced all existing anti-discriminatory laws and extends protection across a number of 'protected characteristics':
- Race
 - Sex
 - Disability
 - Age
 - Sexual orientation
 - Religion or belief
 - Sex reassignment
 - Pregnancy and maternity
 - Marriage and civil partnership
- 5.2 From April 2011, the public sector equality duty came into force. This duty is contained within section 149 of the Equality Act 2010. The general duty requires those subject to it (e.g. Councils) to have due regard to the need to:
- Eliminate unlawful discrimination, harassment and victimisation

- Advance equality of opportunity between different groups
- Foster good relations between different groups

- 5.3 The duty requires Councils to give due regard to the protected characteristics. This involves:
- Removing or minimising disadvantages suffered by people due to their protected characteristics
 - Taking steps to meet the needs of people from protected groups where these are different from the needs of other people
 - Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low
- 5.4 Equality and diversity monitoring can help identify current and future needs, possible inequalities including problems accessing or using services and information, as well as checking that a cross-section of people have been reached and given their views during the consultation process. A full Equality Impact Assessment will be completed as part of the overall consultation and will be included in the final decision report and any decisions will seek to minimise impact to residents and protected groups.

6 CONCLUSION

- 6.1 The report proposes initial cost-saving measures aimed at safeguarding the long term future of leisure services in Tameside following the ongoing Covid-19 pandemic which has resulted in a substantial loss of income for the provider. These losses plus the ongoing uncertainty of current restrictions has required the Council, in partnership with Active Tameside to deliver services differently. The financial position of the current provider will need to be continuously reviewed by the Council and reported to Executive Cabinet.
- 6.1.1 The Council needs to ensure that it has a clear long term strategic vision for the future of its leisure facilities, so that resources are applied effectively. Therefore the review is taking place of the Councils Operational Estate and a Portfolio review of council land and property holdings. These property projects are part of a Cross Cutting budget work stream and are due to report in July 2021. Conditions surveys will be undertaken in all Sport and Leisure facilities and subsequent recommendations reported.
- 6.2 The results of this consultation and the asset management review will be presented in a decision document expected at Executive Cabinet in July 2021.

7 RECOMMENDATIONS

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

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SUPPORTING INFORMATION DEMOGRAPHIC and FACILITY INFORMATION

1.0 TAMESIDE DEMOGRAPHIC PROFILE

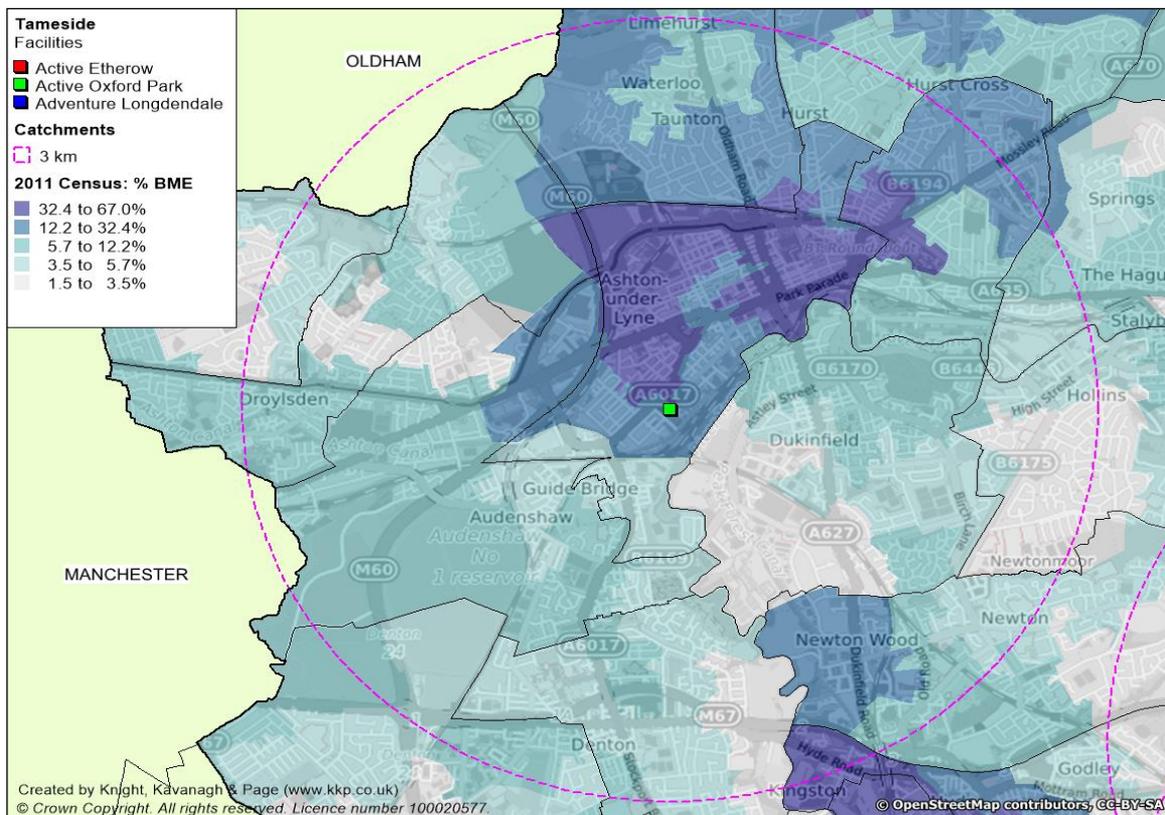
The report outlines demographic profile of the borough generally, and within a reasonable (3km) catchment of each facility. Available data allows mapped analysis in respect of ethnicity, age, and IMD (indices of multiple deprivation).

Ethnicity (Data source: 2011 census of population, ONS)

In broad terms, Tameside's ethnic composition is similar to that of England as a whole. According to the 2011 Census of population, the largest proportion (90.9%) of the local population classified their ethnicity as White; this is higher than the comparative England rate of 85.4%. The next largest population group (by self-classification) is Asian, at 6.6% this is slightly lower than the national equivalent (7.8%).

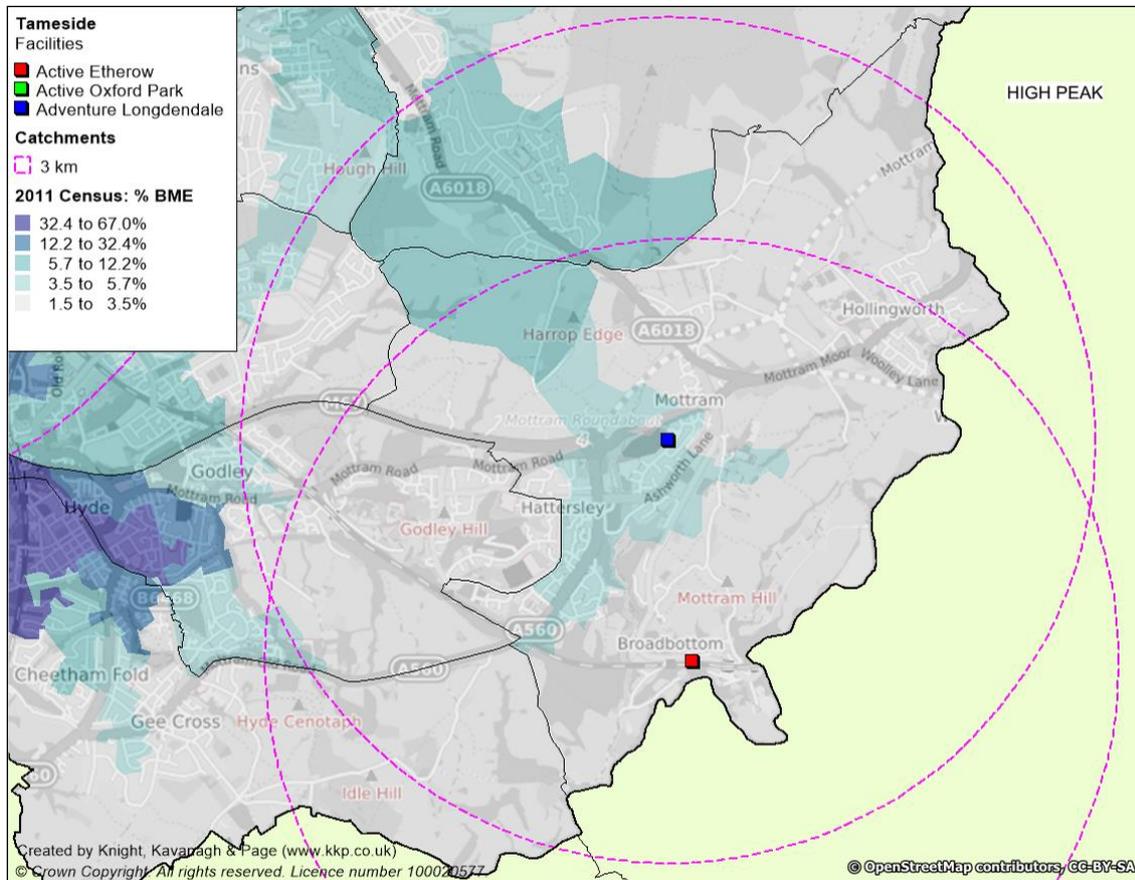
At a facility level, there are clear differences in the concentration of Black and Minority Ethnic (BAME) residents living within a 3km catchment of the three facilities. Active Oxford Park (see figure 1) lies in close proximity to a high concentration (at least six times the Tameside average) of BAME residents in Ashton centre. Active Longdendale and Active Etherow (see figure 2) have much smaller concentrations (at or below the borough average of 6%) of BAME population within their catchment.

Figure 1: Ethnicity - Active Oxford Park with 3km radial catchment



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Figure 2: Ethnicity - Activity Longdendale , Active Etherow with 3km radial catchment



Deprivation (Data source: 2019 indices of deprivation, DCLG)

Relative to other parts of the country Tameside experiences high levels of deprivation; over half of the Borough's population (56.2%) falls within the areas covered by the country's three most deprived cohorts compared to a national average of c.30%. Conversely only 7.4% live in the three least deprived groupings in the country (compared to a 'norm' of c.30%).

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Figure 3: Active Oxford Park IMD with 3km radial catchment

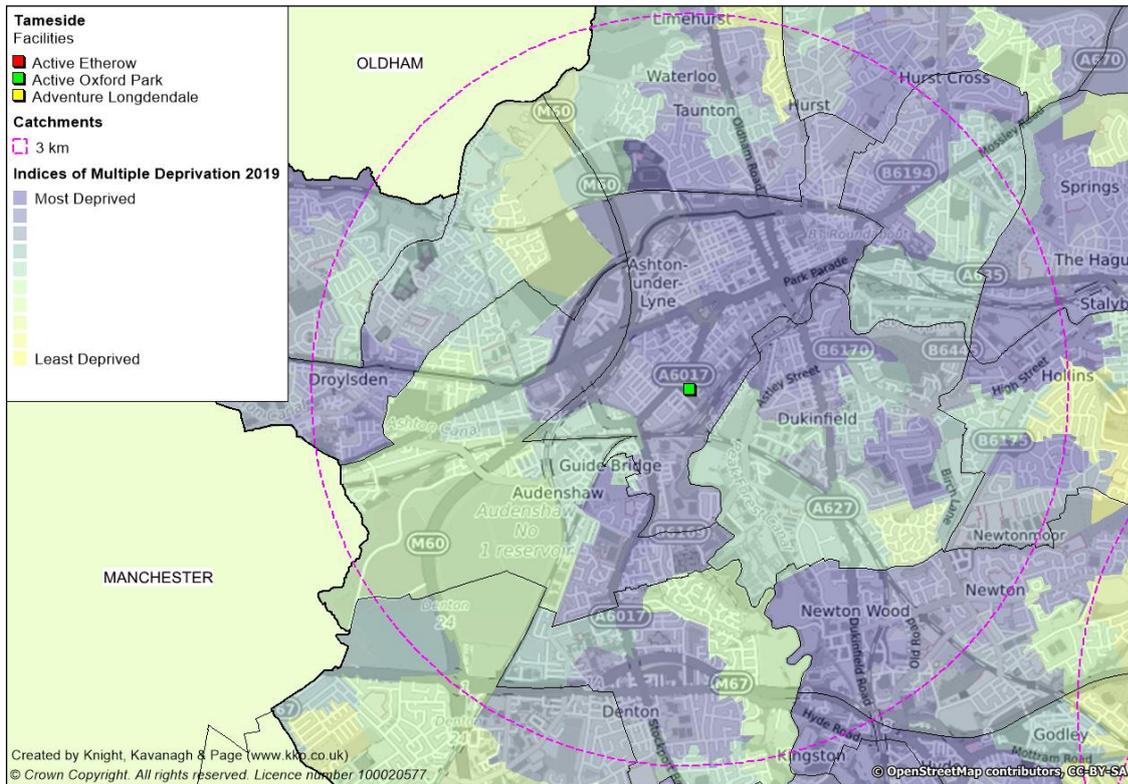
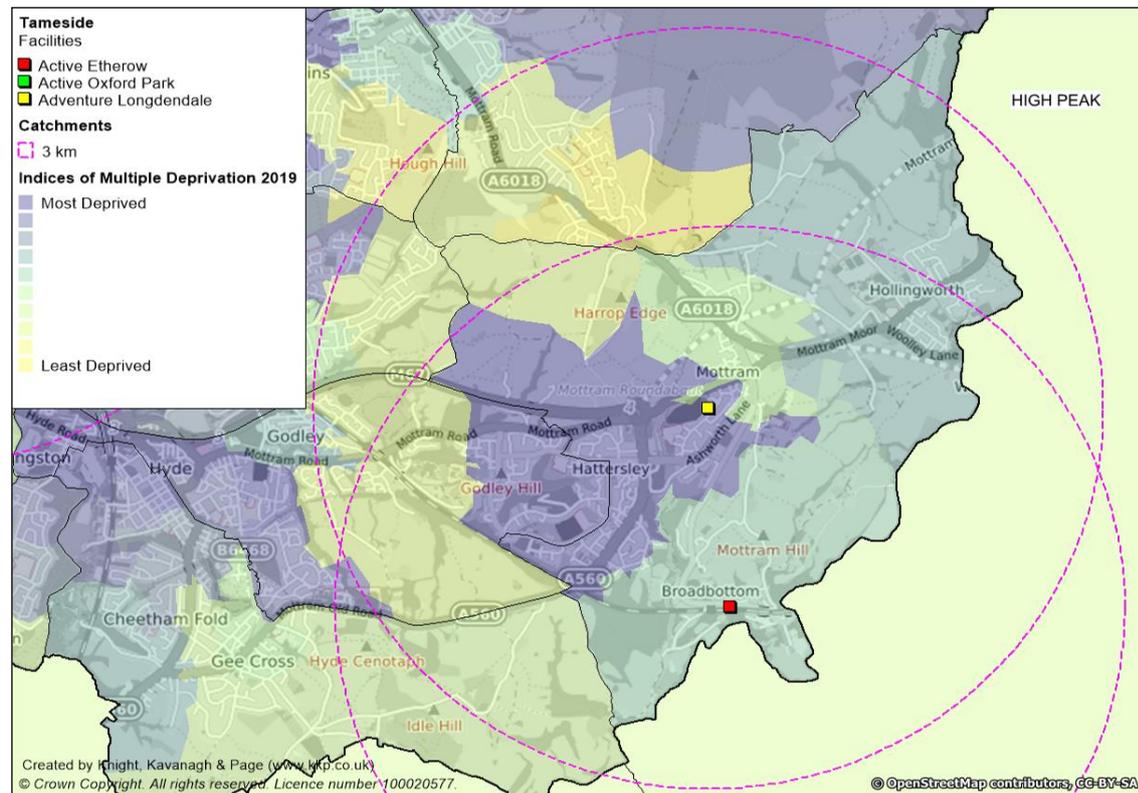


