

**EXECUTIVE CABINET**

**Day:** Wednesday  
**Date:** 23 June 2021  
**Time:** 1.30 pm or at the rise of the Strategic Commissioning Board  
**Place:** George Hatton Hall, Town Hall, Dukinfield.

Item No.	AGENDA	Page No
1.	<b>APOLOGIES FOR ABSENCE</b> To receive any apologies for the meeting from Members of the Executive Cabinet.	
2.	<b>DECLARATIONS OF INTEREST</b> To receive any declarations of interest from Members of Executive Cabinet.	
3.	<b>MINUTES</b>	
a)	<b>EXECUTIVE CABINET</b> To consider the Minutes of the meeting of the Executive Cabinet held on 28 April 2021.	1 - 12
b)	<b>STRATEGIC COMMISSIONING BOARD</b> To receive the Minutes of the meeting of the Strategic Commissioning Board held on 28 April 2021.	13 - 20
c)	<b>EXECUTIVE BOARD</b> To receive the Minutes of the meetings of Executive Board held on: 14 April, 19 May, 2 June 2021.	21 - 52
4.	<b>2020/21 FINANCE OUTTURN REPORT</b> To consider the attached report of the Executive Member, Finance and Economic Growth / CCG Chair / Director of Finance.	53 - 140
5.	<b>ONE EQUALITY SCHEME ANNUAL UPDATE 2021</b> To consider the attached report of the Executive Member, Lifelong Learning, Equalities, Culture and Heritage / CCG Co-Chairs / Assistant Director, Policy, Performance and Communications.	141 - 214
6.	<b>OFSTED FOCUSED VISIT TO TAMESIDE CHILDREN'S SERVICES &amp; RESPONSE</b> To consider attached report of the Deputy Executive Leader (Children and	215 - 232

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

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	Families) / Director of Children's Services.	
<b>7.</b>	<b>COMMUNITY ASSET TRANSFER POLICY</b>	233 - 284
	To consider the attached report of the Executive Member, Finance and Economic Growth / Director of Growth.	
<b>8.</b>	<b>GODLEY GREEN - RESOLUTION IN PRINCIPLE TO USE COMPULSORY PURCHASE POWERS</b>	285 - 290
	To consider the attached report of the Executive Member, Housing, Planning and Employment / Director of Growth.	
<b>9.</b>	<b>EDUCATION SPECIALIST AND BASIC NEED CAPITAL PROJECTS</b>	291 - 356
	To consider the attached report of the Executive Member, Lifelong Learning, Equalities, Culture and Heritage / Director of Children's Services.	
<b>10.</b>	<b>ADULT COMMUNITY EDUCATION GRANT FUNDING - FUTURE PROVISION</b>	357 - 362
	To consider the attached report of the Executive Member, Lifelong Learning, Equalities, Culture and Heritage / Director of Growth.	
<b>11.</b>	<b>HATTERSLEY DEVELOPMENT AGREEMENT DEED OF VARIATION 2021</b>	363 - 366
	To consider the attached report of the Executive Member, Finance and Economic Growth / Director of Growth.	
<b>12.</b>	<b>LOCK KEEPERS SITE, DROYLSDEN</b>	367 - 372
	To consider the attached report of the Executive Member, Finance and Economic Growth / Director of Growth.	
<b>13.</b>	<b>HIGH STREET TASK FORCE</b>	373 - 378
	To consider the attached report of the Executive Member, Finance and Economic Growth / Director of Growth.	
<b>14.</b>	<b>NEW CUSTOMER SERVICE CENTRE DELIVERY MODEL</b>	379 - 410
	To consider the attached report of the Executive Member, Neighbourhoods, Community Safety and Environment / Assistant Director Operations and Neighbourhoods.	
<b>15.</b>	<b>STATEMENT OF COMMUNITY INVOLVEMENT</b>	411 - 454
	To consider the attached report of the Executive Member, Neighbourhoods, Community Safety and Environment / Assistant Director, Operations and Neighbourhoods.	
<b>16.</b>	<b>NEW BUILDING FOR HAWTHORNS SCHOOL</b>	455 - 464
	To consider the attached report of the Executive Member, Lifelong Learning, Equalities, Culture and Heritage / Director of Children's Services.	
<b>17.</b>	<b>URGENT ITEMS</b>	
	To consider any additional items the Chair is of the opinion shall be dealt with	

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as a matter of urgency.

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## EXECUTIVE CABINET 28 April 2021

Commenced: 1.55pm

Terminated: 2.35pm

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

<b>In Attendance:</b>	Dr Ashwin Ramachandra	Co-Chair, Tameside & Glossop CCG
	Dr Asad Ali	Co-Chair, Tameside & Glossop CCG
	Steven Pleasant	Chief Executive & Accountable Officer
	Sandra Stewart	Director of Governance & Pensions
	Kathy Roe	Director of Finance
	Steph Butterworth	Director of Adults Services
	Richard Hancock	Director of Children's Services
	Ian Saxon	Director of Operations and Neighbourhoods
	Jayne Traverse	Director of Growth
	Jeanelle De Gruchy	Director of Population Health
	Tom Wilkinson	Assistant Director of Finance
	Ian Duncan	Interim Assistant Director of Finance
	Sarah Threlfall	Assistant Director, Policy, Performance and Communication
	Ilys Cookson	Assistant Director, Exchequer Services
	James Mallion	Consultant, Public Health
	Catherine Moseley	Head of Access Services

### 175. DECLARATIONS OF INTEREST

There were no declarations of interest submitted by Members.

### 176. MINUTES OF EXECUTIVE CABINET

#### RESOLVED

That the Minutes of the meeting of the Executive Cabinet meeting held on 24 March 2021 be approved as a correct record.

### 177. MINUTES OF STRATEGIC COMMISSIONING BOARD

#### RESOLVED

That the Minutes of the meeting of the Strategic Commissioning Board held on 24 March 2021 be noted.

### 178. MINUTES OF EXECUTIVE BOARD

#### RESOLVED

That the Minutes of the meetings of Executive Board held on: 10 and 17 March 2021 be noted.

### 179. CARBON AND WASTE REDUCTION PANEL

#### RESOLVED

That the Minutes of the meeting of the Carbon and Waste Reduction Panel held on 17 March 2021 be noted.

## **180. CONSOLIDATED 2020/21 REVENUE MONITORING STATEMENT AT 28 FEBRUARY 2021**

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 28 February 2021 and forecasts to 31 March 2021.

It was reported that as at Month 11, the Strategic Commission was forecasting a net underspend of £0.204 by 31 March 2021. This was a small overall deterioration on the position reported at month 10 and reflected the reduced surplus on CCG budgets which was previously offsetting a larger overspend on Council Budgets. As further COVID funding continued to be made available to the Council in the final month of the year, this position may improve before the end of the financial year.

It was reported that whilst the overall forecast position remained broadly positive compared to the position earlier in the year, there remained significant variances in some service areas which were not attributed to COVID and which presented ongoing financial risks for future year

### **RESOLVED:**

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

## **181. UPDATE ON PROVISION OF SOCIAL WELFARE INFORMATION AND ADVICE AND SPECIALIST EMPLOYMENT ADVICE**

Consideration was given to a report of the Executive Member, Neighbourhoods, Community Safety and Environment / Executive Member, Adult Social Care and Health / Clinical Lead, Starting Well / Assistant Director, Operations and Neighbourhoods, explaining that the Council had a contract with Citizens Advice Tameside for many years to deliver generalist social welfare advice and specialist employment advice.

It was explained that the contract was last reviewed in 2018 when a waiver to standing orders was granted to allow the direct award of a three-year contract to Citizens Advice Tameside. The current contract ended on 31 March 2021. A report was presented to Strategic Commissioning Board on 25 November 2020, which gave approval to tender the service for a 3 year period to commence 1 April 2021. It had taken longer than envisaged to get to a position of being tender ready and this was due in part to the current climate during the Covid-19 pandemic, but this had been further exacerbated by the nature of the contract and the fact that this was the first time the service has been tendered.

The report outlines the current position with the tender process and requests additional time by way of a 6 month direct contract award to Citizens Advice to allow a competitive tender process to take place for the remaining 2.5 year contract period. This would cover the period 1 October 2021 – 31 March 2024. The overall total contract spend would be for a 3 year period as previously agreed at SCB on 25 November 2020. Additionally, approval was sought to allow a 1 plus 1 year optional extension in the contract noting that further governance would need to be obtained before any such extension could be exercised.

Members were advised that permission had previously been afforded to the Director of Operations and Neighbourhoods by way of delegated authority to award the tender and enter into all necessary contract arrangements. Further approval was requested to award the same delegation powers to the Director of Operations and Neighbourhoods for the revised 2.5 year tender exercise for the provision of the contract.

### **RESOLVED**

- (i) That the current situation with the tender process and the difficulties encountered in meeting the tender commencement date of 1 April 2021 be noted;**

- (ii) That approval be granted to directly award a 6 month contract to Citizens Advice to cover the period 1 April 2021 to 30 September 2021 to allow a competitive tender process to take place;
- (iii) That approval be granted to tender the provision of generalist social welfare information and advice and specialist employment advice for a period of 2.5 years;
- (iv) That approval be granted to allow a 1 plus 1 year optional extension in the contract noting that further governance would need to be obtained before any such extension could be exercised; and
- (v) That authority be delegated to the Director of Operations and Neighbourhoods to award the tender and enter into all necessary contract arrangements.

## **182. SECTION 31 LOCAL AUTHORITY GRANT FOR ADDITIONAL DRUG TREATMENT, CRIME AND HARM REDUCTION ACTIVITY 2021/22**

Consideration was given to a report of the Executive Member. Adult Social Care and Health / Clinical Lead / Director of Population Health, providing background information on the Section 31 Local Authority Grant for additional drug treatment and harm reduction activity and outlined the proposed approach to the commissioning and delivery of the Universal Component of this Grant in Tameside with a value of £406,000 for 2021/22.

It was explained that the GM Drug and Alcohol Strategy 2019-2022 set out a vision to make Greater Manchester a place where everyone could have the best start in life, live well and age well, safe from the harms caused by drugs and alcohol:

The strategy identified six priorities for making things better:

- Prevention and early intervention;
- Reducing drug and alcohol related harm;
- Building recovery in communities;
- Reducing drug and alcohol related crime and disorder;
- Managing availability and accessibility; and
- Establishing diverse, vibrant and safe night-time economies

Tameside was adopting the GM Strategy locally as it was known that substance misuse harm in Tameside was extensive and was an important factor that adversely affected the overall quality of life and perpetuated inequalities.

Due to the scale of the challenge posed by drug and alcohol use in Tameside, and following an independent peer review around substance misuse in late 2018, the Council had developed a local Strategic Substance Misuse Partnership with senior leaders from the local authority, CCG, ICFT, police and voluntary sector. This partnership oversees the local work programme with: specialist treatment services, hospital alcohol liaison service, therapeutic residential supported housing, motivational programmes in community and residential settings, proactive work with licensing colleagues to reduce harms of alcohol availability across the community, the Alcohol Exposed Pregnancies work programme, and dedicated work around the hidden harm to children.

Specialist treatment services in Tameside were commissioned as an all-age integrated substance misuse service. This was currently provided by Change Grow Live, My Recovery Tameside (CGL MRT) and this had been in place since August 2015.

Members were advised that the government had announced £80 million for drug treatment as part of a £148 million funding package for reducing crime. This was the biggest increase in drug treatment funding for 15 years. This was additional to the local authorities core allocation for substance misuse treatment services as part of the public health grant and was funding for 1 year specifically to enhance drug treatment, focused on reducing drug-related crime and stopping the rise of drug-related deaths.

This overall drug treatment crime and harm reduction activity funding package would consist of three separate components:

1. **Universal** – available to all LAs except for those selected to be Accelerator areas. These grants would account for the majority of the £80m.
2. **Accelerator** – available to a small number of local authority areas as an extension of Project ADDER (see further information below). These local authorities would receive larger grants. This would be alongside Home Office funding for targeted enforcement activity by the police and the targeting of recovery support resources and interventions, such as employment support and criminal justice system interventions, by other government departments. It was noted that the specific areas had been selected based on specific needs and Tameside was not one of the areas selected for this element of the programme
3. **Inpatient** – all areas would be able to benefit from grants awarded to regional or sub-regional consortia of LAs for commissioning inpatient detoxification beds. Tameside would benefit from a GM-wide allocation to increase inpatient detox capacity which was currently being developed.

It was reported that Tameside had been awarded a Section 31 Local Authority Grant totalling £406,000 for commissioning and delivery of the Universal Component of the Drug Treatment, Crime & Harm Reduction Grant for 2021/22. This was one-off funding for the 2021/22 financial year only. Brief details of the areas of work the funding would be utilised for were included in the report and a full cost breakdown was also provided in an appendix to the report.

Members sought assurances that appropriate advice from STAR was obtained to ensure that the procurement of the service was achieved compliantly.