Figure 4: Adventure Longdendale / Active Etherow IMD with 3km radial catchment

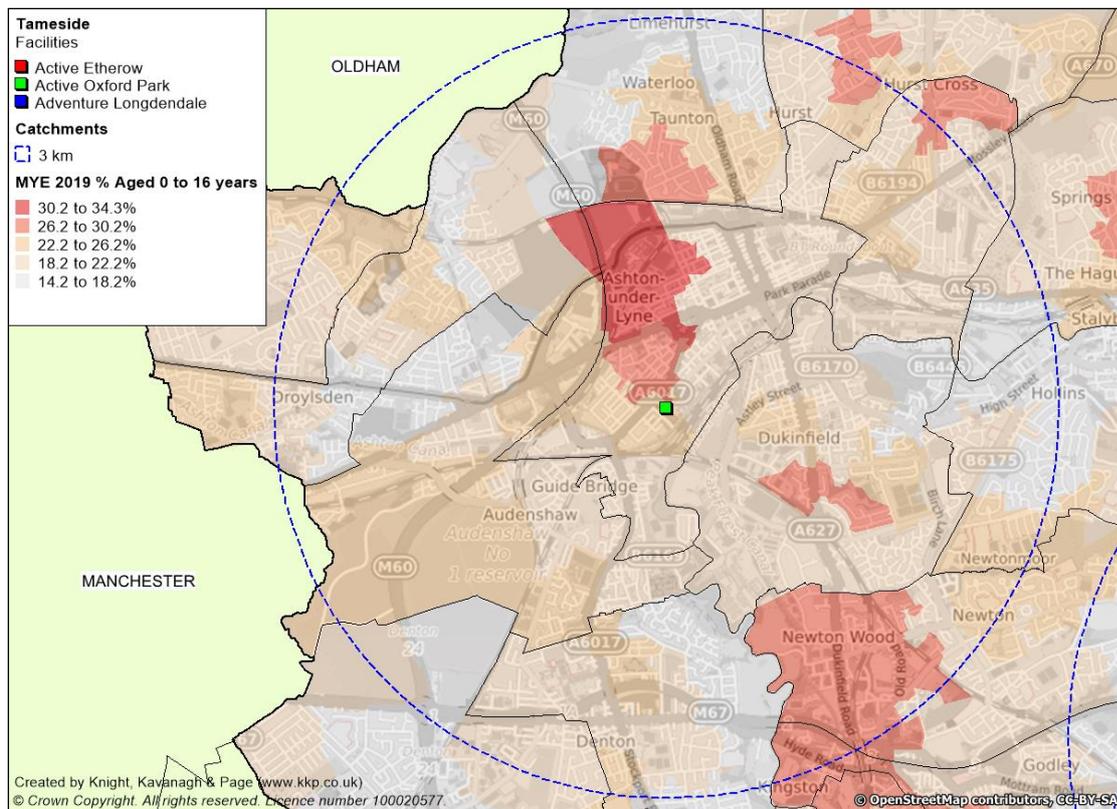


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Age

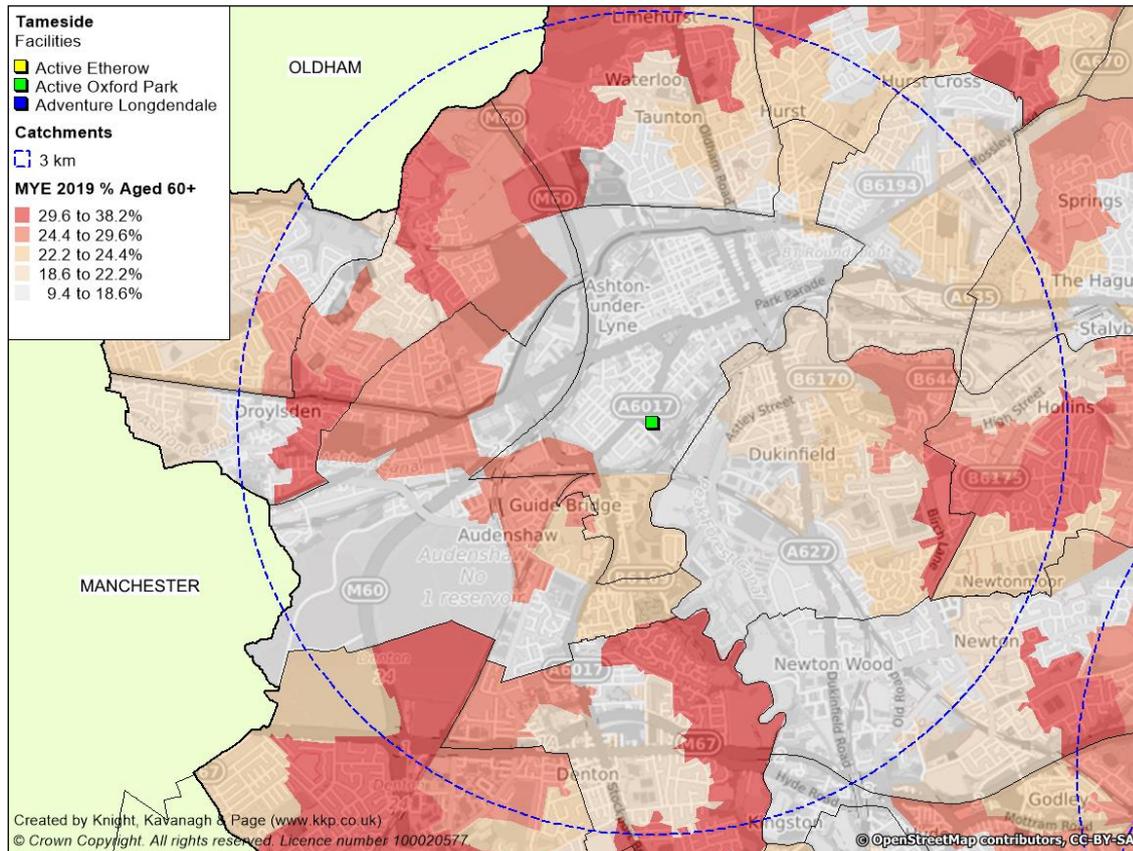
Tameside's age profile, within an overall population of 226,493 largely mirrors that of the North West as a whole, however, at a neighbourhood level there are varying concentrations of residents in the under 16 and over 60 age groups. In reference to figure 5 below, it can be seen that Active Oxford Park is well located in respect of serving a high concentration of younger people living in and around Ashton town centre. In respect of the over 60's, figure 6 identifies that there are heavier concentrations on the periphery of its 3km catchment in areas such as Droylsden.

Figure 5: Active Oxford Park -0-16 age profile with 3km radial catchment



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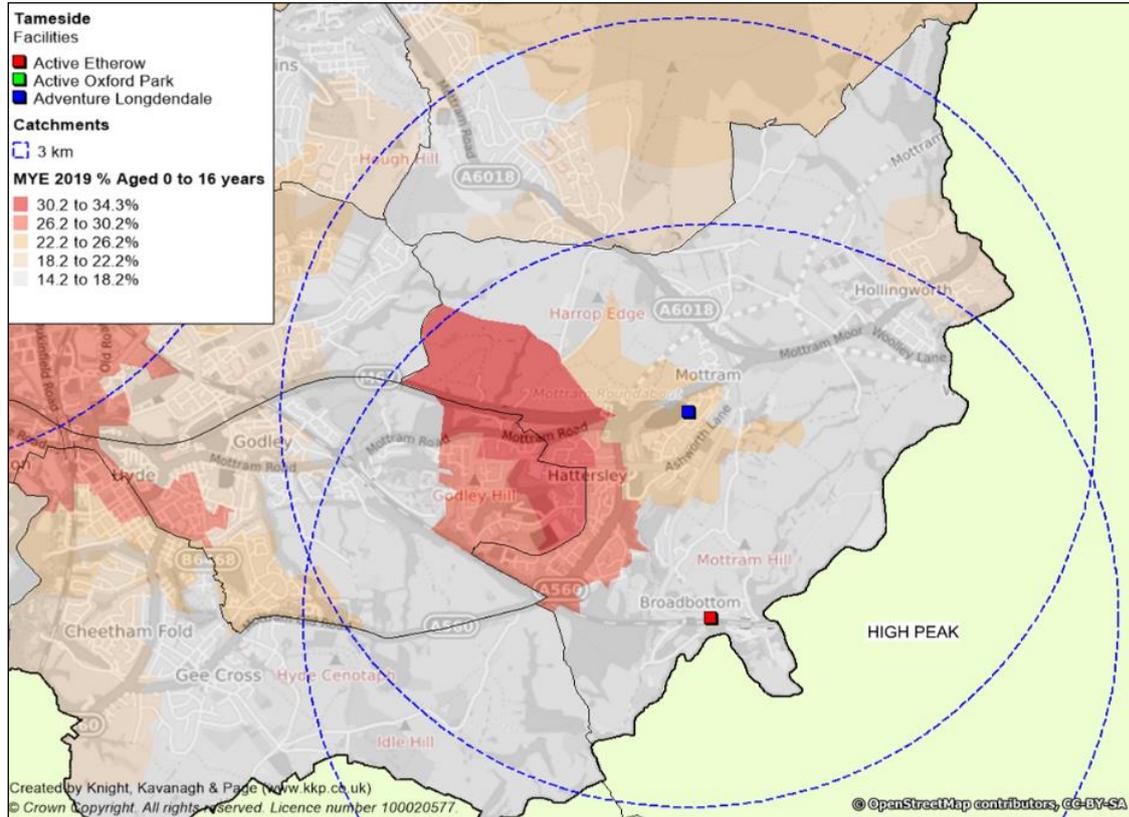
Figure 6: Active Oxford Park Over 60 age profile with 3km radial catchment



In respect of Active Etherow & Adventure Longdendale, figure 7 shows that Longdendale is reasonably well located to serve a high proportion of under 16 residents in Hattersley whereas Active Etherow has a much lower concentration of under 16s within its 3km catchment. In respect of the over 60s population, figure 8 identifies that areas of Mottram, Hyde and Broadbottom which fall within the 3km catchments of both facilities all have high concentrations of older people.

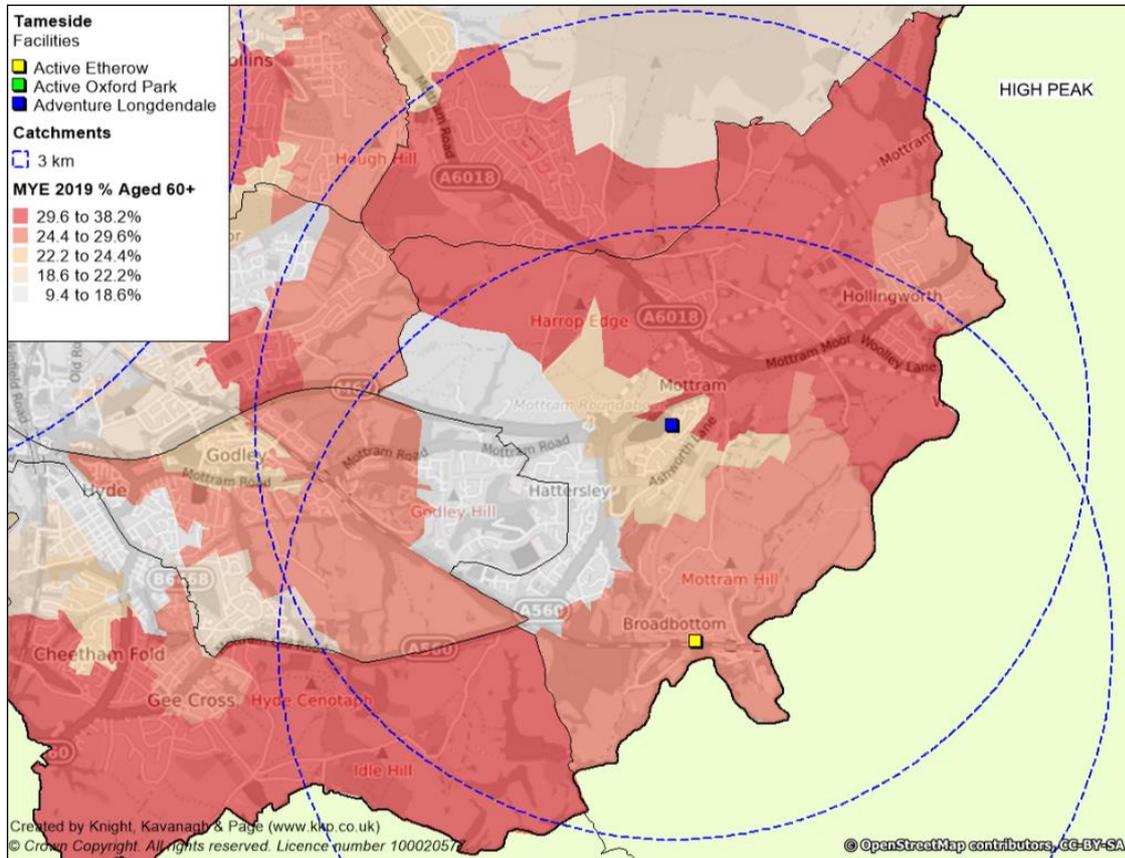
SUPPORTING INFORMATION DEMOGRAPHIC and FACILITY INFORMATION

Figure 7: Active Etherow / Adventure Longdendale 0-16 profile with 3km radial catchment



SUPPORTING INFORMATION DEMOGRAPHIC and FACILITY INFORMATION

Figure 8: Active Etherow / Adventure Longendale 60+ age profile with 3km radial catchment



Health data (Data sources: ONS births and deaths, NCMP¹ and NOO²)

Life expectancy in Tameside is lower than the national figure; the male rate is currently 77.3 years compared to 79.6 years for England, and the female equivalent is 80.6 years compared to 83.2 years nationally.³

The annual cost to the NHS of physical inactivity in Tameside is estimated at £2,662,041. When compared to regional and national costs per 100,000, health costs associated with inactivity (£1,100,585) are 34.7% above the national average (£817,274) and 24.5% above the regional average (£883,672).

Given the above, the importance of having a high quality, appropriately located, accessible and well managed portfolio of leisure facilities is key. Their role in delivering physical activity opportunities for residents is significant, especially within the context of the relationship between physical and mental health.

¹ National Child Measurement Program

² National Obesity Observatory

³ Office of National Statistics: Life Expectancy at Birth by local areas in the United Kingdom, 2013.

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2.0 ACTIVE LIVES SURVEY 2019/20

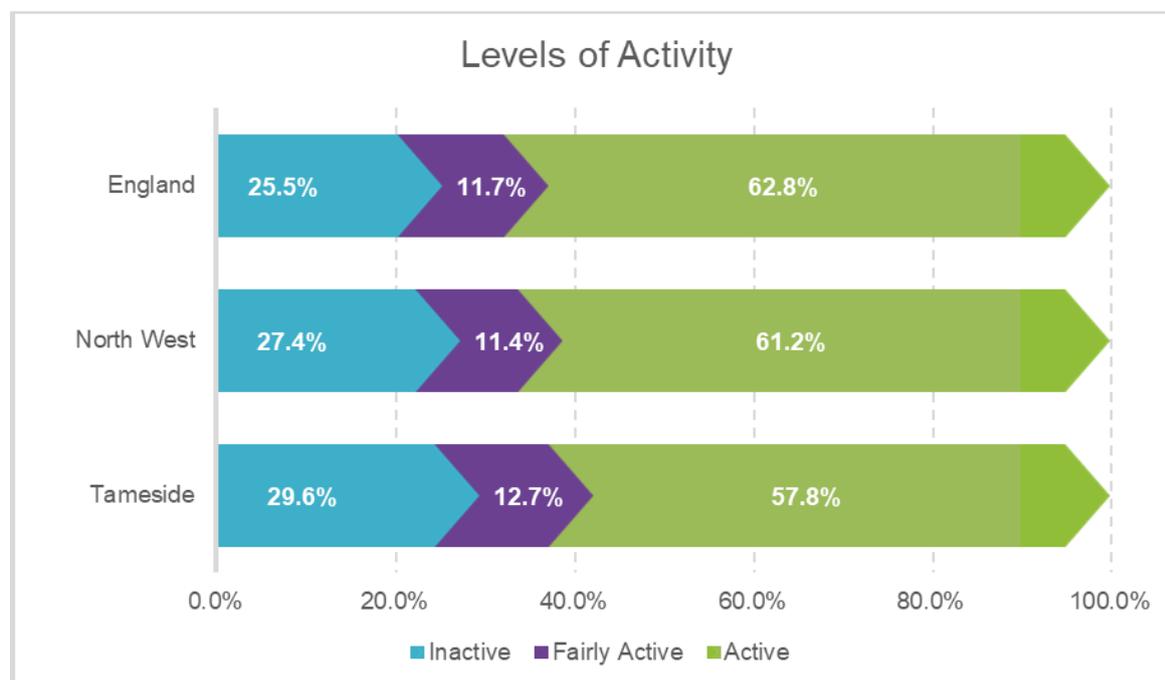
Sport England recently produced its Active Lives Survey May 2019/20, based on 16+ year olds taking part in walking, cycling, fitness, dance and other sporting activity. As identified in Table 1, a higher percentage of the Tameside population is inactive compared to England and the North West and a lower percentage is considered to be active.

Table 1 Active Lives Survey results May 2019/20

	Inactive (<30 minutes per week)		Fairly Active (30-149 minutes per week)		Active (150+ minutes per week)	
England	11,573,600	25.5%	5,338,500	11.7%	28,558,100	62.8%
North West	1,628,400	27.4%	677,500	11.4%	3,629,600	61.2%
Tameside	53,400	29.6%	22,900	12.7%	104,400	57.8%

Rate/population totals for sport & physical activity levels (excluding gardening) of adults (16+) in English local authority areas.

Figure 9: Levels of Activity in Tameside



3.0 FACILITY INFORMATION

3.1 ADVENTURE LONGDENDALE

Adventure Longendale (also known as Total Adrenaline) is an indoor activity centre in Mottram, originally constructed in 1974. The site previously included indoor bowls, then gymnastics provision which was subsequently moved to the Active Ken Ward facility

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following a period of closure in 2016. It's relaunch as a leisure attraction in 2016 incorporated trampoline, soft play, laser zones, and a café.

Since the initial Covid-19 lockdown in March 2020 the site has acted as a Covid-19 mobile testing site. In terms of activity, it has been closed to the general public and now caters solely for commissioned activity via Trust programmes supporting adults & young people with a disability or additional needs. Laser quest facilities have closed entirely.

Usage profile

Pre Covid-19 lockdown and closure Adventure Longdendale had over 950 users attributed to it, of which the breakdown against age, gender and ethnic background is shown below. This shows the overwhelming (95%) majority of use being by young people under 18 years of age, reflecting the facilities previous emphasis as a visitor attraction with a fun / play emphasis. Usage by gender meanwhile is broadly equal across males and females.

Table 2: Adventure Longdendale usage profile

Age	Under 18	18-24	25-49	Total
	914	9	28	962
Ethnicity	White	BAME	Unknown	Total
	146	3	820	966
Gender	Male	Female		Total
	478	491		964

Reference to Figure 10 and 11 (using Active Tameside facility user derivation by postcode overlaid with IMD ranking) illustrates that 61% of users with postcode data were Tameside residents, with the majority of remaining users from two neighbouring boroughs of High Peak (24%) and Stockport (9%).

The profile of users based on IMD ranking shows that it is generally reflective of the Tameside population, but that this only equates to 61% of the known user base of the facility. However, it is also clear from the mapping that the facility attracts a small concentration of users from the Hattersley community but draws mainly from the wider Tameside area.

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Figure 10: Adventure Longendale facility user postcode analysis

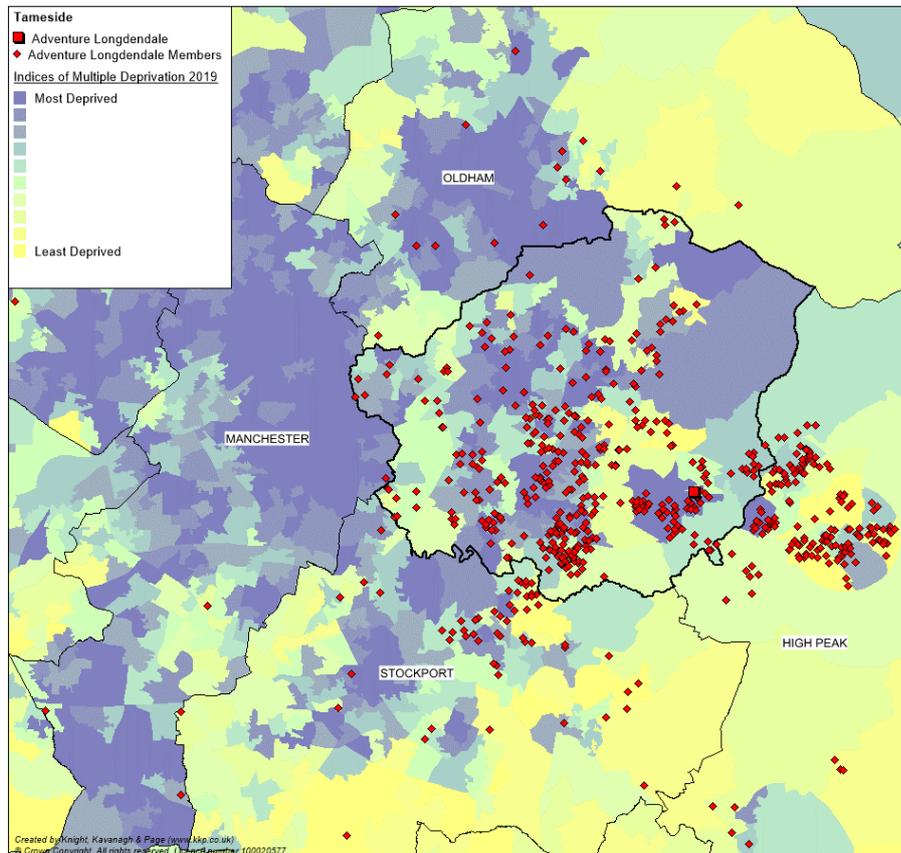
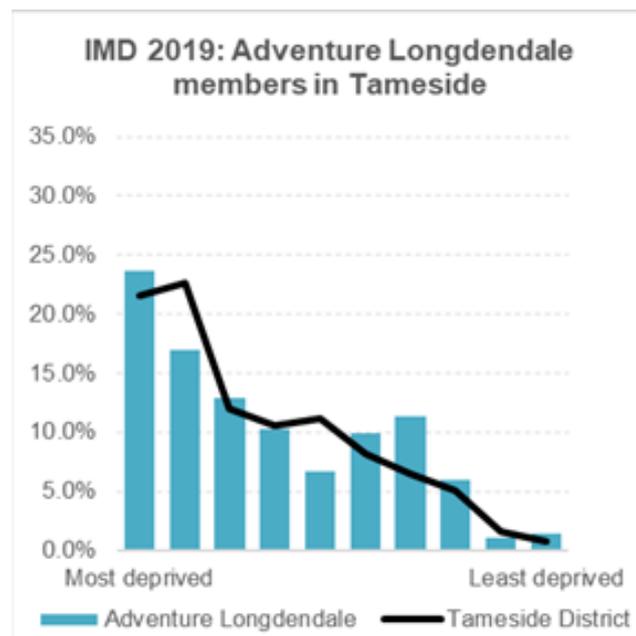


Figure 11: Adventure Longendale facility user postcode analysis overlaid with IMD



SUPPORTING INFORMATION DEMOGRAPHIC and FACILITY INFORMATION

3.2 Financial performance and potential savings

Whilst the facility was originally projected to achieve a surplus of £90,000 in both 2017/18 and 2018/19, Adventure Longdendale made losses of £32,000 and £12,000 respectively. This can be attributed in part to income levels not achieving sufficient levels to cover all operating costs and the cost of prudential borrowing to develop the trampoline and laser zone offer. In 2020/1 (pre Covid-19) the facility was projected to make a loss of £16,455.

Fundamentally, the site has not reached the levels of footfall that precipitated initial income projections (a typical Saturday pre-Covid would see footfall of around 100 individuals for each of trampolining and soft play, and around 50 for the laser zone). For a rationale behind this, it should be noted that this type of facility is more of an attraction rather than a regular activity which may be undertaken on a weekly basis.

Therefore, the facility needs to be of sufficient quality and in the right location to attract from a wider catchment and to ensure ease of access for those visitors from outside of the area. Given the limited numbers of users of the facility this arguably does not encourage the prospect of revenue generating potential at a commercial level.

Active Tameside estimates that an annual revenue saving of **£34,211** could be achieved if current services were withdrawn from Adventure Longdendale.

The Council has adopted a Strategic Asset Management Plan (SAMP) to ensure that the Council and CCG land and property assets contribute pro-actively to the delivery of the organisations priorities. If services were withdrawn the SAMP, via the Council's Asset Management Policy could also identify opportunities to maximise capital resources and alternative uses for the building.

3.3 Risks and Impact

A key challenge in relation to the financial impact of closing Adventure Longdendale is that the Trust will not have the facility from which to generate income to pay off the prudential borrowing which was invested in the facility. The annual prudential borrowing payment associated with Adventure Longdendale is circa £100,000 per annum which is due to be repaid by the end of the contract in 2024.

The usage data shows that closure of Activity Longdendale would impact most markedly on younger people. Only 61% of users pre-Covid were Tameside residents. Looking at attendance data for 19/20 there was a small group of localised users but the majority travelled a significant distance to use the facility.

The centre currently supports people with a range of disabilities, who, unless alternative provision can be found would be negatively affected by withdrawal of services. The Trust also notes that its ability to offer employment and volunteer placements for young people with a disability or additional needs would be negatively affected by withdrawal of services.

SUPPORTING INFORMATION DEMOGRAPHIC and FACILITY INFORMATION

3.4 Mitigation

Consultation with the Trust confirmed that existing services delivered at Adventure Longdendale could be delivered at other facilities. The Active Ken Ward facility for example is approximately one mile away and offers a more structured gymnastics facility incorporating trampolining. Re-configuration of existing gymnastic spaces could take place at Ken Ward in order to cater for the displaced structured play / gymnastic offer at Longdendale, however, this could only be in the context that it did not impact negatively on the financial sustainability of Active Ken Ward. There is also alternative soft play provision less than a mile from Adventure Longdendale. This is a purely commercial facility which is a direct competitor to the facility.

Current adults and children's commissioned services delivered from the Adventure Longdendale would be delivered from other facilities including Active Medlock and Tameside Wellness Centre.

4.0 FACILITY PROPOSAL – ACTIVE OXFORD PARK

Active Oxford Park is an indoor sports centre. The facility was originally part funded by a £1.2m Sport England national lottery award and opened in 2006. Oxford Park operates as a community hub offering provision from early years and youth provision through to provision for older residents. The range and type of programmes offered include:

- Structured play and gymnastics for early years
- Employment and volunteer placements for young adults with a disability
- 'Live Active' sessions & specialist provision for older people living with long term health conditions.

During the post Covid -19 lockdown period Oxford Park has remained open (with the exception of its sports hall) to support the Trust's commissioned programmes, specifically it's Live Active programme which provides physical activity sessions for some of Tameside's most vulnerable residents including GP/Primary Care referral supporting older people experiencing long term health conditions. The sports hall is currently being used as a Covid-19 vaccination site.

The sports hall (which has been closed since March 2020) caters for badminton and five a side football. It is the only indoor sports hall within the Council sport and leisure facilities that is available during the school day. The Trust notes that the building fabric is in good condition with no immediate capital investment requirements.

Active Oxford Park includes the following indoor facilities:

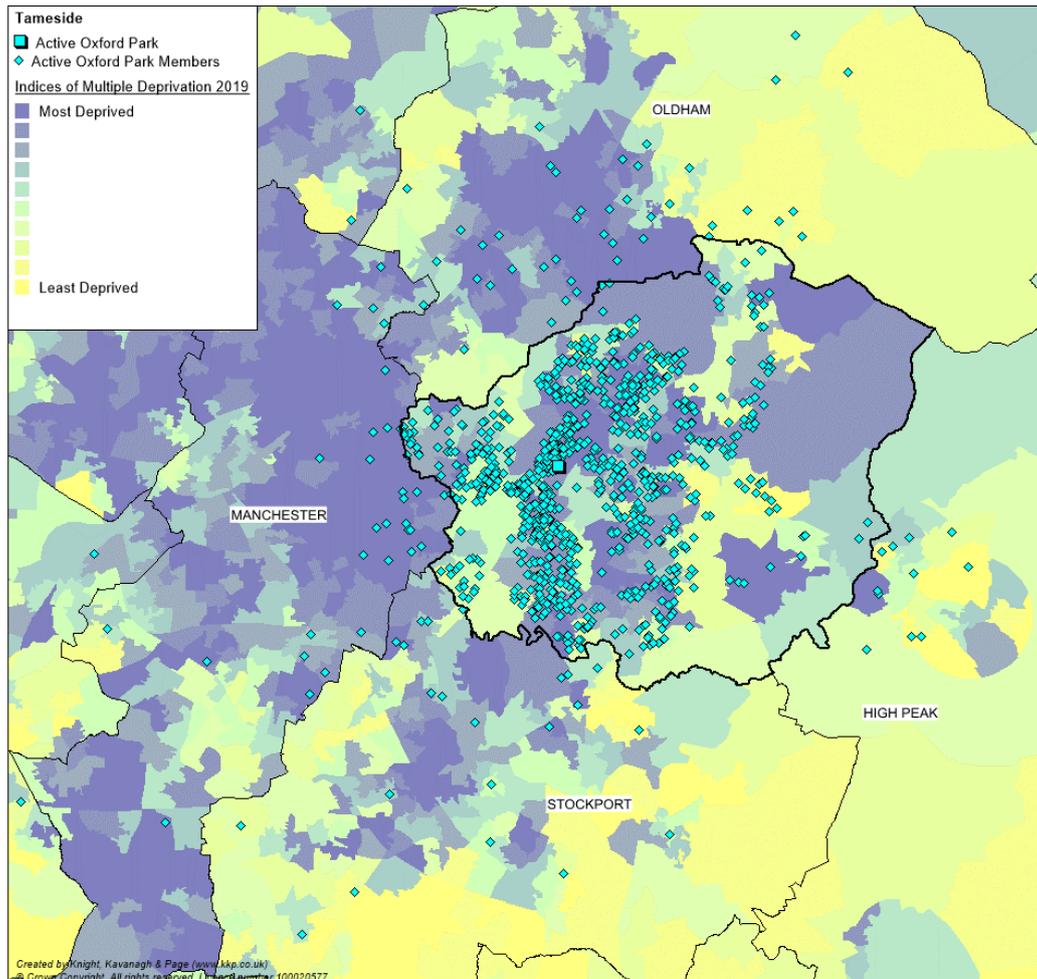
- 3 court sports hall
- 20 station fitness suite
- Fitness studio
- Free weights / resistance space
- Multi use games area and bowling green are located adjacent to the facility.

SUPPORTING INFORMATION DEMOGRAPHIC and FACILITY INFORMATION

4.1 Usage Profile

With reference to Figures 12 and 13 (Active Tameside facility user derivation by postcode overlaid with IMD ranking) illustrates that the vast majority (91%) of Oxford Park's 1,537 registered users with postcode data (including pre and post-Covid use) are Tameside residents.

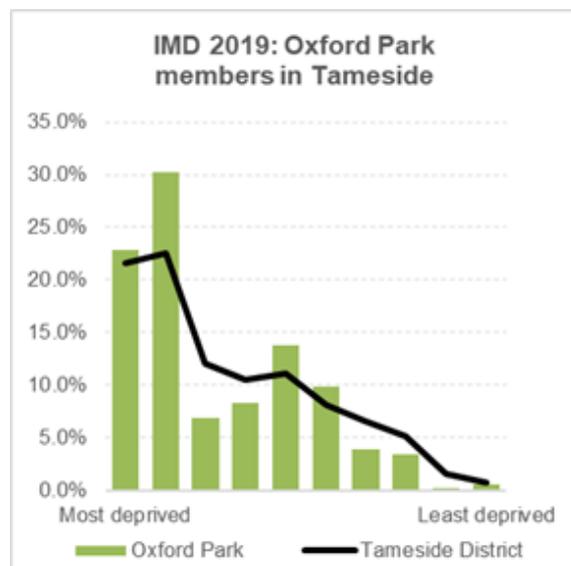
Figure 12: Oxford Park User postcode analysis overlaid with IMD ranking.



Analysis of the current user base identifies that it is generally reflective of the Tameside demographic profile. That is, the Oxford Park user base is representative of Tameside and has a higher proportion of users (53%) from the 20% most deprived communities in the area.

SUPPORTING INFORMATION DEMOGRAPHIC and FACILITY INFORMATION

Figure 13: Oxford Park user postcode analysis IMD ranking



Usage data breakdown against age and gender (see table 1 below) suggests a balanced profile in terms of usage by age, reflecting that the facility is used for both commissioned activity (Active Education, Live Active) as well as ‘pay and play’ and block booking activity of the gym and sports hall. The gender balance of the user base is 60% male / 40% female, Unfortunately, insufficient data is collected on the ethnicity of the user base, with over 88% of users unknown.

Table 2: Active Oxford Park Usage profile

Age	Under 18	18-24	25-49	50-74	Total
	215 / 19%	155 / 14%	561 / 50%	201 / 18%	1133
Ethnicity	White	BME	Other	Unknown	Total
	155	22	5	1388	1570
Gender	Male	Female			Total
	943	627			1540

Further breakdown of usage (including pre and post Covid data) provided by the Trust demonstrates the relatively low number of health and fitness users (135) compared to the total number using Oxford Park for commissioned activity (‘Live Active, Early years, ASB / youth intervention) which comprise circa 450 users. This is reflective of the fact that, whilst the first floor room layout has been opened up in recent years in order to create the current fitness suite, it is still relatively small and not comparable with a commercial health and fitness offer of any scale.

Weekly sports hall (club) usage shows a total of 387 regular participants (pre-Covid-19). Of these, in respect of ethnicity around 140 / 36% of users are from the BAME community, which shows high correlation with the higher number of BAME residents living within the Active Oxford Park catchment area.

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The Trust delivers sessions under its 'Live Active' initiative at Oxford Park, whereby residents, often with multiple and complex health issues are referred to a range of activities at Tameside venues via their GP or healthcare provider. Live Active aims to use physical activity as a way to improve community resilience and manage long term conditions.

During the period immediately following the Spring 2020 lockdown (August to October 2020), 167 individual participants took part in Live Active sessions, of which 48 / 29% indicated that they were living with a long term condition or disability. This compares to a total of 39 individuals accessing Live Active sessions during the period December 2019 - March 2020, immediately prior to lockdown, of which 10 / 25% had a disability.

As such, it is clear that the programming and use of Oxford Park is more geared to delivering commissioned services and casual use as opposed to health and fitness and commercial activity. This is reflected in the usage breakdown by activity and user type within Table 4.

Table 3: Active Oxford Park Usage breakdown by activity / user type

Activity	Users/members
Health & fitness members	135
No of Gymnastic members	90
Number of clients with a disability or additional needs	82
Number of Live Active clients	140
Number of club users –	120
Number of early years' clients	189
ASB & Youth intervention	120
Sports Hall (weekly)	387

4.2 Financial Performance and potential savings

Active Oxford Park is projected to have a net deficit of £33,810 for 2020/1. The facility was designed as a community hub to serve the physical activity needs of the local population and this was reflected in the Council's lottery funding bid and subsequent design of the facility. Importantly, it was not designed as a building which would generate significant revenues and whilst remodelling of first floor spaces has taken place, the centre does not have the capacity with its current layout or location to generate commercial levels of revenue.

The Trust estimate that an annual saving of **£48,456** could be achieved from withdrawal of services. The Council has adopted a Strategic Asset Management Plan (SAMP) to ensure that the Council and CCG land and property assets contribute pro-actively to the delivery of the organisations priorities. If current services were withdrawn the SAMP, via the Council's Asset Management Policy would also identify opportunities to maximise capital resources and alternative uses for the building.

SUPPORTING INFORMATION DEMOGRAPHIC and FACILITY INFORMATION

4.3 Risks and Impact

Withdrawing services could impact across the whole life course (starting well, living well, ageing well and working well), due to the centre's role as a community hub, serving 'pay and play' usage as well as a significant range of commissioned services. Furthermore, Active Oxford Park also has an acknowledged role to play in tackling anti-social behaviour and developing community cohesion in the locality.

Any withdrawal of services from the Active Oxford Park facility and use of the building, would also need to take into account the existing Sport England lottery award terms and conditions, which includes a risk of grant clawback in the event of closure within the current award period.

4.4 Mitigation

The sports hall at Oxford Park, being the only facility of its type within the Active Tameside portfolio would be most difficult to mitigate in terms of its loss. Replacement access could be negotiated with local secondary school provision which, in the post-Covid -19 environment may be difficult to realise a similar level of programmed space. Alternative uses for the building could also include provision for programmed community use.