#### **RESOLVED**

**That approval be given to award the allocation of £406,000 for delivery of the drug treatment crime and harm reduction activity 2021/22 through the Section 31 Local Authority Grant provision, as outlined in the report. That approval be given to commission CGL My Recovery Tameside to deliver the drug treatment, crime and harm reduction package of interventions aligned to the Universal component of the Section 31 Local Authority Grant award.**

#### **183. TENDER FOR THE PROVISION OF A SEXUAL AND REPRODUCTIVE HEALTH SERVICE**

Consideration was given to a report of the Executive Member, Adult Social Care and health / Clinical Lead/ Director of Population Health, outlining the proposed approach to the re-commissioning of Sexual & Reproductive Health services in Tameside with an annual budget of £1,274,924.

It was reported that Tameside had seen increasing demands in recent years for sexual health advice, contraception, testing and treatment and at the same time continued to have relatively high rates of under-18 conceptions; abortions; and STI diagnoses.

Tameside MBC was responsible for commissioning open access sexual and reproductive health services to be available within the borough, which was a mandated function (Health & Social Care Act 2012). Ensuring the delivery of high quality, accessible services for residents was key to improving the wide-ranging health outcomes linked to sexual & reproductive health. Tameside continued to have a relatively low level of investment per head of population on sexual health services compared to similar areas.

The report put forward the evidence of the impact that sexual & reproductive health interventions had on population health outcomes. It also provided value for money and cost benchmarking analyses to make the case for ongoing investment in sexual & reproductive health services, which would return longer-term savings. Therefore, the report sought permission to go out to tender, and award for a longer-term contract to work up a developmental, neighbourhood-centred model of

delivery with the provider to achieve a step-change in supporting good sexual wellbeing across Tameside over the next 5-years and beyond.

The report sought authorisation to tender the service for a new contract to start on 1 April 2022. The total contract value over the five year period was £6,374,620. The Council would co-commission this service with Stockport MBC, who would act as the lead commissioner via a legally binding Inter-authority Agreement and work was underway with STAR procurement to re-tender the service. There was also an additional element of grant funding for the PrEP HIV prevention drug for which there was an allocation of £68,320 for in 2021/22.

#### **RESOLVED**

- (i) **That approval be given to tender the Sexual & Reproductive Health Service to commence 1 April 2022 for a five year period, plus the option of a five year extension, dependent on a formal review of the service in year 4 (2025/26) to ensure adequate performance and outcomes achieved and the necessary approval granted to proceed as demonstrates vfm. The contract term will include a termination period of six months;**
- (ii) **That approval be given to award the contract following the completion of a compliant tender exercise, subject to compliance with the Council's Procurement Standing Orders;**
- (iii) **That approval be given to enter into an Inter-authority Agreement, as advised by STAR procurement, with Stockport MBC; and**
- (iv) **That approval be given to award a grant for provision of the PrEP HIV prevention treatment during 2021/22 and in future years when this grant will be allocated within the wider public health grant allocation.**

#### **184. CIPFA FINANCIAL MANAGEMENT CODE**

Consideration was given to a report of the Executive Member, Finance and Economic Growth / Director of Finance, which gave details of the new CIPFA Financial Management code and provided an assessment of the Council's current levels of compliance and any areas for further development and improvement.

It was reported that the first year of compliance for the FM Code was 2021/22 however CIPFA had recognised the extraordinary burden being placed on Local Authorities since the beginning of the COVID pandemic. In a statement issued on 11 February 2021 a proportionate approach was encouraged, meaning that in practice adherence to some parts of the Code would demonstrate a direction of travel rather than full compliance from 1 April 2021.

It was explained that the FM Code established an approach based on six principles of good financial management, supported by 17 standards for compliance, and was therefore not intended to be prescriptive. The six principles covered:

1. **Organisational Leadership** Demonstrating a clear strategic direction based on a vision in which financial management is embedded into organisational culture.
2. **Accountability** Based on medium term financial planning, driving the annual budget process, supported by effective risk management, quality supporting data and whole life costs.
3. **Transparency** At the core of financial management, using consistent, meaningful and understandable data, reported frequently, with evidence of periodic officer action and elected member decision making.
4. **Professional Standards** Promoted by the leadership team, with adherence evidenced.
5. **Assurance** Recognised as an effective tool, mainstreamed into financial management, including political scrutiny and the results of both external audit, internal audit and inspection.
6. **Long-Term Sustainability** At the heart of all local services' financial management processes, evidenced by the prudent use of public resources.

The FM Code translated the principles of good financial management into a series of standards. These standards addressed the aspects of the Council's operations and activities that must function effectively if financial management was to be undertaken robustly and financial sustainability was to be achieved.

Members were advised that an assessment of compliance with the standards in the FM code had been undertaken and was summarised in Appendix 1 to the report. This assessment concluded that the Council was compliant with minimum standards set out in the FM Code but identified some areas for further improvement over the course of the next 12 months.

#### **RESOLVED**

**That the content of the report be noted and the improvement actions identified in the self-assessment against the Code requirements, be endorsed.**

### **185. SELF ISOLATION PAYMENTS – DISCRETIONARY POLICY AMENDMENT**

Consideration was given to a report of the Executive Member, Finance and Economic Growth / Director of Growth, detailing the additional funding made available from central government in respect of discretionary self-isolation payments, the expansion of the discretionary policy and the inclusion of parents or guardians of children who had to self-isolate with effect from 8 March 2021. It also detailed the latest mandatory grants payable to businesses to support them in re-opening safely.

It was explained that self-isolation payments commenced in September 2020 for people on low incomes who needed to self-isolate, and were unable to work from home. The scheme was due to end at 31 March 2021 and the government had since extended the self-isolation payment scheme until the end of June 2021.

As at 31 March 2021, 684 people had been paid under the mandatory scheme totalling £342k, and 178 in the discretionary scheme totalling £89k. The mandatory scheme was fully funded by central government, whereas the discretionary scheme was subject to local policy being developed within the funding provided by government. Additional monies had been granted by the government in respect of the discretionary scheme totalling £340,365.87.

The scope of the discretionary scheme may be extended, subject to approval, in line with other Greater Manchester discretionary policies, to remove the eligibility criteria regarding having property costs and a Council Tax liability and to include parents or guardians of children having to self-isolate from 08 March 2021, subject to eligibility criteria being met.

In respect of Restart Grants, it was reported that further monies were available from central government via Restart Grants aimed at supporting businesses in relevant business sectors of non-essential retail, hospitality, leisure, personal care and gym businesses to open safely amid the easing of COVID restrictions.

Payment of a one-off lump sum was dependent on rateable value and business sector. The cost of the Restart Grants would be met in full by government by way of a Section 31 grant and new burdens funding would be available. The scheme was to operate from 1 April 2021 and application closure date was 30 June 2021 with final payments having to be made by 31 July 2021.

Government guidance was prescriptive on the information required from businesses to satisfy eligibility checks, and weekly payments recording and post payment assurance was reported to BEIS. A robust process was in place, which was compliant with government guidance and approved by internal audit.