It could be envisioned that a proportion of the current commissioned activity (Live Active), within the fitness or studio space at Oxford Park could be re-directed elsewhere within the Council's facility portfolio, particularly given that existing clients within these programmes spend time across multiple venues other than Oxford Park.

There is potential for the building to be considered as part of the Tameside SAMP in respect of potential alternative use of the current facility. Past proposals looked at the feasibility of additional support for young people and adults with learning disabilities or a resource for post 16 further education and independent living opportunities. The above would need to be considered within the wider transformational reviews which are currently being undertaken across all Council services.

5.0 FACILITY PROPOSAL – ACTIVE ETHEROW

Active Etherow is a listed former railway warehouse building which is owned by the Etherow /Kingfisher Trusts. The Council leases the building at a cost of £15,000 per annum. Active Tameside operates the centre as an activity centre for long mat indoor bowls. The facility also accommodates an indoor disabled riding centre on it's ground floor and is located on the edge of the authority in Broadbottom, close to the boundary with High Peak.

The upper floor is currently used for the Etherow Bowling and Activity Centre, run by Active Tameside who employ a full-time member of staff. The space was previously occupied by the Tameside School of Gymnastics which moved to a newly built Active Ken Ward in Hattersley in the autumn of 2009. The upper floor was modified to provide an indoor bowling green to national league standard. Many users are older people, for whom bowling is an important part of maintaining their physical health and wellbeing.

The Centre is in use every day during the season, up to 9pm on Thursdays. The ground floor of the building accommodates an indoor riding centre operated by the Kingfisher Animals for Therapy Group, which now provides animal-assisted therapy for disabled people. The bowling centre has, since March, been closed.

SUPPORTING INFORMATION DEMOGRAPHIC and FACILITY INFORMATION

5.1 Usage

Usage data provided by the Trust suggests that, based on a total client base of 250, the centre (pre-Covid) received around 290 visits per week for indoor bowling during the winter period and that the average daily attendance was around 60 people. All users are over 60 years of age, of white British ethnicity with an equal gender split within participants. There is estimated to be around 35 users with additional needs or disabilities. Whilst there is no formally constituted club associated with the facility, the user group is stable and keen to return to the facility when current restrictions are removed.

5.2 Financial Performance and potential savings

Active Etherow made a loss of £13,676 in 19/20. The Council currently pays a rental of **£15,000** per annum to the Kingfisher trust for use of the building. Active Tameside employs a full time member of staff to service the building (currently furloughed) which, combined with utilities costs would result in a **£16,000** annual saving should the Trust withdraw from management of the building.

5.3 Impact

The closure of the Etherow facility would potentially increase the risk of social isolation amongst a user group that is exclusively comprised of older people. Around 15% of current users also experience some form of disability. There would be limited alternative options for indoor bowling in the locality, .

5.4 Mitigation

There is an opportunity for the Trust and Council to work with the Kingfisher Trust and the bowling group, with a view to developing volunteer capacity in order that the community may assume responsibility for operating the bowling centre. The Active Ageing centre model has been piloted at the Grafton Centre in Hyde since June 2009 to ensure that the model was both appropriate and met resident's needs. The evaluation of the pilot has demonstrated the success of the model. The active ageing model aims to support people to remain resilient to ill health by supporting access to social networks and by being physically active. Its outreach approach means it is able to provide low level interventions to a far greater number of people than traditional services have, demonstrated by the 600% increase in membership of the Grafton Centre.

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DRAFT CONSULTATION FRAMEWORK

ACTIVE TAMESIDE SURVEY

Active Tameside is a charitable trust that manages leisure services on behalf of the Council. The Trust has fulfilled a vital role during 2020, providing continued support to schools during lockdown, and supporting our most vulnerable residents through its targeted programmes.

Like many local authorities, Tameside Council is having to make difficult decisions in the light of the extremely challenging economic climate brought on in part by the Covid-19 pandemic.

The Covid-19 pandemic necessitated the closure of all Active Tameside facilities on 20 March 2020 until the re-opening of some centres in July, followed by subsequent reclosing. This resulted in a loss of almost £1million a month in lost trading income to Active Tameside. Through government business grants, staff furlough schemes, VAT holidays and business resilience insurance, Active Tameside has tried to mitigate this situation.

Active Tameside is required to make efficiency savings alongside other Council services so that the Council can produce a balanced budget for 2021/22 and in future years. The current financial position of the Council plus the impact of the Covid-19 pandemic has meant the current model of delivery of sport and leisure facilities is not sustainable. The Council is facing a budget gap of more than £28m in 2021/22 and an overall gap of more than £35m by 2025/26. It currently pays a management fee of more than £1m per annum to Active Tameside to run its leisure facilities. All aspects of spend and budgets are being reviewed by the Council as it has to meet its statutory obligation to set a balanced budget.

The commitment of the Council to deliver and commission services that help improve the borough's health and wellbeing remains as strong as ever but the drop in income and member demand as a result of the ongoing pandemic, means Active Tameside and the Council are looking at new ways of delivering these services.

A Sport and Leisure Review has been undertaken across the leisure estate including financial performance of facilities (2019/20) and usage. The review proposes initial cost-saving measures aimed at achieving financial sustainability. The Council has developed these cost-saving proposals in partnership with Active Tameside and propose the withdrawal of Active Tameside services from Adventure Longendale, Active Oxford Park and Active Etherow.

We want to hear your views on how these proposals might affect you and how we could continue to deliver health and wellbeing services to the local population.

This survey has two parts: we first ask for your views on Active Tameside facilities as an Active Tameside user, and then we ask you to consider the proposals about how best to manage the leisure estate in the future.

Before completing this survey, please read the detailed background information [here](#) (opens in a new window).

Please share your thoughts with us by taking part in this survey. **The closing date is Friday 26th March 2021**

This survey with our residents seeks your views on your usage with a view to helping to determine the best range of services going forward.

APPENDIX 2

DRAFT CONSULTATION FRAMEWORK

1. What is your primary interest in the consultation? (Please select one option only)

- I live in Tameside
- I live in another borough, i.e. High Peak, Stockport, Oldham etc.
- I work in Tameside
- I am an employee of Active Tameside
- I am an employee of Tameside Council
- I am an elected member of Tameside Council
- I am a member or representative of a voluntary or community organisation
- I represent a local business
- I am a member of a sports club or organisation
- Other (Please specify)

.....

.....

2. Please provide your postcode in the space below (i.e. SK16 4LA, OL6 6BH etc.) Your postcode will not be used to identify your address, it will help us to analyse data by key geographical areas such as localities or wards.

.....

.....

3. How important is the role played by Active Tameside facilities to you and your community with regard to the following (Please select one option per row)

	Very important	Quite important	Neither important or unimportant	Not that important	Not Important at all
Improving/maintaining people's physical health/wellbeing					
Improving/maintaining people's mental health/wellbeing					
Improving community safety/reducing levels of antisocial behaviour					
Developing/maintaining a sense of community pride/ownership					
A place to meet and interact with people from within the community					

APPENDIX 2

DRAFT CONSULTATION FRAMEWORK

4. Are you an Active Tameside Customer? (Please select one option only)

- Yes (go to question 5)
- No (go to Review and Proposals Section, after question 12)

5. What best describes you as an Active Tameside Customer? (Please select one option only)

- Pay As You Go customer
- Active Tameside Member
- Live Active Member
- An individual who hires facilities to play sport recreational
- An individual who represents a club/ organisation that hires facilities
- Don't know
- Other (please specify):

.....

.....

6. Please tell us which Active Tameside facilities you currently use:

In Column A please indicate which Active Tameside centre you use most often (Please tick one box only)

In Column B please indicate at which Active Tameside centre you are registered – this may be different to the one you use most often (Please tick one box only)

In Column C please indicate ALL Active Tameside Centres you have used at least once over the last 18 months (Please tick all that apply)

Facility	A: Active Tameside Centre you use most often	B: Active Tameside Centre at which you are registered	C: All Active Tameside facilities that you have visited in the last 18 months
Active Copley			
Tameside Wellness Centre			
Active Medlock			
Active Ashton			
Active I-Train			
Active Ken Ward			
Active Hyde			
Adventure Longdendale			
Active Oxford Park			
Active Etherow			

APPENDIX 2

DRAFT CONSULTATION FRAMEWORK

7. Please select your **main method of transport** to any of the Active Tameside facilities that you use / attend. (Please tick one box per centre to indicate the main method of transport you would usually use to travel there. If you do not use a particular centre please leave the row blank)

	Walk / cycle	Bus (public transport)	Bus (provided to transport you to/from venue)	Car (belonging to your household)	Car (other – i.e. taxi)	Other (please state)
Active Copley						
Tameside Wellness Centre						
Active Medlock						
Active Ashton						
Active I-Train						
Active Ken Ward						
Active Hyde						
Adventure Longdendale						
Active Oxford Park						
Active Etherow						

8. In the 12 months prior to the closure due to the pandemic, March 2020, on average how often did you visit your primary Active Tameside facility? **Your primary Active Tameside facility is the option you have selected in column A of question 6.** (Please select one option only)

- Daily
- Two to three times a week
- Once a week
- Once a fortnight
- Once a month
- It varied
- Never
- Other (please specify):

.....

APPENDIX 2

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9. How important would you rate your primary Active Tameside facility in terms of its impact / contribution to your overall health and well-being? (Please select one option only)

- Very important
- Quite important
- Neither important or unimportant
- Not that important
- Not important at all

10. Why do you use your primary Active Tameside facility as opposed to another facility? (Please select all that apply)

- Because of the specific physical facilities or equipment it offers, i.e. swimming pool, weight training, indoor sports courts, trampolines
- Because of the programmes and activities that it operates, i.e. Active Education, Live Active, Everybody Can etc.
- Because it is the nearest Active Tameside facility to my residence
- Because it is the nearest Active Tameside facility to my place of work
- Because it is easy to travel to
- Other (please specify below)

.....
.....

11. Do you access any of the following Active Tameside programmes

- Active Education (go to question 12)
- Live Active (go to question 12)
- Everybody Can (go to question 12)
- I do not access any of the following programmes (go to Review and Proposals section, after question 12)

12. How significant do you think having access to Active Tameside programmes (Live Active, Active Education, Everybody Can etc.) is to general health and wellbeing? (Please select one option only)

- Very important
- Quite important
- Neither important or unimportant
- Not that important
- Not important at all

DRAFT CONSULTATION FRAMEWORK

Savings Proposals

As outlined in the introduction, the Council is facing financial challenges which have been compounded by Covid-19.

The purpose of undertaking the initial review is to understand the potential for immediate efficiency savings in relation to key facilities within the Council's leisure portfolio to support the provider to remain solvent.

Initially Active Tameside have therefore been asked to develop proposals to deliver services supported by the reduced management fee. Along with service redesign, the initial proposals consider withdrawing Active Tameside services from the facilities which have been operating at a loss over recent years:

- Adventure Longendale
- Active Oxford Park
- Etherow Centre

We would like your feedback on the proposals which have been summarised below. More detailed information on the context and the proposals can be found by clicking **here**.

13. Please tell us your views on the following proposals:

A) Withdrawal of Active Tameside services from Adventure Longendale

In the box below please tell us what the impact be on you/members of your household/the group you represent if this proposal was implemented (Please provide in the box below)

DRAFT CONSULTATION FRAMEWORK

B) Withdrawal of Active Tameside services from Active Oxford Park

In the box below please tell us what the impact would be on you/members of your household/the group you represent if this proposal was implemented (Please provide in the box below)

C) Withdrawal of Active Tameside services from Active Etherow

In the box below please tell us what the impact would be on you/members of your household/the group you represent if this proposal was implemented (Please provide in the box below)

DRAFT CONSULTATION FRAMEWORK

- D) If you would like to provide any alternative options, suggestions or ideas of how the leisure estate could be managed in a different but financially viable way, please write those in the box below:

14. Which, if any, of the other leisure centres across Tameside would you be willing to attend to participate in programmes or other activities? (Please select all that apply)

- Active Copley
- Tameside Wellness Centre
- Active Medlock
- Active Ashton
- Active I-Train
- Active Ken Ward
- Active Hyde
- Other (please specify below)

-
15. Do you have access to private or public transport to allow you to travel to another leisure site, whether that be an Active Tameside site or another provider? (Please select one option only)

- Yes
- No

DRAFT CONSULTATION FRAMEWORK

16. If you would you like to make any additional comments or suggestions about the Council's savings proposals and/or Active Tameside's general leisure offer then please write in the space below.

.....
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.....
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.....

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.

Are you: (Please tick one box only)

- Female
- Male
- Other (Please state below)
- Prefer not to say

Is your gender identity the same as the sex you were assigned at birth?

- Yes
- No
- Prefer not to say

What is your age? (Please state)

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)

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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)

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)

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)

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DRAFT CONSULTATION FRAMEWORK

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

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

Are you a member or ex-member of the armed forces? (Please tick one box only)

- Yes
- No
- Prefer not to say

What is your marital status? (Please tick one box only)

- Single
- Married
- Civil Partnership
- Divorced
- Widowed
- Prefer not to say

Are you pregnant, on maternity leave or returning from maternity leave?

- Yes
- No
- Prefer not to say

If yes, are you:

- Pregnant
- On maternity leave
- Returning from maternity leave

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Report to: EXECUTIVE CABINET

Date: 10 February 2021

Executive Member: Councillor Oliver Ryan - Executive Member Finance and Growth

Reporting Officer: Jayne Traverse Director of Growth

Subject: **ADDITIONAL RESTRICTIONS GRANT AND LOCAL RESTRICTIONS SUPPORT GRANT OPEN PROPOSED SCHEME CHANGES**

Report Summary: The Additional Restrictions Grant and Local Support Restrictions Grant Open launched on the 10 December 2020 and were considered by Cabinet on the 16 December 2020. These two grants are part of a family of grants announced by the Government in response to the second National Lockdown in November 2020. The third National Lockdown began on the 5 January 2021 and has no fixed end date. In response to the changing impact of COVID19, an increase to funding available and the Government's latest correspondence to Local Authorities the report proposes changes to the ARG scheme.

Recommendations: That it be recommended Executive Cabinet approve the proposals set out in this report in section 3 are agreed and the Additional Restriction Grant scheme updated immediately.

Corporate Plan: In response to the third national lockdown changes are required to the Council's discretionary grant schemes for business.

Policy Implications: The schemes could remain as adopted in December 2020, this option has been rejected based on introduction of a third lockdown, the impact on local business and an increase to the Additional Restrictions Grant funding by Government.

Financial Implications: As set out in paragraph 1.2, the Council is now administering ten different funding streams to provide different business support grants. This report is focused on the two discretionary funding streams for business rates grants – Local Restrictions Support Grant (Open) and Additional Restrictions Grant. The operation of these grant schemes was originally set out in a report to Executive Cabinet on 16 December 2020.

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

Local Restrictions Support Grant (LRSG) Open

The Council has received an allocation of LRSG Open for the period 1 August to 4 November 2020 of £1,811,940. A further allocation of £46,126 was received for the period following 2 December 2020, bringing the total allocation for LRSG Open to date to £1,858,066. No further funding is expected if the Council makes grant awards in excess of this allocation for the period up to 5th January.

To date the Council has paid out £726,745 in LRSG Open grants to 205 businesses. Applications to the value of £398,800 are still being assessed and 173 potentially eligible businesses have been identified who have not yet applied.

No changes are being proposed to the LRSG Open scheme in this report.

Additional Restrictions Grant (ARG)

The Council received £4,792,000 in November 2020 for the period from 24 October 2020 on the understanding that no further funding would be received for the 2020/21 and 2021/22 financial years. Subsequently, additional ARG funding of £2,011,949 was paid in January 2021, resulting in total available funding £6,803,949. The additional funding was provided with a clear expectation that this would be spent 'without delay'.

Following approval of the ARG scheme in December 2020, the Council has paid grants totalling £346,500 to 249 businesses and is currently assessing a further 153 applications with a total value of £236,000. Based on the rate of applications since the scheme launched, approximately 434 further applications might be expected with a total value of £635,000 based on the scheme as approved in December. If this level of applications were to materialise, based on the current scheme, the total forecast grants to business by mid March is £1,217,500.

This report proposes that the ARG scheme is amended to increase the award level to businesses. The increased award will be retrospectively paid to all businesses who have already successfully applied for an ARG grant. Based on the current and forecast numbers of applications, the increased award levels set out in the revised scheme are estimated to result in total grant payments of £4,856,000 by the end of March 2021. The estimated application numbers are based on experience to date and numbers may increase if the amount of grant on offer is increased. The scheme will therefore operate on a first come first served basis and the scheme will be reviewed on 1 April 2021 or once the total value of applications reaches £4,856,000 (whichever is sooner).

The balance of £1,947,949 unallocated ARG funding will be held in reserve to fund any future changes or expansion of the scheme.

This revised scheme is to operate on a first come first served basis until the ring fenced amount of £4,856,000 has been spent. It will therefore be critical that the application and processing arrangements provide a clear audit trail and accurate monitoring to ensure that grant awards do not exceed the allocated funding.

The operation of these grant schemes continues to be complex and administratively time consuming. Government has provided some new burdens funding for the various grants streams but this may not sufficiently offset the impact of this work on the delivery of other Council objectives and priorities.

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

The full legal implications in relation to this scheme were set out in the cabinet report of 16 December 2020.

With regards to the updates to the scheme care as ever needs to be taken to ensure that the scheme is managed in accordance with the government guidance and also that there is a robust process of due diligence to identify fraudulent claims and minimise the capacity for errors to be made.