#### **RESOLVED**

- (i) That the amendment to the discretionary self-isolation eligibility criteria as detailed in Section 2.9 of the report, be approved;**

- (ii) That the inclusion in the scheme of parents or guardians of children who have to self-isolate be noted; and
- (iii) That the payment of Restart Grants to eligible businesses in accordance with government guidance, be noted.

## **186. HOMELESSNESS COMMISSIONING INTENTIONS**

A report was submitted by the Executive Member, Housing, Planning and Employment / Assistant director, Operations and Neighbourhoods detailing Homelessness commissioning intentions for 2021/22. The report set out specific details on service developments that would allow the Council to meet its obligations to deliver a holistic and integrated response to preventing homelessness and increasing the resilience of vulnerable people.

It was explained that the Council's Homelessness Service utilised a range of services to support those who were homeless or at risk of homelessness in the Borough. The service had undergone considerable transformation over the last 2 years and used a broad range of different approaches in order to fulfil the aims of the Council's Preventing Homelessness Strategy.

In 2018, Thameside Council was successful in its bid to the Ministry of Housing, Communities and Local Government (MHCLG) for additional resources to provide new services to prevent and relieve rough sleeping. The funding enabled the Council to develop and review delivery in order to meet the continued demands on services.

The Covid-19 pandemic had also had an impact on both commissioners and providers and services had responded flexibly in making adjustments to deliver Covid-19 safe services. The rapid response to the pandemic had allowed the service to explore the learning and best practice from the crisis to adopt as part of the service review. Additionally, the pandemic also brought some unknowns – specifically the impact on homelessness once the moratorium on evictions had been lifted. The Authority could potentially be facing a significant increase in the number of people and families presenting as homeless from April 2021 onwards and it was important that appropriate contracts were in place to support those in the most need.

Members were advised that the Homelessness service had a range of contracts which enabled the delivery of services to support the homelessness agenda within the borough. The service review had identified those contracts that were due to end and therefore required a decision in terms of future delivery. The service was seeking authorisation to develop, procure and extend those contracts identified as follows:

- Contract for Short Term Accommodation and Support;
- Contract for Accommodation Based Service for People With Alcohol & Substance Misuse Problems/ Provision of a 5 Bed Complex Needs Service for Rough Sleepers/ Contract for Accommodation Based Service for Young People and Care Leavers; and
- Contract for the provision of a Tenancy Support and Compliance Service for Offenders subject to MAPPA and PPO/ Contract for the Provision of a Floating Support and Activities Service for People at Risk of Social Exclusion.

Details of the contracts and proposals going forward, were provided in the report.

In seeking to move towards the proposals as outlined, the commissioners would be seeking to carry out a consultation exercise with the findings and recommendations included in service delivery specifications going forward. Permission was also being sought to carry out a period of public consultation in respect of the changes, to ensure specifically, that the views of service users were taken into account. The proposed public consultation questions appended to the report.

### **RESOLVED**

**Subject to public consultation in respect of the proposed changes to service delivery, that the following interim arrangements be approved in principle:**

- (i) Development of a short term accommodation model from current contractual arrangements to an enhanced housing benefit model;
- (ii) Tender for a framework to support call off arrangements for specialist accommodation services outside of the enhanced housing benefit model;
- (iii) Enter into a contract for the provision of a Tenancy Support and Compliance Service for Offenders subject to MAPPA and PPO where there is no provision in the contract to do so to 30 September 2023; and
- (iv) Enter into a contract with preferred provider following the tenders, subject to compliance with the Council's Procurement Standing Orders, to provide a floating support and activities service for people at risk of social exclusion where there is no provision in the contract to do so to 30 September 2022.

## **187. LEVELLING UP BIDS**

Consideration was given to a report of the Executive Member, Finance and Economic Growth / Director of Growth providing an update on the recently announced national Levelling Up Fund (the Fund).

It was explained that there was an expectation that all bidding authorities consult local Members of Parliament (MP's) and that an MP would back one bid which they saw as a priority. There was also an expectation that local authorities submitting multiple bids spread these fairly and equitably within the authority boundary and across their full range of constituencies targeting pockets of deprivation.

The report outlined a list of potential focus for bids across the three constituencies that had been discussed and agreed with the local MP's. It also considered the round of bidding and process.

Following initial discussions with the relevant MPs it had been agreed that for the constituency of Ashton-under-Lyne a bid to the Fund should be progressed focused on Ashton Town Centre, and for the constituency of Stalybridge & Hyde a bid to the Fund will be progressed for Stalybridge Town Centre. For the constituency Denton & Reddish it is understood that the focus of the bid would be Reddish, promoted by Stockport MBC.

The report further outlined the proposed process for the appointment of specialist external consultancy to support submission of competitive bids to the Fund by Tameside MBC.

### **RESOLVED**

- (i) That bids for Ashton Town Centre and Stalybridge Town Centre be prepared for submission and referred back for consideration prior to bid submission date of 18 June 2021;
- (ii) That the procurement and appointment of specialist external support through STAR to assist in the preparation and submission of two bids for submission into the Levelling Up Fund, be agreed;
- (iii) That a budget of up to £0.100m be approved, to appoint the aforementioned external support and this budget is approved for all professional fees and costs associated with the preparation and submission of two bids to the Levelling Up Fund. It is proposed that this budget is financed via the residual balance of Covid grant funding received by the Council from the Government in 2020/21 that will be carried forward to 2021/22; and
- (iv) It be agreed that a Memorandum of Understanding (MOU) and associated Terms of Reference be entered into with the owners of the Arcades and Ladysmith Shopping Centres in Ashton Town Centre and establish a Working Group with them to progress proposals for a Levelling Up Fund bid.



## **188. ST PETERSFIELD FUTURE – COMMISSIONING OF DEVELOPMENT REPORTS**

The Executive Member, Finance and Economic Growth / Director of Growth submitted a report, which provided information on the next steps in the programme for the redevelopment of St Petersfield in Ashton-under-Lyne.

It was explained that St Petersfield was the Boroughs flagship office location at the West End of Ashton Town Centre. It was a key gateway into the town centre and produced footfall to support the current retail offer in Ashton.

The St. Petersfield Masterplan (2018) identified 7 key office development plots, which if delivered would total almost 29,000 square metres of office space, with the capacity to create 1,900 jobs, generating an estimated £1.75m of business rates income at 2018 valuations, and with a GVA of £100m for the borough.

However, since the 2018 Masterplan, the country's economy and working arrangements had changed as a result of the Coronavirus outbreak. People had adapted by working from home rather than commuting to the office and have become more reliant on digital infrastructure. There was speculation as to whether the change in working arrangements would be temporary or would be longer term. Some businesses had already announced they would downsize their physical office space as developments in technology had allowed for efficient home working.

As a result of these changes, it was recommended that the Council appoints a Consultant to undertake a study reviewing the deliverability of Grade A office development at St Petersfield. This study should focus on potential demand for office space in the short and long term and identify a quantum that was deliverable within these timescales.

With the economy currently in an unpredictable state it was appropriate to consider the delivery options for each development parcel considering short- and long-term possibilities. Possible delivery options for the different parcels were outlined in the report. Procuring a Delivery Options Report was recommended to inform decision making as it would highlight the strengths, weaknesses and risk of potential options by an industry expert.

St. Petersfield had several visions for its future laid out since development of the area stalled with the financial crash of 2007/8. Reviews of the initial masterplan were undertaken in 2011 and 2013, with the use of more space in the area for residential proposed.

In 2018, responding to the initial success of the Ashton Old Baths (AOB) redevelopment, the developing demand in the Manchester office market for Grade A space, and the Council's emerging economic strategy, Tameside Council engaged Ryder's Architecture to review the 2013 St. Petersfield Masterplan. Their brief was to produce a vision for the area which would appeal to the city region's fast-growing Digital, Creative and Tech Sector, utilising the borough's newly installed dark fibre network as its underpinning.

Despite the success of AOB, and a hub of digital businesses to the north of Hyde town centre, Tameside is currently underperforming in terms of representation of this sector. Less than 2,000 digital and creative employees were currently based in the borough.

Members were advised that, to complement and advance work undertaken to date on St Petersfield the Council had secured Evergreen Grant Funding of £0.127m to part fund a development prospectus and feasibility works to bring the St Petersfield development to the market. The Grant would be match funded by an additional £0.127m via the Growth Directorate revenue budget (table 1, Section 8 of the report refers) and would be used to fund the tasks detailed in the report. The delivery of the tasks would, in part, bring more certainty to St Petersfield and lead to a more holistic delivery of the development area. Indicative costs for completing the proposed work were provided in the report.

Further details were also given in respect of an estimated revenue sum of £0.020m required in order to carry out interim maintenance of the public realm to the St Petersfield area.

Summary details of the available funding for St Petersfield, including commitments against the funding allocation, were also provided.

#### **RESOLVED**

- (i) That consultants be appointed to undertake a study reviewing the deliverability of office development in the area considering both short- and long-term delivery;**
- (ii) That, following the review above, a consultant be appointed to undertake a Delivery Options Report for each Parcel;**
- (iii) That a multidisciplinary team be procured to prepare a Development Prospectus to cover the St Petersfield masterplan area and deliver other tasks associated with the Evergreen Fund;**
- (iv) That the budget sum of £0.127m be approved to finance recommendations 1 to 3 above, which is to be funded via a total available budget of £ 0.327m as set out in table 1 section 8.1 of the report. The £0.127m is to be financed in equal proportions via the Growth Directorate revenue budget and Evergreen grant funding (£0.0635m via each funding source);**
- (v) That the carry forward of £0.200m of Council funding allocated to the Growth Directorate revenue budget in 2020/21 to 2021/22 via Council reserves for the development of St Petersfield as stated in section 8.1, table 1 of the report, be approved. This sum is within the total available budget of £ 0.327m; and**
- (vi) That interim revenue funding (£0.020m) be approved via the aforementioned £0.200m budget in 2021/22 to finance the works stated in section 7 to the public realm in the St Petersfield area whilst a detailed report is prepared considering future management and maintenance arrangements.**

#### **189. AUDENSHAW SCHOOL CONVERSION WORKS**

Consideration was given to a report of the Executive Member, Lifelong Learning, Equalities, Culture and Heritage / Executive Member, Finance and Economic Growth / Director of Growth, explaining that Audenshaw High School increased its published admission number through the statutory consultation process with effect from September 2021, from an intake of 210 to 240 per year and also agreed to take 240 pupils from September 2020. The growth in demand for high school places, was as a result of increased birth rates in the local area and across Tameside.

It was reported that the school was able to accommodate the additional pupils admitted in September 2020 using surplus accommodation, following of the closure of its sixth form provision in June 2018. The sixth form block was therefore refurbished in August 2020, as part of Phase 1 of the expansion works. However, as the block was designed for smaller sixth form groups, three rooms remained undersized and could not accommodate standard sized class groups. Structural internal modelling was required to provide ten standard sized classrooms for general teaching. In addition, there was a requirement to remodel three spaces in the science block to create two additional science laboratories and a new food technology room to enable the increase in pupils to access sufficient facilities for the increased numbers.

The project represented good value for money by remodelling and repurposing existing rooms in the school rather than constructing brand new accommodation. The Executive Cabinet approved a budget of £1,311,000 for the project at its meeting on 29 July 2020.

This report sought permission to enter into a Design and Build Contract with inspired spaces Tameside Limited (LEP) to deliver the project and also enter in a joint Deed of Appointment with the LEP and Currie and Brown who would be the Independent Certifier, for the project.

An executive summary of the independent value for money report required before entering into any contract with the LEP was attached at Appendix 1 to the report.

## **RESOLVED**

**That the following be approved:**

- (i) A Design and Build contract is entered into with the LEP, to deliver the Audenshaw High School Expansion project in the sum of £1,067,161 to remodel the former sixth form block to create ten standard, general teaching rooms and also remodel existing rooms in the science block to create two brand new science laboratories and a new food technology room on the basis of the following:**
  - **The price is inclusive of any cost increases which may be due to Covid 19;**
  - **Design works procured through the Tameside Additional Services contract (TAS) are included in warranties provided by the LEP under the Design and Build Contract, to ensure that the Council is adequately protected ; and**
  - **Liability of the LEP is capped at ten times the value of the works**
- (ii) To enter into Deed of Appointment with the LEP to procure the services of Currie and Brown to fulfil the role of Independent Certifier for the contract in the additional sum of £8,550.**
- (iii) To approve a virement between the unallocated basic need budget and this project for a further £62,448.**

## **190. URGENT ITEMS**

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

## **191. CHAIR'S CLOSING REMARKS**

The Chair announced that this was the last Executive Cabinet meeting of Tom Wilkinson, Assistant Director of Finance, who was leaving the Authority at the end of the month. On behalf of Members, the Chair thanked Mr Wilkinson for all his hard work and commitment and wished him well for his future endeavours.