It is possible that utilising a first come first served approach could limit the availability of the scheme to those who do not access the scheme promptly and not necessarily achieve the outcomes expected. Should this approach be adopted it will be necessary to

undertake an Equality Impact Assessment and also engage with communications colleague to ensure that all of the Tameside community is aware of this scheme and how to apply for it.

Members need to be satisfied by paying more to those who have already received they are meeting the criteria that has been set out by Government in their recent letter and able to justify that the scheme feels it supports the businesses that need it and we have robust plans to support ongoing needs:

*'Similarly, it is imperative that the Additional Restrictions Grant (ARG) **delivers support where each Local Authority feels it is most needed.** The Government has given you flexibility to spend this funding until the end of the 2021-2022 financial year. However, **we expect each Local Authority to have a robust plan in place to ensure the scheme meets the ongoing needs of businesses in their local area.** The additional ARG allocation announced on 5 January by the Chancellor is also expected to be spent without delay, to help support those businesses that are affected by the new national restrictions even if not required to close.'*

Members need to be satisfied that any scheme proposal is reasonable and rational.

Risk Management:

Set out in the report.

Access to Information:

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



Telephone: 0161 342 2246



E-mail: david.berry@tameside.gov.uk

1.0 INTRODUCTION

1.1 The Additional Restrictions Grant and Local Restrictions Support Grant (LRSG) (Open) launched on the 10 December 2020 and were considered by Cabinet on the 16 December 2020. These two grants are part of a family of grants announced by the Government in response to the second National Lockdown in November 2020. Further grants have also been announced since the ARG and LRSG (Open) schemes were launched in Tameside. The full list of grants in operation are provided below (there are now 10 separate guidance documents covering these schemes on gov.uk and also several Frequently Asked Question Documents provided direct to Local Authorities).

1.2 Businesses have reported confusion due to the number of Government grants and the complexity of eligibility criteria over different time periods. Tameside Council is required to follow the national guidance and report on the take up of each grant to Government and therefore has to communicate the grants to businesses in the simplest way possible while adhering to Government funding streams.

Introduced since October 2020

- Local Restriction Support Grant (Closed)
- Local Restriction Support Grant (Closed Addendum)
- Local Restrictions Support Grant (Closed Addendum Tier 4)
- Local Restriction Support Grant (Closed Addendum) 5 January onwards
- Local Restriction Support Grant (Sector)
- Local Restriction Support Grant (Open) (Discretionary)
- Local Restriction Support Grant (Open) 2 December onwards (Discretionary)
- Additional Restriction Grant (Discretionary)
- Christmas Support Payments (wet led Pubs)
- Business Support Package for January 2021

1.3 The third National Lockdown began on the 5 January 2021 and has no fixed end date. In response to the changing impact of COVID19 on the economy, additional funding and the Government's latest correspondence to Local Authorities the report proposes changes to the ARG scheme. The key dates that impact on eligibility for the schemes include:

- Household Restrictions from 1 August 2020
- Tier 2 from 00:01 14 October 2020
- Tier 3 from 00:01 23 October 2020
- National Lockdown 2 from 00:01 5 November 2020
- Tier 3 (redefined and more stringent) from 00:01 2 December 2020
- Tier 4 from 00:01 31 December 2020
- National Lockdown 3 from 00:01 5 January 2021

1.4 This report proposes to:

- A. Increase the current award levels on ARG to make the scheme more generous
- B. Commitment to explore other options for the use of ARG including learning from other Local Authorities and continuing to lobby Government for more funding for domestic based businesses.
- C. Ring fence a small reserve fund for future use

1.5 This report includes 3 appendices setting out the draft ARG Scheme (based on new proposals) and the successful applicants to the ARG and LRSG (Open) schemes at 25/01/2021.

2.0 BACKGROUND

2.1 At 25 January 2021 4,146 grants have been paid to the value of £5,516,664 across all COVID19 business schemes to 1,468 Tameside businesses. Table 1 below sets out grants paid on all business schemes in operation.

Table 1 Tameside grants paid by scheme	Number	Amount (£'s)	% of allocation used (discretionary only)
Additional Restrictions Grant	249	346,500	5.09% of £6,803,949.04
LRSO Closed Addendum	1958	3,588,020	N/A
LRSO Open	205	726,745	39.11% of £1,858,066
LRSO Sector	2	381	N/A
Christmas Support Payments	95	95,000	N/A
LRSO Closed (Pre 5th Nov)	144	99,083	N/A
LRSO Closed (Post 2nd Dec)	1473	660,935	N/A
Total	4,146	5,516,664	

2.2 At 25 January 2021 454 grants to the value of £1,073,245 have been provided on the discretionary ARG (5.09% of allocation) and LRSO Open (39.11% of allocation) schemes. Table 2 below provides an outline of common business type that can apply to each of the discretionary grants (eligibility can only be determined through full review of the schemes and assessment following application).

Table 2 Examples of eligible businesses		
Grant Scheme	Example of common eligible (current scheme) <u>Not exhaustive</u>	Not Eligible (current scheme)
ARG	<p>Operating from commercial premises</p> <p>Examples:</p> <ul style="list-style-type: none"> Forced to close not on business ratings list such as hairdressers and beauticians paying for a chair or room in a salon; non essential retail including market traders Supply chain of businesses forced to close, such as wholesale food suppliers, breweries, events organisers Open but suffering reduced trade due to low footfall, such as dry cleaners, sandwich shops, florists, fancy dress shops, convenience shops Open and affected such as, childcare providers with reduced numbers; manufacturers with reduced orders, car repairs with less trade 	<ul style="list-style-type: none"> Businesses in receipt of LRSO (Closed); (Closed) Addendum; or (Sector) grants Businesses without commercial premises in Tameside, such as small businesses trading from domestic premises or working from a mobile unit such as a car, van or boat Business registered in Tameside but trading outside the Borough

Local Restrictions Support Grant (Open)	Operating from commercial premises within the Hospitality, Accommodation & Leisure sectors , trading on 31 July and affected by tier restrictions from 1 August to forced closure. Examples include, but are not limited to: <ul style="list-style-type: none"> • Hotels and B&B's • Restaurants, pubs, bars and café's • Leisure activity businesses including gyms, bowling clubs, dance schools, golf clubs, cricket clubs, children's play centres 	Businesses outside the Hospitality, Accommodation & Leisure sectors.
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2.3 The LRSG (Open) initial allocation was for the period 1 August - 22 October equalling £1,811,940. This was followed by a further £46,126 in December 2020 for the period following 2 December 2020. The total allocation for LRSG Open to date is £1,858,066.

2.4 The ARG allocation was originally provided as a one off payment through GMCA of £4,792,000 for the period up to March 2022 (Cabinet approved £2m of this to be spent in an initial first come first serve basis with £2.7m retained to support LRSG Open overspend, which has not occurred to date). The Government then provided extra ARG funding in January 2021 via GMCA of £2,011,949.04. Tameside now has a total of £6,803,949.04 for ARG with a clear mandate from Government to spend £2.01m of this without delay with a robust plan for our entire allocation. See extract below from Secretary of State's letter to Chief Executives on 7 January 2021:

'Similarly, it is imperative that the Additional Restrictions Grant (ARG) delivers support where each Local Authority feels it is most needed. The Government has given you flexibility to spend this funding until the end of the 2021-2022 financial year. However, we expect each Local Authority to have a robust plan in place to ensure the scheme meets the ongoing needs of businesses in their local area. The additional ARG allocation announced on 5 January by the Chancellor is also expected to be spent without delay, to help support those businesses that are affected by the new national restrictions even if not required to close.'

2.5 Since the discretionary schemes opened on 10 December 2020 applications have been consistently received and now total 1,524 across both schemes (654 to ARG) and (870 to LRSG Open).

2.6 Good quality marketing and communications has been an important element of our approach to ARG and LRSG Open. Key marketing and communications activity across digital and traditional forms is set out below. We have generated a large number of applications to date (1,524) and with an increased rate of applications in the last 7 days which demonstrates our communications have been effective so far.

- Webpage with scheme information and application page
- TMBC press release (11 December 2020)
- Regular eshot to 2,500 Tameside businesses (businesses have specifically signed up to the eshot for the purpose of information on the grants). (10 December 2020, 6 and 14 January 2021).
- Regular Twitter postings advertising grants (3x per day)
- Boosted Facebook post (January 2021)
- Provided content to business network organisations (Chamber/Federation for Small Business) for their membership
- Tameside Radio interview with Executive Member (14 January 2021)

- Tameside Reporter content (11, 17 December 2020 and 14 January 2021)
- Direct email to sector specific businesses important to local economy during lockdown (January 2021)
- Direct email to potential eligible businesses based on LRSG Closed applicants (January 2021)
- GM Growth Hub marketing and signposting to our scheme from their advisors and GM campaigns

2.7 The following provides a summary of Tameside businesses that have benefited from ARG upto 21 January 2021:

- Business Size
 - 84% micro 0-9 employees
 - 14% small 10-49 employees
- Business Sector (self classified) –
 - 34% 'Other',
 - 24% 'Wholesale',
 - 11% 'Manufacturing',
 - 8% Hotels and Catering,
 - 5% Recreation and Culture.

(Please note that sector is reported by the application through self classification, TMBC is required by Government to use and report on these classifications).

2.8 Table 3 sets out the number of business in Tameside by sector type (commercial and domestic based) compared to LRSG (Open) and ARG applications and paid. The table does not include LRSG Closed type payments. The table shows that hospitality, accommodation, leisure and retail are the main areas of application and paid against the business sectors as to be expected with the nature of the schemes. In the future we will look to target manufacturing, childcare and other sectors eligible for ARG.

2.9 The sectors as reported for the ARG and LRSG (Open) are in line with those provided by the government for the grant scheme data returns. Each applicant self-selects their sector from a drop down list on the grant application form.

2.10 The Office for National Statistics (ONS) UK business count tallies the number of businesses that are VAT and PAYE registered and categorises them into sectors. Where these sectors do not match those requested in the Government's grant returns list, we have matched them where possible.

Sector by Government set reporting requirement	ARG Applied	ARG Paid	LRSG (Open) Applied	LRSG (Open) Paid	Number in Tameside Economic Baseline (from ONS)	Notes
A: Agriculture;	1	1	1	1	45	Reported as Agriculture and Mining by ONS
B: Mining and Quarrying;	0	0	0	0		
C: Manufacturing:	29	23	9	0	565	
D: Energy;	2	1	0	0	30	Reported as Utilities and Waste by ONS
E: Water Supply;	0		1	0		
F: Construction;	12	6	3	0	895	
G: Wholesale and Retail;	159	52	80	11	1185	Reported separately by ONS

H: Transport and Storage;	23	10	10	0	260	Reported separately as Warehousing & Logistics and Transport by ONS
I: Hotels and Catering;	118	19	163	102	570	Reported as Hospitality, Leisure and Recreation by ONS
R: Recreation and Culture	36	12	71	34		
J: IT;	7	5	3	0	300	Reported as ICT and Digital by ONS
K: Finance and Insurance;	6	3	0	0	1350	Reported as Business Support Services and Financial and Professional services by ONS
L: Real Estate;	3	1	3	0		
M: Professional, scientific;	18	10	8	0		
N: Admin Services;	1	1	1	0		
O-Q: Public Services;	24	10	13	3	365	Reported as Public admin, education and health by ONS
STU: Other services	216	92	157	55	275	

3.0 PROPOSED CHANGES TO ARG

- 3.1 Tameside's schemes have been designed in alignment with Government guidance and also Greater Manchester design principles as agreed by Leaders. The proposals in this report have been considered alongside other GM LA published updates to their schemes to support consistency where possible and appropriate. The fund will continue to be managed by Growth with a project team including Finance and Audit to ensure that the fund does not overspend.
- 3.2 No changes are proposed to the LRSO Open scheme at this stage. The Council has spent 39% of allocation to date and has contacted a further 173 businesses that have applied to the LRSO Closed Addendum fund that have not applied to the LRSO Open fund and may be eligible due to their sector (Hospitality / Leisure/ Accommodation). Should these business apply this will utilise a significant amount of the remaining allocation. There are also £398,800 of applications currently being assessed for eligibility.
- 3.3 The ARG scheme is fundamentally sound with broad eligibility criteria enabling any Tameside Trading Business in commercial property that has been severely impacted by COVID19 to apply for a one off payment. The evidence criteria was also streamlined compared to previous discretionary schemes to support business to apply. Other GM schemes are not as wide and focus on specific sectors such supply chains.
- 3.4 The Tameside ARG scheme has spent 5.09% to date for the following reasons:
- The scheme was faithful to the GM Leader design principles and was targeted on those not receiving the other grants set out in section 1.2. Due to this criteria the 3,672 LRSO (Closed) type grants have been paid to businesses reduced potential ARG applicants.
 - Potential applicants have been confused by the number of grants and their criteria. With 10 grants and 7 periods of eligibility since August 2020 this is not a surprise. The

Council has continually simplified messaging and communications. 1000+ emails and 300+ telephone calls have been dealt with on discretionary grants to date.

- Businesses have reported grant fatigue in terms of understanding and applying and may have chosen not to apply, especially if they thought the award level was too low.
- Businesses have been dealing with Lockdown 2 and reopening, Christmas, Brexit and Lockdown 3 and reopening along with a global recession and may not have been able to prioritise applications to date.
- Due to the volume of applications to both discretionary schemes (1,524) this has dictated TMBC resource be focused on processing rather than direct telephone marketing to sectors such as manufacturing.

- 3.5 The following changes (Proposals A and C) to ARG will enable Tameside Council to have a robust plan to utilise 100% of ARG funding, spending 71% (Proposal A) by 1 April 2021 with 29% in reserve (Proposal C).
- 3.6 The first come, first serve approach enables the Council to pay businesses immediately on completion of all eligibility checks and provides assurance to the business on a minimum award level as set out in the scheme.
- 3.7 Should any of the options be approved we would update the Scheme and communicate those changes to the business community immediately.

Table 4 Proposals			
Proposal	Estimated cost	Rationale	Considerations
<p>A. Make the existing ARG scheme more generous to commercial based business and increasing targeted marketing to eligible sectors.</p> <p>Increase the existing award levels as set out in the table 5 (applied retrospectively also).</p> <p>First come first serve basis continues with a review at 1 April 2021 or when the total value of applications reaches £4,856,000 (whichever is sooner).</p>	<p>£4,856,000</p> <p>supporting 836 businesses</p>	<p>This is expected to increase spend from £346K to £4.8m (71% of total allocation by 1 April 2021).</p> <p>Award levels were set at cautious amounts to enable the ARG to be utilised by as many businesses as possible, increasing levels would provide more financial support to those applicants who have not accessed other grants.</p> <p>Currently 249 businesses have benefited and we estimate this would increase to 836.</p>	<ul style="list-style-type: none"> • £6.2m of ARG is still available and unallocated for use and increasing levels would not cause overspend on existing applications. • Those already paid would welcome top up. Retrospective payments would increase our allocation to 21% immediately. 84% of beneficiaries are micro businesses. • More businesses may apply in future if award levels were higher. • This would help the Council to meet the new expectation of business created by the Closed Business

			Lockdown (non business rate payers may expect to receive ARG payments of £4k, £6k or £9k.
B. Commitment to explore other options for the use of ARG including learning from other Local Authorities and continuing to lobby Government for more funding for domestic based businesses.			
C. Retain a proportion of the ARG in reserve	£1,947,949	For use in any future changes to the scheme (as per option B) or future unknown events such as fourth National Lockdown	<p>Enables the Council to respond to future unknown events.</p> <p>May lead to criticism from Government and business community that the entire allocation is not spent in the immediate future.</p> <p>The guidance outlining the winter expansion of ARG alongside further new LRSG (Closed) grants once more states that no more funding will be issued. A reserve allows some buffer for future discretionary funding to be provided to businesses.</p>

Table 5 – Proposal A detail Make the existing ARG scheme more generous to commercial based business and increasing targeted marketing to eligible sectors.

Award level tiers	Existing award	Proposed award (retrospectively applied)	Spend already paid	Spend being processed from existing applications	Spend <u>expected</u> eligible applications now to 16 March 2021
0-9 employees	£1,000	£5,000	249 awards £346,500 updated to £1,435,000	153 in assessment and processing £897,000	434 new eligible applications expected* £2,524,000
10-49 employees	£2,500	£9,000			
50-249 employees	£10,000	£15,000			
250+employees	£20,000	£25,000			

*The expected eligible applications is an estimation. The estimation is based on an average daily application rate of 14 since 10 December 2020. This application rate has risen to 19 in the last 7 days due to increased marketing. The estimation is also based on our current ineligibility rate of 38% for ARG applications taken to date. The figure of expected eligible applications may fluctuate.

4.0 SUPPORTING INFORMATION

- 4.1 Across GM LAs the only main difference between eligibility (prior to 25 January 2021) for the schemes centres on payments from ARG to businesses that have received LRSG Closed grants for example non essential retailers. The majority of GM LAs have not taken this approach due to the value of support provided by LRSG Closed Grants and also to keep ARG for those not eligible for mandatory ongoing payments.
- 4.2 Since 25 January 2021 Rochdale and Bury Councils have both made changes to their ARG schemes to include some form of domestic based business application. A summary of each is provided below for information:
- Rochdale – for micro business who do not have a separate business premise. Not a wage support measure. Cannot have received ARG or LRSG. Have at least £500 of fixed costs. Business must have a strong financial need and tried to mitigate the impact of COVID19. Evidence minimum annual income of £5000 before COVID or pro rata if newly established. Deadline set at 26 February 2021. Payments between £1,000 and £4,000 dependent on fixed business costs.
 - Bury – for micro or small business, payment award based on fixed outgoings and status of open or closed, either £677 or £1334 per 28 day period.
- 4.3 Tameside Council will continue to work with all GM LAs to understand changes to the ARG and inform future approaches.

5.0 CONCLUSION

- 5.1 The proposals set out in this report aim to enable the Council to allocate 100% of the ARG fund to planned activity and spend 71% of the allocation by 1 April 2021.

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Guidance for applications to Tameside Council for Additional Restrictions Grant Fund

Introduction

1. This guidance is intended to support Tameside based businesses applying to Tameside Council for a grant from the Additional Restrictions Grant (ARG) scheme announced by the Government (<https://www.gov.uk/government/publications/local-restrictions-support-grants-lrsg-and-additional-restrictions-grant-arg-guidance-for-local-authorities>) on 22 October 2020.
2. This guidance sets out the criteria under which businesses will qualify to make an application to the Additional Restrictions Grant, the levels of grant award that are expected to be made and the evidence required to support an eligible application. This is aligned with the Government guidance issued November 2020 and subsequent clarifying Frequently Asked Questions which has been provided to support Local Authorities in administering the Additional Restrictions Grant.
3. The Additional Restrictions Grant is intended to allow Local Authorities to support businesses in their local economies and to provide additional support to grant funding under the Local Restrictions Support Grant from the 23 October 2020 (the date Greater Manchester entered LCAL 3 'Tier 3').
4. Tameside Council has been allocated £4,792,000 for the period from 23 October 2020, and £2,011,949.04 for the period from 4 January 2021 creating a total of £6,803,949.04 for the ARG scheme. This is required to be spent in financial years 2020/21 – 2021/22. Government have advised that additional funding will not be received if Tameside re-enters national or LCAL 3 'Tier 3' restrictions during that time period.

Scope and eligibility

5. The Government guidance gives the Council discretion over the grant scheme, and its decisions regarding the scheme will be final. There is no appeal process for this grant scheme.
6. The fund is available until the end of the financial year 2021/2022 (31/03/2022), however it is expected that the fund will be exhausted in advance of that date.
7. Using the guidance issued to the Council by the Government, it has been determined that the Additional Restrictions Grant fund will be open to any trading businesses which occupy fixed commercial property within Tameside, regardless of liability for that property's business rates/costs severely affected by COVID-19.
8. To be eligible to apply for a grant under this scheme, a business must have been trading prior to the introduction of LCAL 3 'Tier 3' restrictions and have been trading up to the date when restrictions were imposed. The applicable date for Tameside is the 22 October 2020.
9. Businesses who have applied for the Coronavirus Job Retention Scheme are eligible to apply for this scheme.
10. Companies that are in administration, are insolvent or where a striking-off notice has been made are not eligible for funding under this scheme.
11. Businesses will only be able to receive funding from ARG if they have not received LRSG (Closed)/(Closed) Addendum/(Sector). To be clear, a business may only apply for both schemes (ARG and LRSG Open) if they are a Tameside business within the hospitality, hotel, bed & breakfast and leisure sectors, who occupy and trade from fixed commercial property which they are not liable to pay the Business Rates for and are therefore not eligible to claim 'Closed or Sector' versions of the Local Restrictions Support Grant.

Tameside Council's approach

12. Eligible businesses have the opportunity to access this fund when the application window opens from 10 December 2020 on a first come first serve basis until funding is exhausted.
13. All applications will be assessed to confirm eligibility and employee number banding. Should insufficient evidence be supplied to support an application, the applicant will be informed they have 7 working days to provide this.
14. To ensure that grant payments remain within the funding allocated by Government, payments will be made on a first come, first serve basis to eligible applicants until the funding is exhausted.
15. The Council reserves the right to vary the terms of the scheme including the value of awards made under the scheme, at any time, and without notice, should it be necessary to do so.

Evidence Required

16. In order for the application to be considered, we require businesses to demonstrate that they meet the eligibility criteria above. We anticipate that to do this, you will need to provide:

- Evidence to confirm the business was trading from Tameside fixed commercial premises on 22 October 2020:
 - a business bank statement for the applicant business showing business related transactions (MANDATORY)
 - other document demonstrating active trade continuing up to 22 October 2020 with an explanation of how it is relevant.

Any document provided must be dated within, or applicable to, the period October 2020.

- Confirmation of the number of employees based within Tameside premises of the business e.g. monthly employee payment summary (please ensure any summary has personal details redacted and only shows aggregate number of employees based within Tameside premises).
- Lease, rental or business mortgage agreement to evidence Fixed Property Costs (rent) if trading business has no rateable value liability.
- Business Rates Reference Number of rateable value details if applicable
- Bank statement provided must confirm the bank account details provided for receipt of grant award payment are related to the applicant business.
- Passport or driving licence as proof of identity.
- Confirmation of State Aid compliance

State aid

17. There is a requirement for all grants made under this scheme to be state aid compliant, please see the further guidance on this at this link – [State Aid Guidance](#)

Grant Amounts and how payments will be made

18. The Council has access to limited funds from Government for this scheme and it is expected that grant allocations will be made using a tiered payment structure, as shown in the table below. Eligible businesses will be able to access one off grants of between £5,000 and £25,000 dependent on their number of employees based within Tameside premises of their business. The grant is available only once to each eligible business that trades from a Tameside fixed commercial premises. ARG Grants awarded at previous levels will be retrospectively increased in line with the new award levels.

Number of employees based within Tameside premises of the business	Grant payment
0 – 9 employees	£5,000
10 – 49 employees	£9,000
50 – 249 employees	£15,000
250 or more employees	£25,000

19. The scheme will operate on a first come, first serve basis until all funding is fully utilised and exhausted, to ensure the Council does not overspend on its allocated funding from Government.
20. Applications for the grant can be made online at <https://www.tameside.gov.uk/coronavirus/businessgrants> and payments will be made directly to approved recipients' bank accounts by electronic transfer. Non electronic application forms can be requested and applications will be dated as the date the form is requested with 15 working days allowed for return of the application form and the requested evidence.

Proposed timeline for the grant scheme (these dates may change to accommodate the release of the online application form by the supplier and applicants should check this guidance regularly for updates)

21. The timeline for the scheme is:
- Applications open – Thursday, 10 December 2020, 4pm.
 - Payment of grants – From 17 December awarded and paid out on a first come, first serve basis.

Other information

22. Grant income received by a business is taxable. The Additional Restrictions Grant will need to be included as income in the recipient business' tax return.
23. The Government and the Council will not accept deliberate manipulation and fraud - and any business caught falsifying their records to gain grant money will face prosecution and any funding issued will be subject to claw back, as may any grants paid in error.
24. State Aid rules and requirements apply to this grant scheme.
25. All data submitted in relation to an application for this scheme will be shared across departments of Tameside Council, National Government and approved suppliers of anti-fraud services, for the purposes of preventing fraud, in line with GDPR regulations.
26. The Council does not accept any liability for any issues that may arise for businesses because of applying for, receiving, or not receiving grant payments under this scheme.
27. Enquiries about the scheme can be emailed to tamesidegrant@tameside.gov.uk

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Local Restrictions Support Grant (Open) paid to 25 January 2021

Fund applied to	Business Name	Town	Payment £
LRSG (O) 1 Aug to 4 Nov – 96 day payment	Wilderness Development	Stalybridge	£3,202.29
LRSG (O) 1 Aug to 4 Nov – 96 day payment	1805 Vevas Ltd	Stalybridge	£4,800.00
LRSG (O) 1 Aug to 22 Oct – 83 day payment	Howards Neighbourhood Bar	Denton	£4,150.00
LRSG (O) 1 Aug to 4 Nov – 96 day payment	A Coffee & Kitchen Ltd	Droylsden	£3,202.29
LRSG (O) 1 Aug to 4 Nov – 96 day payment	Active Communities Experiences Ltd	Audenshaw	£3,202.29
LRSG (O) 1 Aug to 22 Oct – 83 day payment	Ridgehill Big Local Enterprises	Stalybridge	£2,768.64
LRSG (O) 1 Aug to 4 Nov – 96 day payment	Anyting Ltd Round the Twist	Dukinfield	£4,800.00
LRSG (O) 1 Aug to 4 Nov – 96 day payment	Ardian Marku t/a Sapori D'Italia	Denton	£3,202.29
LRSG (O) 1 Aug to 4 Nov – 96 day payment	Ashton Under Lyne Masonic Hall Ltd	Ashton-under-Lyne	£4,800.00
LRSG (O) 1 Aug to 22 Oct – 83 day payment	Ashton under Lyne Rugby Football Club Limited	Ashton-under-Lyne	£2,768.64
LRSG (O) 1 Aug to 4 Nov – 96 day payment	Ashton United Football Club	Ashton-under-Lyne	£3,202.29
LRSG (O) 1 Aug to 4 Nov – 96 day payment	Carrbrook Bowling Club	Stalybridge	£3,202.29
LRSG (O) 1 Aug to 22 Oct – 83 day payment	bay haughton ltd	Denton	£4,150.00
LRSG (O) 1 Aug to 4 Nov – 96 day payment	Blaze Cheer	Ashton-under-Lyne	£3,202.29
LRSG (O) 1 Aug to 22 Oct – 83 day payment	Hyde Club Ltd	Hyde	£2,768.64
LRSG (O) 1 Aug to 4 Nov – 96 day payment	Blue Ocean Restaurant	Denton	£3,202.29
LRSG (O) 1 Aug to 22 Oct – 83 day payment	Bohemian Lounge Bar	Stalybridge	£2,768.64
LRSG (O) 1 Aug to 4 Nov – 96 day payment	Detox Juice Bar	Ashton-under-Lyne	£3,202.29
LRSG (O) 1 Aug to 4 Nov – 96 day payment	Boundary Arts Centre	Ashton-under-Lyne	£3,202.29
LRSG (O) 1 Aug to 4 Nov – 96 day payment	Bow Street Café LTD	Ashton-under-Lyne	£4,800.00
LRSG (O) 1 Aug to 4 Nov – 96 day payment	Bowerfold Events Ltd	Stalybridge	£4,800.00
LRSG (O) 1 Aug to 22 Oct – 83 day payment	Bridge Beers Ltd	Stalybridge	£2,768.64
LRSG (O) 1 Aug to 4 Nov – 96 day payment	Bridge View Cafe	Ashton-under-Lyne	£3,202.29
LRSG (O) 1 Aug to 22 Oct – 83 day payment	Mossley Central Conservative club	Mossley	£2,768.64
LRSG (O) 1 Aug to 4 Nov – 96 day payment	Zest Meetings & Events Limited	Mossley	£3,202.29

LRSO (O) 1 Aug to 4 Nov – 96 day payment	Cafe Atlas	Ashton-under-Lyne	£3,202.29
LRSO (O) 1 Aug to 4 Nov – 96 day payment	Café Mosaic Limited	Ashton-under-Lyne	£3,202.29
LRSO (O) 1 Aug to 4 Nov – 96 day payment	Caribbean kitchen Ashton	Ashton-under-Lyne	£3,202.29
LRSO (O) 1 Aug to 4 Nov – 96 day payment	Blaze Street Dance Academy	Ashton-under-Lyne	£3,202.29
LRSO (O) 1 Aug to 4 Nov – 96 day payment	BomBomb Fitness	Hyde	£3,202.29
LRSO (O) 1 Aug to 22 Oct – 83 day payment	CGF Investments Limited	Hyde	£2,768.64
LRSO (O) 1 Aug to 22 Oct – 83 day payment	Cheshire Cheese (Gee Cross)	Hyde	£4,150.00
LRSO (O) 1 Aug to 22 Oct – 83 day payment	Cheshire Cheese (Newton)	Hyde	£2,768.64
LRSO (O) 1 Aug to 4 Nov – 96 day payment	Centre Pointe Limited	Denton	£4,800.00
LRSO (O) 1 Aug to 4 Nov – 96 day payment	CIS Equestrian	Mottram	£3,202.29
LRSO (O) 1 Aug to 22 Oct – 83 day payment	CJW Droylsden Limited	Droylsden	£4,150.00
LRSO (O) 1 Aug to 4 Nov – 96 day payment	Top Gun Flight Simulator Centre	Stalybridge	£3,202.29
LRSO (O) 1 Aug to 4 Nov – 96 day payment	Curzon Ashton Football Club Ltd	Ashton-under-Lyne	£4,800.00
LRSO (O) 1 Aug to 22 Oct – 83 day payment	Mossley AFC Ltd	Mossley	£2,768.64
LRSO (O) 1 Aug to 4 Nov – 96 day payment	Denton Golf Club Limited	Denton	£7,200.00
LRSO (O) 1 Aug to 4 Nov – 96 day payment	Werneth Low Golf Club	Hyde	£4,800.00
LRSO (O) 1 Aug to 22 Oct – 83 day payment	DENTON LIBERAL CLUB	Denton	£2,768.64
LRSO (O) 1 Aug to 22 Oct – 83 day payment	Denton St Lawrence Cricket Club	Denton	£2,768.64
LRSO (O) 1 Aug to 22 Oct – 83 day payment	Denton West End Working Men's Social Club Limited	Denton	£2,768.64
LRSO (O) 1 Aug to 22 Oct – 83 day payment	Denton Working Mens Club&INST	Denton	£2,768.64
LRSO (O) 1 Aug to 4 Nov – 96 day payment	Derby Pub Company, The Angel	Dukinfield	£3,202.29
LRSO (O) 1 Aug to 4 Nov – 96 day payment	Af Transformation Academy Ltd	Broadbottom	£3,202.29
LRSO (O) 1 Aug to 4 Nov – 96 day payment	Droylsden Catholic Club	Droylsden	£3,202.29
LRSO (O) 1 Aug to 22 Oct – 83 day payment	Droylsden Cricket Club	Droylsden	£2,768.64
LRSO (O) 1 Aug to 22 Oct – 83 day payment	Dukinfield Cricket Club	Dukinfield	£2,768.64
LRSO (O) 1 Aug to 4 Nov – 96 day payment	Dukinfield Masonic Club	Dukinfield	£3,202.29
LRSO (O) 1 Aug to 22 Oct – 83 day payment	Dukinfield Rugby Football club LTD	Dukinfield	£2,768.64

LRSO (O) 1 Aug to 4 Nov – 96 day payment	Fairfield Golf & Sailing Club	Audenshaw	£7,200.00
LRSO (O) 1 Aug to 4 Nov – 96 day payment	Lquinn Training	Mossley	£3,202.29
LRSO (O) 1 Aug to 4 Nov – 96 day payment	Florence & Amelia's Limited	Stalybridge	£3,202.29
LRSO (O) 1 Aug to 4 Nov – 96 day payment	Fosters food and drink	Hyde	£3,202.29
LRSO (O) 1 Aug to 4 Nov – 96 day payment	Frankies	Hyde	£3,202.29
LRSO (O) 1 Aug to 22 Oct – 83 day payment	G & D NEWTON LIMITED	Hyde	£2,768.64
LRSO (O) 1 Aug to 4 Nov – 96 day payment	giovannis	Droylsden	£3,202.29
LRSO (O) 1 Aug to 4 Nov – 96 day payment	Globe Café	Dukinfield	£3,202.29
LRSO (O) 1 Aug to 4 Nov – 96 day payment	Busybodz Ltd	Droylsden	£3,202.29
LRSO (O) 1 Aug to 4 Nov – 96 day payment	Gracies Bar and Kitchen	Hyde	£3,202.29
LRSO (O) 1 Aug to 4 Nov – 96 day payment	The Hayloft Ltd	Stalybridge	£3,202.29
LRSO (O) 1 Aug to 4 Nov – 96 day payment	Gymlife Manchester Limited	Denton	£4,800.00
LRSO (O) 1 Aug to 22 Oct – 83 day payment	The Fun Depot	Ashton-under-Lyne	£4,150.00
LRSO (O) 1 Aug to 22 Oct – 83 day payment	Hare and Hounds	Stalybridge	£2,768.64
LRSO (O) 1 Aug to 22 Oct – 83 day payment	Harewood arms Ltd	Broadbottom	£4,150.00
LRSO (O) 1 Aug to 22 Oct – 83 day payment	Haughton Green Conservative Club	Denton	£2,768.64
LRSO (O) 1 Aug to 22 Oct – 83 day payment	HMPR Pubs Ltd. The Old fleece Hotel	Stalybridge	£4,150.00
LRSO (O) 1 Aug to 4 Nov – 96 day payment	unique fitness and spa ltd	Ashton-under-Lyne	£4,800.00
LRSO (O) 1 Aug to 4 Nov – 96 day payment	Gracie Jiu Jitsu Tameside	Mossley	£3,202.29
LRSO (O) 1 Aug to 4 Nov – 96 day payment	Viva Combat Athletics	Ashton-under-Lyne	£3,202.29
LRSO (O) 1 Aug to 4 Nov – 96 day payment	Inglenook Inns and Taverns GK Lt	Dukinfield	£3,202.29
LRSO (O) 1 Aug to 4 Nov – 96 day payment	Innovative Arts Centre CIC	Dukinfield	£3,202.29
LRSO (O) 1 Aug to 4 Nov – 96 day payment	Jasmine Tea Rooms	Ashton-under-Lyne	£3,202.29
LRSO (O) 1 Aug to 4 Nov – 96 day payment	Jolly Carter (NW) Ltd	Droylsden	£3,202.29
LRSO (O) 1 Aug to 4 Nov – 96 day payment	Judges Bar	Stalybridge	£3,202.29
LRSO (O) 1 Aug to 22 Oct – 83 day payment	Back Lane W.M.C.	Hyde	£2,768.64