**CHAIR**

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## STRATEGIC COMMISSIONING BOARD

28 April 2021

Comm: 1.00pm

Term: 1.55pm

**Present:**

- Dr Ashwin Ramachandra – NHS Tameside & Glossop CCG (Chair)
- Councillor Brenda Warrington – Tameside MBC
- Councillor Warren Bray – Tameside MBC (part meeting)
- Councillor Gerald 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 & 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
Steph Butterworth	Director of Adults Services
Ian SaxonJayne	Director of Operations and Neighbourhoods
Traverse	Director of Growth
Jeanelle De Gruchy	Director of Population Health
Tom Wilkinson	Assistant Director of Finance
Ian Duncan	Interim Assistant Director of Finance
Sarah Threlfall	Assistant Director, Policy Performance & Communication
Ilys Cookson	Assistant Director, Exchequer Services
James Mallion	Consultant - Public Health
Elaine Richardson	
Catherine Moseley	Head of Access Services
Dr Naveed Riyaz	Tameside & Glossop – Urgent Care Lead

### 106. DECLARATIONS OF INTEREST

There were no declarations of interest submitted by Board members.

### 107. MINUTES OF THE PREVIOUS MEETING

#### RESOLVED

That the minutes of the meeting of the Strategic Commissioning Board held on 24 March 2021 be approved as a correct record.

### 108. MINUTES OF THE EXECUTIVE BOARD

#### RESOLVED

That the Minutes of the meetings of the Executive Board held on: 10 and 17 March 2021, be noted.

## **109. CONSOLIDATED 2020/21 REVENUE MONITORING STATEMENT AT 28 FEBRUARY 2021**

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 28 February 2021 and forecasts to 31 March 2021.

It was reported that as at Month 11, the Strategic Commission was forecasting a net underspend of £0.204 by 31 March 2021. This was a small overall deterioration on the position reported at month 10 and reflected the reduced surplus on CCG budgets which was previously offsetting a larger overspend on Council Budgets. As further COVID funding continued to be made available to the Council in the final month of the year, this position may improve before the end of the financial year.

It was reported that whilst the overall forecast position remained broadly positive compared to the position earlier in the year, there remained significant variances in some service areas which were not attributed to COVID and which presented ongoing financial risks for future years.

### **RESOLVED:**

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

## **110. UPDATE ON PROVISION OF SOCIAL WELFARE INFORMATION AND ADVICE AND SPECIALIST EMPLOYMENT ADVICE**

Consideration was given to a report of the Executive Member, Neighbourhoods, Community Safety and Environment / Executive Member, Adult Social Care and Health / Clinical Lead, Starting Well / Assistant Director, Operations and Neighbourhoods, explaining that the Council had a contract with Citizens Advice Tameside for many years to deliver generalist social welfare advice and specialist employment advice.

It was explained that the contract was last reviewed in 2018 when a waiver to standing orders was granted to allow the direct award of a three-year contract to Citizens Advice Tameside. The current contract ended on 31 March 2021. A report was presented to Strategic Commissioning Board on 25 November 2020, which gave approval to tender the service for a 3 year period to commence 1 April 2021.

It had taken longer than envisaged to get to a position of being tender ready and this was due in part to the current climate during the Covid-19 pandemic, but this had been further exacerbated by the nature of the contract and the fact that this was the first time the service has been tendered.

The report outlines the current position with the tender process and requests additional time by way of a 6 month direct contract award to Citizens Advice to allow a competitive tender process to take place for the remaining 2.5 year contract period. This would cover the period 1 October 2021 – 31 March 2024. The overall total contract spend would be for a 3 year period as previously agreed at SCB on 25 November 2020. Additionally, approval was sought to allow a 1 plus 1 year optional extension in the contract noting that further governance would need to be obtained before any such extension could be exercised.

Members were advised that permission had previously been afforded to the Director of Operations and Neighbourhoods by way of delegated authority to award the tender and enter into all necessary contract arrangements. Further approval was requested to award the same delegation powers to the Director of Operations and Neighbourhoods for the revised 2.5 year tender exercise for the provision of the contract.

## RESOLVED

- (i) That the current situation with the tender process and the difficulties encountered in meeting the tender commencement date of 1 April 2021 be noted;
- (ii) That approval be granted to directly award a 6 month contract to Citizens Advice to cover the period 1 April 2021 to 30 September 2021 to allow a competitive tender process to take place;
- (iii) That approval be granted to tender the provision of generalist social welfare information and advice and specialist employment advice for a period of 2.5 years;
- (iv) That approval be granted to allow a 1 plus 1 year optional extension in the contract noting that further governance would need to be obtained before any such extension could be exercised; and
- (v) That authority be delegated to the Director of Operations and Neighbourhoods to award the tender and enter into all necessary contract arrangements.

## 111. URGENT AND EMERGENCY CARE BY APPOINTMENT

A report was submitted by the Executive Member, Adult Social Care and Health / CCG Co-Chair / Urgent Care Lead / Director of Commissioning, providing an update on the development of Urgent and Emergency Care by Appointment in Tameside and Glossop.

Dr Riyaz, Tameside & Glossop Urgent Care Lead, presented the report and explained that the Five Year Forward View in 2014 recognised that urgent and emergency services needed to integrate more, *'Across the NHS, urgent and emergency care services will be redesigned to integrate between A&E departments, GP out-of-hours services, urgent care centres, NHS 111, and ambulance services'*. The Next Steps on the Five Year Forward view in 2017 then described the achievements delivered so far and those expected for 2017/18 and 2018/19.' These changes were the basis for a seamless transfer of care for individuals from their point of entry to their treatment.

The Next Steps also set out the expectations that every hospital must have comprehensive front-door clinical streaming by October 2017 and that systems would implement standardised new Urgent Treatment Centres (UTC). These two elements working together would ensure ED/A&E departments were free to care for the sickest patients, and other people would receive care in a more appropriate place with advance booking in UTCs.

The Covid-19 pandemic brought about a change in the way that people accessed healthcare with fewer people self-presenting at EDs and more people utilising NHS 111. Whilst there were some concerns that people who needed help may not be seeking it, there were also benefits as more people could be supported without the need to attend ED or an UTC and those that did need to attend could be managed more safely with reduced congestion in waiting rooms.

The Royal College of Emergency Medicine released a position statement on 6 May 2020 asking for 5 fundamental aims to be supported:

- EDs must not become reservoirs of nosocomial infection for patients
- EDs must not become overcrowded ever again
- Hospitals must not become overcrowded again
- Emergency care must be designed to look after vulnerable patients safely
- EDs must be safe workplaces for staff

Members were informed that, in January 2020, prior to the current COVID 19 Crisis, the GM UEC Improvement & Transformation Board approved a high-level Urgent Care by Appointment model as a refreshed priority for UEC integration. The aim was that by April 2022 the model would reduce across GM: Ambulance attendances by 100 per day and ED walk in attendances by 300 per day.

The GM model had four key elements that would work together to deliver the reduction.

- 'Call before you go to ED' or 111 First
- Acute-based pre-ED triage and streaming

- Clinical Assessment Service (GM and locality-level)
- Locally agreed referral pathways (community-based and acute-based)

It was recognised that whilst consistent standards and outcomes were needed across GM that locality level design and planning would ensure that local needs could be met and that some systems already had mature services that delivered some of the elements.

All GM localities, though the GM Urgent Primary Care Alliance (providers of GP Out of Hours cover), had been working together for several years to provide clinical assessment support to NWS to ensure people who did not need to attend ED were managed elsewhere. Initially with the APAS supporting NHS 111 calls and since 2019 with the GM Clinical Assessment Service (GM CAS) supporting first 999 and latterly both 111 and 999 calls. A decision to extend the arrangement throughout 20/21 ensured availability during the Covid-19 pandemic.

Tameside and Glossop recognised the opportunity to reduce attendances at ED and admissions in 2015 and developed several services as part of the Care Together programme that would not only reduce illness but also manage urgent care out of hospital, in particular Digital Health and the Integrated Urgent Care Team (IUCT). The Tameside and Glossop Locality plan, 'A Place-Based Approach to Better Prosperity, Health and Wellbeing' set out the vision for people who needed urgent care. With a key expectation by 2022 that the most appropriate person within primary care (whether this was registered GP practice, dentist, pharmacy or optician or through a Locality-wide service) would assess people with an urgent care need on the same day. With either, a treatment plan agreed to manage the immediate need within that service or a safe transfer made to the care of another neighbourhood-based service.

Following a public consultation a more integrated Urgent Care Service was commissioned in 2018 that comprised the Primary Care Access Service (PCAS) and the UTC and that together delivered improved access to Primary Care based Urgent Care enabling people to book appointments for same day care as well as retaining the ability to 'walk in'.

These services along with existing ED front door streaming, Ambulatory Care (Same Day Emergency Care) and the developing Acute Frailty Services positioned Tameside and Glossop strongly when the Covid-19 pandemic focused attention on how systems manage Urgent and Emergency Care.

The report concluded that Tameside and Glossop had been able to respond to the national and GM expectation around UEC by Appointment by building on the services already in place. Whilst too early to be assured that there was a positive impact on ED there was evidence that people were able to be supported without the need to attend any service and it was possible to direct people to services that better met their needs. It was expected that over time the services and pathways would develop further to increase the opportunities to ensure people received prompt and effective Urgent and Emergency Care as close to home as possible.

Members welcomed the report and highlighted the importance of communication programmes and the need for a robust evaluation of the users' experience. The way forward in respect of integrated care models was also discussed.

## **RESOLVED**

**That the content of the report be noted.**

## **112. SECTION 31 LOCAL AUTHORITY GRANT FOR ADDITIONAL DRUG TREATMENT, CRIME AND HARM REDUCTION ACTIVITY 2021/22**

Consideration was given to a report of the Executive Member. Adult Social Care and Health / Clinical Lead / Director of Population Health, providing background information on the Section 31 Local Authority Grant for additional drug treatment and harm reduction activity and outlined the proposed



approach to the commissioning and delivery of the Universal Component of this Grant in Tameside with a value of £406,000 for 2021/22.

It was explained that the GM Drug and Alcohol Strategy 2019-2022 set out a vision to make Greater Manchester a place where everyone could have the best start in life, live well and age well, safe from the harms caused by drugs and alcohol:

The strategy identified six priorities for making things better:

- Prevention and early intervention;
- Reducing drug and alcohol related harm;
- Building recovery in communities;
- Reducing drug and alcohol related crime and disorder;
- Managing availability and accessibility; and
- Establishing diverse, vibrant and safe night-time economies

Tameside was adopting the GM Strategy locally as it was known that substance misuse harm in Tameside was extensive and was an important factor that adversely affected the overall quality of life and perpetuated inequalities.

Due to the scale of the challenge posed by drug and alcohol use in Tameside, and following an independent peer review around substance misuse in late 2018, the Council had developed a local Strategic Substance Misuse Partnership with senior leaders from the local authority, CCG, ICFT, police and voluntary sector. This partnership oversees the local work programme with: specialist treatment services, hospital alcohol liaison service, therapeutic residential supported housing, motivational programmes in community and residential settings, proactive work with licensing colleagues to reduce harms of alcohol availability across the community, the Alcohol Exposed Pregnancies work programme, and dedicated work around the hidden harm to children.

Specialist treatment services in Tameside were commissioned as an all-age integrated substance misuse service. This was currently provided by Change Grow Live, My Recovery Tameside (CGL MRT) and this had been in place since August 2015.

Members were advised that the government had announced £80 million for drug treatment as part of a £148 million funding package for reducing crime. This was the biggest increase in drug treatment funding for 15 years. This was additional to the local authorities core allocation for substance misuse treatment services as part of the public health grant and was funding for 1 year specifically to enhance drug treatment, focused on reducing drug-related crime and stopping the rise of drug-related deaths.

This overall drug treatment crime and harm reduction activity funding package would consist of three separate components:

1. **Universal** – available to all LAs except for those selected to be Accelerator areas. These grants would account for the majority of the £80m.
2. **Accelerator** – available to a small number of local authority areas as an extension of Project ADDER (see further information below). These local authorities would receive larger grants. This would be alongside Home Office funding for targeted enforcement activity by the police and the targeting of recovery support resources and interventions, such as employment support and criminal justice system interventions, by other government departments. It was noted that the specific areas had been selected based on specific needs and Tameside was not one of the areas selected for this element of the programme
3. **Inpatient** – all areas would be able to benefit from grants awarded to regional or sub-regional consortia of LAs for commissioning inpatient detoxification beds. Tameside would benefit from a GM-wide allocation to increase inpatient detox capacity which was currently being developed.

It was reported that Tameside had been awarded a Section 31 Local Authority Grant totalling £406,000 for commissioning and delivery of the Universal Component of the Drug Treatment, Crime

& Harm Reduction Grant for 2021/22. This was one-off funding for the 2021/22 financial year only. Brief details of the areas of work the funding would be utilised for were included in the report and a full cost breakdown was also provided in an appendix to the report.

Members sought assurances that appropriate advice from STAR was obtained to ensure that the procurement of the service was achieved compliantly.

#### **RESOLVED**

**That approval be given to award the allocation of £406,000 for delivery of the drug treatment crime and harm reduction activity 2021/22 through the Section 31 Local Authority Grant provision, as outlined in the report. That approval be given to commission CGL My Recovery Tameside to deliver the drug treatment, crime and harm reduction package of interventions aligned to the Universal component of the Section 31 Local Authority Grant award.**

### **113. TENDER FOR THE PROVISION OF A SEXUAL AND REPRODUCTIVE HEALTH SERVICE**

Consideration was given to a report of the Executive Member, Adult Social Care and health / Clinical Lead/ Director of Population Health, outlining the proposed approach to the re-commissioning of Sexual & Reproductive Health services in Tameside with an annual budget of £1,274,924.