LRSO (O) 1 Aug to 4 Nov – 96 day payment	RockNGolf NW CIC	Droylsden	£3,202.29
LRSO (O) 1 Aug to 4 Nov – 96 day payment	Kakoli restaurant	Droylsden	£3,202.29
LRSO (O) 1 Aug to 22 Oct – 83 day payment	Kennedy's Performing Arts	Droylsden	£2,768.64
LRSO (O) 1 Aug to 22 Oct – 83 day payment	Khaleasi Nightclub	Stalybridge	£4,150.00
LRSO (O) 1 Aug to 4 Nov – 96 day payment	Kiddies roundabouts	Ashton-under-Lyne	£3,202.29
LRSO (O) 1 Aug to 4 Nov – 96 day payment	Kitchen & Co	Stalybridge	£3,202.29
LRSO (O) 1 Aug to 22 Oct – 83 day payment	The Albion	Dukinfield	£2,768.64
LRSO (O) 1 Aug to 22 Oct – 83 day payment	Lancashire Ward No.2 Con Club	Stalybridge	£2,768.64
LRSO (O) 1 Aug to 22 Oct – 83 day payment	LEGENDZ PUBLIC HOUSE	Stalybridge	£2,768.64
LRSO (O) 1 Aug to 4 Nov – 96 day payment	Lillys Patisserie & Bistro	Ashton-under-Lyne	£3,202.29
LRSO (O) 1 Aug to 22 Oct – 83 day payment	Lily's Indian Vegetarian Cuisine Limited	Ashton-under-Lyne	£4,150.00
LRSO (O) 1 Aug to 22 Oct – 83 day payment	MS Taverns NW Ltd	Dukinfield	£2,768.64
LRSO (O) 1 Aug to 4 Nov – 96 day payment	Los amigos tapas	Denton	£3,202.29
LRSO (O) 1 Aug to 4 Nov – 96 day payment	love ltd mumbai	Denton	£3,202.29
LRSO (O) 1 Aug to 4 Nov – 96 day payment	Old Hunters Tavern	Stalybridge	£4,800.00
LRSO (O) 1 Aug to 4 Nov – 96 day payment	Massarella Restaurants Ltd	Ashton-under-Lyne	£4,800.00
LRSO (O) 1 Aug to 4 Nov – 96 day payment	MBPT	Stalybridge	£3,202.29
LRSO (O) 1 Aug to 22 Oct – 83 day payment	Miners Arms	Ashton-under-Lyne	£2,768.64
LRSO (O) 1 Aug to 4 Nov – 96 day payment	Mobile Gourmet Kitchen	Mossley	£4,800.00
LRSO (O) 1 Aug to 22 Oct – 83 day payment	The Royal Oak Hotel	Ashton-under-Lyne	£2,768.64
LRSO (O) 1 Aug to 22 Oct – 83 day payment	The Warrington Arms	Ashton-under-Lyne	£4,150.00
LRSO (O) 1 Aug to 22 Oct – 83 day payment	Buxton inn	Droylsden	£4,150.00
LRSO (O) 1 Aug to 22 Oct – 83 day payment	Mumbai to London Cafe	Droylsden	£2,768.64
LRSO (O) 1 Aug to 22 Oct – 83 day payment	Coach and Horses	Denton	£4,150.00
LRSO (O) 1 Aug to 22 Oct – 83 day payment	Old Ball Inn	Ashton-under-Lyne	£2,768.64
LRSO (O) 1 Aug to 4 Nov – 96 day payment	Old Cross Tapas & Grill	Ashton-under-Lyne	£3,202.29

LRSO (O) 1 Aug to 4 Nov – 96 day payment	Fletchers Arms Ltd	Denton	£7,200.00
LRSO (O) 1 Aug to 4 Nov – 96 day payment	OLD PLAZA LTD	Audenshaw	£4,800.00
LRSO (O) 1 Aug to 4 Nov – 96 day payment	PAGLIACCI RESTAURANT	Hyde	£4,800.00
LRSO (O) 1 Aug to 4 Nov – 96 day payment	Paint a pot cafe - child partys	Mossley	£3,202.29
LRSO (O) 1 Aug to 4 Nov – 96 day payment	Pasta and basta	Ashton-under-Lyne	£3,202.29
LRSO (O) 1 Aug to 4 Nov – 96 day payment	Pegs Langtern	Ashton-under-Lyne	£4,800.00
LRSO (O) 1 Aug to 4 Nov – 96 day payment	Platform Performance	Dukinfield	£3,202.29
LRSO (O) 1 Aug to 22 Oct – 83 day payment	Premier Events & Entertainment Ltd	Denton	£2,768.64
LRSO (O) 1 Aug to 4 Nov – 96 day payment	Progressive Sports parents and community partnersh	Denton	£3,202.29
LRSO (O) 1 Aug to 4 Nov – 96 day payment	Pyramid Snooker Club	Dukinfield	£3,202.29
LRSO (O) 1 Aug to 4 Nov – 96 day payment	Questbrand Ltd	Hyde	£3,202.29
LRSO (O) 1 Aug to 22 Oct – 83 day payment	Red Lion L&B Ltd	Denton	£2,768.64
LRSO (O) 1 Aug to 22 Oct – 83 day payment	Red Rose Restaurant	Ashton-under-Lyne	£2,768.64
LRSO (O) 1 Aug to 22 Oct – 83 day payment	REINDEER INN	Stalybridge	£2,768.64
LRSO (O) 1 Aug to 4 Nov – 96 day payment	ridge hill lane wmc	Stalybridge	£3,202.29
LRSO (O) 1 Aug to 22 Oct – 83 day payment	Hare and Hounds	Ashton-under-Lyne	£4,150.00
LRSO (O) 1 Aug to 4 Nov – 96 day payment	Rising Moon (Matley Lane) Limited	Hyde	£3,202.29
LRSO (O) 1 Aug to 4 Nov – 96 day payment	Riverside sandwich bar and cafe	Audenshaw	£3,202.29
LRSO (O) 1 Aug to 22 Oct – 83 day payment	ROBERT RIMMER PHOENIX CAMP LIMITED	Denton	£2,768.64
LRSO (O) 1 Aug to 22 Oct – 83 day payment	junction inn	Ashton-under-Lyne	£4,150.00
LRSO (O) 1 Aug to 4 Nov – 96 day payment	Rosie's coffee bar and kitchen Ashton	Ashton-under-Lyne	£4,800.00
LRSO (O) 1 Aug to 4 Nov – 96 day payment	Safrasia LTD	Hyde	£3,202.29
LRSO (O) 1 Aug to 22 Oct – 83 day payment	Salisbury Conservative Club	Droylsden	£2,768.64
LRSO (O) 1 Aug to 4 Nov – 96 day payment	San Remo	Denton	£3,202.29
LRSO (O) 1 Aug to 4 Nov – 96 day payment	San Rocco (Group) Ltd	Ashton-under-Lyne	£7,200.00
LRSO (O) 1 Aug to 4 Nov – 96 day payment	Sandowl	Hyde	£4,800.00

LRSO (O) 1 Aug to 4 Nov – 96 day payment	Sandra D's	Denton	£3,202.29
LRSO (O) 1 Aug to 4 Nov – 96 day payment	SBH THE GRAPES RESTAURANT	Hyde	£4,800.00
LRSO (O) 1 Aug to 4 Nov – 96 day payment	Selections	Denton	£3,202.29
LRSO (O) 1 Aug to 4 Nov – 96 day payment	SFC Gym	Denton	£3,202.29
LRSO (O) 1 Aug to 4 Nov – 96 day payment	Si Foods Ltd t/a Jumparooz	Ashton-under-Lyne	£4,800.00
LRSO (O) 1 Aug to 4 Nov – 96 day payment	Silver Lining Studios	Denton	£3,202.29
LRSO (O) 1 Aug to 4 Nov – 96 day payment	Spice bistro limited	Hyde	£3,202.29
LRSO (O) 1 Aug to 22 Oct – 83 day payment	St8 Of Art	Ashton-under-Lyne	£2,768.64
LRSO (O) 1 Aug to 4 Nov – 96 day payment	Stables Resturant	Hyde	£3,202.29
LRSO (O) 1 Aug to 4 Nov – 96 day payment	Stalybridge Celtic FC Ltd	Stalybridge	£4,800.00
LRSO (O) 1 Aug to 4 Nov – 96 day payment	Stamford (Stalybridge) Golf Club	Stalybridge	£4,800.00
LRSO (O) 1 Aug to 4 Nov – 96 day payment	JW Lees & Co (Brewers) Ltd	Ashton-under-Lyne	£7,200.00
LRSO (O) 1 Aug to 4 Nov – 96 day payment	Suzanne's	Denton	£3,202.29
LRSO (O) 1 Aug to 4 Nov – 96 day payment	Sweet Vintage	Mossley	£3,202.29
LRSO (O) 1 Aug to 4 Nov – 96 day payment	Tame Valley Hotel	Dukinfield	£3,202.29
LRSO (O) 1 Aug to 4 Nov – 96 day payment	TARPS ASHTON LIMITED	Ashton-under-Lyne	£3,202.29
LRSO (O) 1 Aug to 4 Nov – 96 day payment	TCX martial arts and fitness	Dukinfield	£3,202.29
LRSO (O) 1 Aug to 22 Oct – 83 day payment	TE Cordwell (Hyde) Ltd	Hyde	£4,150.00
LRSO (O) 1 Aug to 22 Oct – 83 day payment	The Blazing Rag Ltd	Mossley	£2,768.64
LRSO (O) 1 Aug to 4 Nov – 96 day payment	The Britannia Inn	Mossley	£3,202.29
LRSO (O) 1 Aug to 22 Oct – 83 day payment	Lady Smith Ashton LTD	Ashton-under-Lyne	£2,768.64
LRSO (O) 1 Aug to 22 Oct – 83 day payment	The Buxton Inn	Hyde	£4,150.00
LRSO (O) 1 Aug to 22 Oct – 83 day payment	Lord Napier Inn	Ashton-under-Lyne	£2,768.64
LRSO (O) 1 Aug to 22 Oct – 83 day payment	The Church Inn	Mossley	£2,768.64
LRSO (O) 1 Aug to 4 Nov – 96 day payment	THE COACH HOUSE	Ashton-under-Lyne	£3,202.29
LRSO (O) 1 Aug to 22 Oct – 83 day payment	The Crown And Cushion	Hyde	£2,768.64
LRSO (O) 1 Aug to 22 Oct – 83 day payment	The Fox tavern	Stalybridge	£2,768.64

LRSO (O) 1 Aug to 22 Oct – 83 day payment	NEW BRIDGE INN	Mossley	£2,768.64
LRSO (O) 1 Aug to 4 Nov – 96 day payment	The Gillery	Mossley	£4,800.00
LRSO (O) 1 Aug to 4 Nov – 96 day payment	The Gold Medal Restaurant Limited	Ashton-under-Lyne	£4,800.00
LRSO (O) 1 Aug to 4 Nov – 96 day payment	The Grapes Hotel (Gee Cross) LTD	Hyde	£4,800.00
LRSO (O) 1 Aug to 22 Oct – 83 day payment	STRAWBERRY GARDENS PUB LTD	Droylsden	£2,768.64
LRSO (O) 1 Aug to 4 Nov – 96 day payment	The Ho Ho	Mossley	£4,800.00
LRSO (O) 1 Aug to 4 Nov – 96 day payment	The Jam Works Droylsden	Droylsden	£4,800.00
LRSO (O) 1 Aug to 4 Nov – 96 day payment	THE JOLLY HATTERS	Denton	£4,800.00
LRSO (O) 1 Aug to 4 Nov – 96 day payment	The Lazy Toad	Droylsden	£3,202.29
LRSO (O) 1 Aug to 4 Nov – 96 day payment	The Lord Nelson	Ashton-under-Lyne	£3,202.29
LRSO (O) 1 Aug to 4 Nov – 96 day payment	The Lunch Ladies	Hyde	£3,202.29
LRSO (O) 1 Aug to 22 Oct – 83 day payment	The new cake and sandwich shop	Hyde	£2,768.64
LRSO (O) 1 Aug to 22 Oct – 83 day payment	The New Stalybridge Labour Club Ltd	Stalybridge	£2,768.64
LRSO (O) 1 Aug to 4 Nov – 96 day payment	The Nicholson Academy	Droylsden	£3,202.29
LRSO (O) 1 Aug to 22 Oct – 83 day payment	The Old Thirteenth Cheshire Astley Volunteer Rifle	Stalybridge	£2,768.64
LRSO (O) 1 Aug to 22 Oct – 83 day payment	The Orange Tree Restaurant	Denton	£2,768.64
LRSO (O) 1 Aug to 22 Oct – 83 day payment	The Butchers Arms	Mossley	£2,768.64
LRSO (O) 1 Aug to 22 Oct – 83 day payment	THE CARTERS ARMS	Denton	£2,768.64
LRSO (O) 1 Aug to 4 Nov – 96 day payment	THE PITSTOP	Hyde	£3,202.29
LRSO (O) 1 Aug to 22 Oct – 83 day payment	The Oxford	Ashton-under-Lyne	£2,768.64
LRSO (O) 1 Aug to 22 Oct – 83 day payment	The Pit Stop Denton Ltd	Denton	£2,768.64
LRSO (O) 1 Aug to 4 Nov – 96 day payment	The Sandwich Station	Ashton-under-Lyne	£3,202.29
LRSO (O) 1 Aug to 4 Nov – 96 day payment	The snack shack	Ashton-under-Lyne	£3,202.29
LRSO (O) 1 Aug to 4 Nov – 96 day payment	THE STABLES	Ashton-under-Lyne	£3,202.29
LRSO (O) 1 Aug to 22 Oct – 83 day payment	The stamford arms	Stalybridge	£2,768.64
LRSO (O) 1 Aug to 22 Oct – 83 day payment	THE TEA CUP CAFE	Droylsden	£2,768.64

LRSO (O) 1 Aug to 22 Oct – 83 day payment	The Queen Vic Denton LTD	Denton	£4,150.00
LRSO (O) 1 Aug to 22 Oct – 83 day payment	The Trafalgar	Ashton-under-Lyne	£2,768.64
LRSO (O) 1 Aug to 22 Oct – 83 day payment	The Woodman Inn	Ashton-under-Lyne	£2,768.64
LRSO (O) 1 Aug to 22 Oct – 83 day payment	Thyme to Eat	Ashton-under-Lyne	£2,768.64
LRSO (O) 1 Aug to 4 Nov – 96 day payment	Tigellae Limited	Hyde	£3,202.29
LRSO (O) 1 Aug to 22 Oct – 83 day payment	Toastie Taverns Ltd	Stalybridge	£2,768.64
LRSO (O) 1 Aug to 22 Oct – 83 day payment	Top End Bar (Stamford St) Ltd	Ashton-under-Lyne	£4,150.00
LRSO (O) 1 Aug to 4 Nov – 96 day payment	900 Degrees	Ashton-under-Lyne	£7,200.00
LRSO (O) 1 Aug to 4 Nov – 96 day payment	Ultimate Fitness Limited	Stalybridge	£3,202.29
LRSO (O) 1 Aug to 4 Nov – 96 day payment	Denton Labour Club	Denton	£3,202.29
LRSO (O) 1 Aug to 22 Oct – 83 day payment	Guide Bridge Conservative Club	Ashton-under-Lyne	£2,768.64
LRSO (O) 1 Aug to 4 Nov – 96 day payment	Victoria	Dukinfield	£3,202.29
LRSO (O) 1 Aug to 22 Oct – 83 day payment	Chuckles Fun Factory	Dukinfield	£4,150.00
LRSO (O) 1 Aug to 4 Nov – 96 day payment	Waggon& Horses (Matley) Ltd	Stalybridge	£7,200.00
LRSO (O) 1 Aug to 4 Nov – 96 day payment	Wah Gwaan Caribbean Cafe	Denton	£3,202.29
LRSO (O) 1 Aug to 22 Oct – 83 day payment	Waterloo and Taunton Conservative Club	Ashton-under-Lyne	£2,768.64
LRSO (O) 1 Aug to 4 Nov – 96 day payment	United Sports Coaching	Ashton-under-Lyne	£3,202.29
LRSO (O) 1 Aug to 4 Nov – 96 day payment	Denton Cricket Club	Denton	£3,202.29
LRSO (O) 1 Aug to 4 Nov – 96 day payment	Wonderland Tea Rooms	Stalybridge	£3,202.29
LRSO (O) 1 Aug to 22 Oct – 83 day payment	Hollywood Bowl	Ashton-under-Lyne	£6,225.00
LRSO (O) 1 Aug to 4 Nov – 96 day payment	Wrights Alfresco Café	Ashton-under-Lyne	£4,800.00
LRSO (O) 1 Aug to 4 Nov – 96 day payment	YASSOU LIMITED	Dukinfield	£3,202.29
LRSO (O) 1 Aug to 22 Oct – 83 day payment	Working mens club (PUB)	Droylsden	£4,150.00

Additional Restrictions Grant (ARG) Paid to 25 January 2021

Fund applied to	Business Name	Town	Payment £
ARG	CIS Equestrian	Mottram	£1,000.00
ARG	Crafty Creations MCR	Stalybridge	£1,000.00
ARG	PD Joinery	Hyde	£1,000.00
ARG	A Harris Contracts Limited	Denton	£1,000.00
ARG	David Charlesworth t/a Chipsaway	Dukinfield	£1,000.00
ARG	The Millstone Brewery Limited	Mossley	£1,000.00
ARG	1st Stop Glass Ltd	Hyde	£2,500.00
ARG	Francis Kirk & Son	Denton	£2,500.00
ARG	traki-iski Ltd	Hyde	£1,000.00
ARG	Impact sign and print Ltd	Denton	£1,000.00
ARG	2G Fabrications Ltd	Ashton-under-Lyne	£2,500.00
ARG	Translink International Sales Limited	Denton	£1,000.00
ARG	Viva Doors Ltd	Ashton-under-Lyne	£2,500.00
ARG	Ventalux Ltd. T/a Jobelles	Stalybridge	£1,000.00
ARG	James Hacking Interiors Ltd	Hyde	£2,500.00
ARG	Dasilad Limited	Ashton-under-Lyne	£1,000.00
ARG	Barrows Cartons Ltd	Mossley	£1,000.00
ARG	Gladiator Foam Ltd	Mossley	£1,000.00
ARG	Tibard Ltd	Dukinfield	£10,000.00
ARG	George Sixsmith & Son Ltd	Mossley	£1,000.00
ARG	Citibloks Limited	Stalybridge	£1,000.00
ARG	Minuteman Press Ashton	Ashton-under-Lyne	£1,000.00
ARG	RRW Holding Company LTD	Dukinfield	£1,000.00
ARG	Tameside Welding & Fabrication LTD	Stalybridge	£1,000.00
ARG	Lloyds Energy Ltd	Ashton-under-Lyne	£1,000.00
ARG	Allweatherwindowsandconservatoryroofs.co.uk	Stalybridge	£1,000.00
ARG	Adamson Construction	Dukinfield	£2,500.00
ARG	DEC-APPROVED LTD	Ashton-under-Lyne	£1,000.00
ARG	Box storage UK ltd	Denton	£1,000.00
ARG	Xpert Solutionz	Droylsden	£1,000.00
ARG	Paint North	Dukinfield	£1,000.00
ARG	Williams Bros Ltd	Ashton-under-Lyne	£1,000.00
ARG	Atlas Mastergas	Ashton-Under-Lyne	£1,000.00
ARG	Heather Whitworth T/A Paws and Claws	Ashton-under-Lyne	£1,000.00
ARG	BlessedSolomon	Ashton-under-Lyne	£1,000.00
ARG	John Street Bakery ltd	Ashton-under-Lyne	£1,000.00
ARG	Duel Autocare Ltd	Denton	£1,000.00
ARG	Ucan Financial Services Ltd	Hyde	£1,000.00
ARG	ashton car sales	Ashton-under-Lyne	£1,000.00

ARG	Chicken Barbeque	Ashton-under-Lyne	£1,000.00
ARG	C&M Supplies Ltd	Ashton-under-Lyne	£1,000.00
ARG	Global food (ashton) Ltd	Ashton-under-Lyne	£1,000.00
ARG	Khan Foods ltd	Ashton-under-Lyne	£2,500.00
ARG	Newspot	Hyde	£1,000.00
ARG	Traditional food and drink Ltd	Ashton-under-Lyne	£1,000.00
ARG	Ashton Farmhouse Deli	Ashton-under-Lyne	£1,000.00
ARG	Thirsty Soft Drinks Ltd	Dukinfield	£1,000.00
ARG	Direct Business Equipment Ltd	Ashton-under-Lyne	£2,500.00
ARG	Happy Daze	Ashton-under-Lyne	£1,000.00
ARG	Wear UK Ltd	Stalybridge	£1,000.00
ARG	Bloominlully	Hyde	£1,000.00
ARG	Michael Hall Florist	Ashton-under-Lyne	£1,000.00
ARG	Ghuri off licence ltd	Ashton-under-Lyne	£1,000.00
ARG	H N NUTTALL LTD	Hyde	£10,000.00
ARG	M&G Autos	Ashton-under-Lyne	£1,000.00
ARG	Creatives at ... Ltd	Stalybridge	£1,000.00
ARG	Cabins & Spas Ltd	Ashton-under-Lyne	£1,000.00
ARG	Instyle kitchen and bedrooms ltd	Dukinfield	£1,000.00
ARG	NB Electronics Ltd	Hyde	£1,000.00
ARG	Dreamland floors (Ashton) Limited	Ashton-under-Lyne	£2,500.00
ARG	Keyfax Manchester Ltd	Dukinfield	£1,000.00
ARG	Smart Move Mobility	Dukinfield	£1,000.00
ARG	Hari Market News	Ashton-under-Lyne	£1,000.00
ARG	Rogersons Wines	Ashton-under-Lyne	£1,000.00
ARG	Hyde Pet Foods	Hyde	£1,000.00
ARG	Pet Galore	Hyde	£1,000.00
ARG	M60 Printing	Denton	£1,000.00
ARG	Gladwrags2	Stalybridge	£1,000.00
ARG	Al-Amin Foodstore Ltd	Hyde	£1,000.00
ARG	Colin & Michael Boyle Golf LTD	Ashton-under-Lyne	£1,000.00
ARG	Amjad Bags	Hyde	£1,000.00
ARG	EYES FIRST UK LTD	Hyde	£2,500.00
ARG	MUSIC AND MOVIES	Hyde	£1,000.00
ARG	Foams 4 Sports Ltd	Ashton-under-Lyne	£2,500.00
ARG	Climax Pro-Squash Limited	Mossley	£1,000.00
ARG	CB Supplies Ltd	Dukinfield	£1,000.00
ARG	Penny meadow supermarket	Ashton-under-Lyne	£1,000.00
ARG	Safety Zone (Europe) Ltd.	Mottram	£1,000.00
ARG	sweet official limited	Hyde	£2,500.00
ARG	Able Board Co Ltd	Stalybridge	£1,000.00
ARG	A and N Mason	Ashton-under-Lyne	£1,000.00
ARG	The Local Wine Company Ltd	Hyde	£1,000.00
ARG	Northwest Drinks LTD	Ashton-under-Lyne	£1,000.00
ARG	The Storage Park Limited	Ashton-under-Lyne	£1,000.00

ARG	Parkway Transport	Hyde	£1,000.00
ARG	Pony Pickups	Ashton-under-Lyne	£1,000.00
ARG	TK Accident Repair Centre LTD	Ashton-under-Lyne	£1,000.00
ARG	Ashton quality cars ltd	Ashton-under-Lyne	£1,000.00
ARG	Halpins autos	Ashton-under-Lyne	£1,000.00
ARG	complete vehicle conversions ltd	Denton	£1,000.00
ARG	Cheshire autos and salvage limited	Dukinfield	£1,000.00
ARG	reeds garage limited	Hyde	£1,000.00
ARG	GARES Ltd	Ashton-under-Lyne	£1,000.00
ARG	The curry market	Hyde	£1,000.00
ARG	The Breakfast Bar	Hyde	£1,000.00
ARG	The Sandwich Shop	Ashton-under-Lyne	£1,000.00
ARG	Pasta and basta	Ashton-under-Lyne	£1,000.00
ARG	Greenwood Catering	Ashton-under-Lyne	£2,500.00
ARG	Questbrand Ltd	Hyde	£2,500.00
ARG	Manchester Road Takeaway Ltd	Droylsden	£1,000.00
ARG	Woondaal limited	Ashton-under-Lyne	£1,000.00
ARG	CGF Investments Limited	Hyde	£1,000.00
ARG	Stanley square kebab house	Stalybridge	£1,000.00
ARG	Manns Wharf Ltd	Mossley	£1,000.00
ARG	Raajas kebab house	Droylsden	£1,000.00
ARG	SBH THE GRAPES RESTAURANT	Hyde	£2,500.00
ARG	Food 2 Go	Stalybridge	£1,000.00
ARG	Advanced Dishwasher Repairs Ltd	Mossley	£1,000.00
ARG	Premier Petrol Stations Ltd	Ashton-under-Lyne	£1,000.00
ARG	The jerk stop Mcr	Hyde	£1,000.00
ARG	Bennys grill and desserts	Ashton-under-Lyne	£1,000.00
ARG	Relish (York) / Naked Bean Coffee	Mossley	£1,000.00
ARG	CPU WORLD UK LTD	Audenshaw	£1,000.00
ARG	William Brown & Company Ltd	Ashton-under-Lyne	£1,000.00
ARG	Technologylab Ltd	Denton	£1,000.00
ARG	safeway money transfer and travels	Ashton-under-Lyne	£1,000.00
ARG	north west utility solutions limited	Audenshaw	£2,500.00
ARG	Taylor Whittakers Accountancy Ltd	Dukinfield	£1,000.00
ARG	Scott,Roberts,Taylor & Co	Hyde	£2,500.00
ARG	CASTLE FINANCIAL AND MORTGAGE SERVICES	Denton	£1,000.00
ARG	Pennine Medicare Ltd	Ashton-under-Lyne	£1,000.00
ARG	Jateen Lad Limited	Ashton-under-Lyne	£1,000.00
ARG	Natural Spa	Ashton-under-Lyne	£1,000.00
ARG	SINGHAR BEAUTY RMU/KIOSK	Ashton-under-Lyne	£1,000.00
ARG	Tiptoes Child Therapy Services Ltd	Mossley	£1,000.00
ARG	Lauren vickerstaff	Stalybridge	£1,000.00
ARG	WESTBOURNE LEGAL SERVICES LTD	Ashton-under-Lyne	£1,000.00
ARG	ADVANCED PHYSIOTHERAPY	Audenshaw	£1,000.00
ARG	Julie Booth T/As Booth and Associates	Stalybridge	£1,000.00

ARG	Software Systems Europe Ltd	Hyde	£1,000.00
ARG	Mark L Ryan Solicitors	Ashton-under-Lyne	£1,000.00
ARG	INSURANCE CLAIMS DIRECT	Ashton-under-Lyne	£1,000.00
ARG	The Beauty Box	Denton	£1,000.00
ARG	Appleton Childcare Club	Hyde	£1,000.00
ARG	Autofix & performance Ltd	Mossley	£1,000.00
ARG	Snobby Dogs Denton	Denton	£1,000.00
ARG	Natalies Hair	Hyde	£1,000.00
ARG	THE PRESS GANG STALL I8	Ashton-under-Lyne	£1,000.00
ARG	Skools Out Ltd	Mossley	£1,000.00
ARG	Pest Guard North West Ltd	Denton	£1,000.00
ARG	Little Giggles Private Day nursery & Preschool	Ashton-under-Lyne	£10,000.00
ARG	LusciousLocks	Denton	£1,000.00
ARG	Mossley Community Associaton	Mossley	£1,000.00
ARG	Progressive Sports parents and community partnersh	Denton	£1,000.00
ARG	Fab Partnership Ltd	Denton	£1,000.00
ARG	FIX8Group (Manchester) Ltd	Denton	£2,500.00
ARG	New Image Lighting Limited	Stalybridge	£1,000.00
ARG	Kiddies roundabouts	Ashton-under-Lyne	£1,000.00
ARG	LOWE MARTIAL ARTS LIMITED	Denton	£1,000.00
ARG	Silver Lining Studios	Denton	£1,000.00
ARG	Wilderness Development Outdoors LLP	Stalybridge	£1,000.00
ARG	Moo Music Tameside East & Glossop	Stalybridge	£1,000.00
ARG	Innovative Arts Centre CIC	Dukinfield	£1,000.00
ARG	Bushido Media Ltd	Mossley	£1,000.00
ARG	DK services (NW) Ltd	Ashton-under-Lyne	£1,000.00
ARG	Georgina Golata beauty	Droylsden	£1,000.00
ARG	Facial beauty by porsche	Hyde	£1,000.00
ARG	Marzena Wojtowicz	Ashton-under-Lyne	£1,000.00
ARG	RP Beauty ltd	Ashton-under-Lyne	£1,000.00
ARG	Imamah beauty brow bar	Hyde	£1,000.00
ARG	Total hair and beauty	Mossley	£1,000.00
ARG	Melanie White Beauty and Holistic Therapies	Hyde	£1,000.00
ARG	Rebecca's Beauty	Denton	£1,000.00
ARG	Pippa Alexandra's Beauty Clinic	Stalybridge	£1,000.00
ARG	BEAUTY BOSS	Ashton-under-Lyne	£1,000.00
ARG	Glamour Inc Ltd	Mossley	£1,000.00
ARG	Marshmallow Aesthetics	Hyde	£1,000.00
ARG	Standrick hill boarding kennels	Stalybridge	£1,000.00
ARG	Whitegate Boarding Kennels Limited	Hyde	£1,000.00
ARG	Marketaylor Limited	Hyde	£1,000.00
ARG	RVA SURVEYORS LIMITED	Denton	£10,000.00
ARG	First Aid For All Limited	Audenshaw	£1,000.00
ARG	Detox Juice Bar	Ashton-under-Lyne	£1,000.00

ARG	S&S Motor Bodies	Ashton-under-Lyne	£1,000.00
ARG	Direct Used Cars	Dukinfield	£1,000.00
ARG	Top Hand Car Wash	Ashton-under-Lyne	£2,500.00
ARG	Twinkle Star Pre School Ltd	Droylsden	£1,000.00
ARG	Bright Futures Day Nursery Limited	Stalybridge	£2,500.00
ARG	PCs manchester ltd	Droylsden	£1,000.00
ARG	Tibard Laundry Services Ltd	Ashton-under-Lyne	£2,500.00
ARG	Derek Barnes Properties	Ashton-under-Lyne	£1,000.00
ARG	K E Sagar Ltd	Stalybridge	£2,500.00
ARG	Ashton Prep School Ltd	Ashton-under-Lyne	£2,500.00
ARG	Visual Architekts LTD	Hyde	£2,500.00
ARG	Happy Dogs Daycare Limited	Dukinfield	£1,000.00
ARG	Happy Dogs Grooming	Dukinfield	£1,000.00
ARG	Pampered paws	Hyde	£1,000.00
ARG	Dirty Laundry (Manchester) Ltd	Droylsden	£1,000.00
ARG	Kidz Stop Day Nursery	Ashton-under-Lyne	£1,000.00
ARG	The Village Nursery Pre-School	Hyde	£2,500.00
ARG	A-Tec engineering (UK) Limited	Denton	£1,000.00
ARG	Listen out events	Ashton-under-Lyne	£1,000.00
ARG	Bigwigs Entertainments Limited	Ashton-under-Lyne	£1,000.00
ARG	Rumour Entertainments (NW)Ltd	Ashton-under-Lyne	£1,000.00
ARG	LaVolta Events Ltd	Droylsden	£1,000.00
ARG	Zest Meetings & Events Limited	Mossley	£1,000.00
ARG	Synk Events Ltd	Hyde	£1,000.00
ARG	MURGHANOS LTD	Ashton-under-Lyne	£1,000.00
ARG	FOOD SPOT (STALYBRIDGE) LTD	Stalybridge	£1,000.00
ARG	fsw gas services ltd	Ashton-under-Lyne	£2,500.00
ARG	TMH Forklifts Ltd	Stalybridge	£1,000.00
ARG	Meadow Funeral Directors Ltd	Ashton-under-Lyne	£1,000.00
ARG	A&N Motoring Centre	Hyde	£1,000.00
ARG	ALMA ACCIDENT REPAIR CENTRE LTD	Dukinfield	£1,000.00
ARG	George White Ltd	Droylsden	£1,000.00
ARG	Alyssia J Garside	Stalybridge	£1,000.00
ARG	The Garden	Stalybridge	£1,000.00
ARG	The HairspeciAlist	Droylsden	£1,000.00
ARG	Louise Downing	Mottram	£1,000.00
ARG	Heckner Hairstylist	Ashton-under-Lyne	£1,000.00
ARG	PC Seconds	Denton	£1,000.00
ARG	Stephen Knight t/a Ice express	Ashton-under-Lyne	£1,000.00
ARG	CATER RENT UK LTD	Ashton-under-Lyne	£1,000.00
ARG	Clean Scene	Denton	£1,000.00
ARG	Martyn Rourke Ltd	Ashton-under-Lyne	£1,000.00
ARG	H & W (lift & shift) Limited	Dukinfield	£1,000.00
ARG	Kanittha Thai Massage	Ashton-under-Lyne	£1,000.00
ARG	G T Autos	Denton	£1,000.00

ARG	Polish it up MCR	Audenshaw	£1,000.00
ARG	Love Our Child	Ashton-under-Lyne	£2,500.00
ARG	Tots Time day nursery	Stalybridge	£1,000.00
ARG	Clockwork Day Nursery (Audenshaw) Ltd	Audenshaw	£2,500.00
ARG	Clockwork Day Nursery Ltd	Ashton-under-Lyne	£2,500.00
ARG	Dee Mac Childcare Ltd	Stalybridge	£2,500.00
ARG	Schofield Optometric Services Limited	Droylsden	£1,000.00
ARG	Groundwork Greater Manchester	Ashton-under-Lyne	£10,000.00
ARG	Fulcrum Sports Therapy Limited	Hyde	£1,000.00
ARG	signalize print ltd	Denton	£1,000.00
ARG	Jay print Ltd	Stalybridge	£1,000.00
ARG	R & P Printers	Dukinfield	£1,000.00
ARG	ABC Day Nursery	Hyde	£2,500.00
ARG	Grosvenor House Nursery Ltd	Denton	£2,500.00
ARG	Quadrant House PDN	Hyde	£2,500.00
ARG	Charlestown Private Day Nursery Ltd	Ashton-under-Lyne	£2,500.00
ARG	Stella from Bodywise	Ashton-under-Lyne	£1,000.00
ARG	Mayrose	Stalybridge	£1,000.00
ARG	Training Skills Academy	Ashton-under-Lyne	£1,000.00
ARG	The Dermaroom	Hyde	£1,000.00
ARG	JV &PM Hart ta Business Build	Hyde	£1,000.00
ARG	Black and White PPS Limited	Denton	£1,000.00
ARG	Chutney Massala	Dukinfield	£1,000.00
ARG	instatan ltd	Ashton-under-Lyne	£1,000.00
ARG	Evolution Smart Limited	Ashton-under-Lyne	£1,000.00
ARG	MANCHESTER VIDEO LIMITED	Stalybridge	£1,000.00
ARG	Selby Marketing Services Limited	Ashton-under-Lyne	£1,000.00
ARG	Trident Window Tints	Ashton-under-Lyne	£1,000.00