It was reported that Tameside had seen increasing demands in recent years for sexual health advice, contraception, testing and treatment and at the same time continued to have relatively high rates of under-18 conceptions; abortions; and STI diagnoses.

Tameside MBC was responsible for commissioning open access sexual and reproductive health services to be available within the borough, which was a mandated function (Health & Social Care Act 2012). Ensuring the delivery of high quality, accessible services for residents was key to improving the wide-ranging health outcomes linked to sexual & reproductive health. Tameside continued to have a relatively low level of investment per head of population on sexual health services compared to similar areas.

The report put forward the evidence of the impact that sexual & reproductive health interventions had on population health outcomes. It also provided value for money and cost benchmarking analyses to make the case for ongoing investment in sexual & reproductive health services, which would return longer-term savings. Therefore, the report sought permission to go out to tender, and award for a longer-term contract to work up a developmental, neighbourhood-centred model of delivery with the provider to achieve a step-change in supporting good sexual wellbeing across Tameside over the next 5-years and beyond.

The report sought authorisation to tender the service for a new contract to start on 1 April 2022. The total contract value over the five year period was £6,374,620. The Council would co-commission this service with Stockport MBC, who would act as the lead commissioner via a legally binding Inter-authority Agreement and work was underway with STAR procurement to re-tender the service. There was also an additional element of grant funding for the PrEP HIV prevention drug for which there was an allocation of £68,320 for in 2021/22.

#### **RESOLVED**

- (i) That approval be given to tender the Sexual & Reproductive Health Service to commence 1 April 2022 for a five year period, plus the option of a five year extension, dependent on a formal review of the service in year 4 (2025/26) to ensure adequate performance and outcomes achieved and the necessary approval granted to proceed as demonstrates vfm. The contract term will include a termination period of six months;**
- (ii) That approval be given to award the contract following the completion of a compliant tender exercise , subject to compliance with the Council's Procurement Standing Orders;**

- (iii) That approval be given to enter into an Inter-authority Agreement, as advised by STAR procurement, with Stockport MBC; and
- (iv) That approval be given to award a grant for provision of the PrEP HIV prevention treatment during 2021/22 and in future years when this grant will be allocated within the wider public health grant allocation.

#### **114. URGENT ITEMS**

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

**CHAIR**

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## BOARD

14 April 2021

**Present:**                    **Elected Members**      **Councillors Warrington (In the Chair), Cooney Fairfoull, Feeley, Gwynne, Kitchen Ryan and Wills**  
                                 **Chief Executive**        **Steven Pleasant**  
                                 **Borough Solicitor**     **Sandra Stewart**  
                                 **Deputy Section**       **Tom Wilkinson**  
                                 **151 Officer**

**Also in Attendance:**      **Dr Asad Ali, Ilys Cookson, Jeanelle de Gruchy Richard Hancock, Alison Lloyd-Walsh, James Mallion, Catherine Moseley, Elaine Richardson Ian Saxon, Jayne Traverse, Sarah Threlfall Sandra Whitehead.**

**Apologies for Absence**      **Councillor Bray and Dr Ashwin Ramachandra**

### **248    DECLARATIONS OF INTEREST**

### **249    MINUTES OF PREVIOUS MEETING**

#### **AGREED:**

**That the minutes of the meetings of Board held on 10 and 17 March 2021 be approved as a correct record.**

### **250    MONTH 11 FINANCE REPORT**

Consideration was given to a report of the Executive Member of Finance and Economic Growth / Lead Clinical GP / Director of Finance, which detailed the eleventh financial monitoring report for the 2020/21 financial year reflecting actual expenditure to 28 February 2021 and forecasts to 31 March 2021.

As at Month 11, the Strategic Commission was forecasting a net overspend of £0.204m by 31 March 2021. This was a small overall deterioration on the position reported at month 10 and reflected the reduced surplus on CCG budgets which was previously offsetting a larger overspend on Council Budgets. As further COVID funding continued to be made available to the Council in the final month of the year, this position could improve further by the end of the financial year.

Whilst the overall forecast position was looking broadly positive when compared to the position earlier in the year, there remained significant variances in some service areas, which were not attributed to COVID and which presented ongoing financial risks for future years.

#### **AGREED**

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

### **251    2021/22 SAVINGS MONITORING UPDATE**

Consideration was given to a report of the Executive Member of Finance and Economic Growth / Director of Finance, which provided an update on the savings monitoring exercise for delivery. Members were advised that if savings of £8.930m were delivered in 2021/22 and a further £4.921m of savings delivered in 2022/23, the Council still faced a forecast budget gap of more than £14m in 2022/23. It was therefore important that the Council embarked on early forward planning for 2022/23 and beyond. In order to meet the challenges of the 2022/23 financial year it was vital that all the proposed savings for 2021/22 were delivered.

It was reported that 13 schemes remain rated as 'RED' with significant risks to delivery. One scheme rated red last month had moved to Amber and one scheme rated Amber moved to red. The value of savings rated red had increased from £0.651m to £0.693m. 20 schemes were rated 'Amber' with some risks to delivery. This was ten fewer schemes than last month as 11 schemes had moved to green and 1 scheme moved from red to amber. The value of savings rated amber had reduced from £3.786m to £2.697m

It was further reported that 43 schemes were rated 'Green' on track for delivery as planned, an increase of ten schemes from last month. The value of schemes rated green had increased from £4.493m to £5.541m. Savings for 2022/23 remained at risk with £5.181m still rated 'RED' and £4.149m rated 'Amber'. This included £4.068m of digital transformation savings rated 'red' where significant further work and capacity was required to enable delivery.

#### **AGREED**

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

### **252 CIPFA FINANCIAL MANAGEMENT CODE**

Consideration was given to a report of the Executive Member, Finance and Economic Growth / Director of Finance, which gave details of the new CIPFA Financial Management code and provided an assessment of the Council's current levels of compliance and any areas for further development and improvement.

It was reported that the first year of compliance for the FM Code was 2021/22, however, CIPFA had recognised the extraordinary burden being placed on Local Authorities since the beginning of the COVID pandemic. In a statement issued on 11 February 2021 a proportionate approach was encouraged, meaning that in practice adherence to some parts of the Code would demonstrate a direction of travel rather than full compliance from 1 April 2021.

It was explained that the FM Code established an approach based on six principles of good financial management, supported by 17 standards for compliance, and was therefore not intended to be prescriptive. The six principles covered:

1. **Organisational Leadership** Demonstrating a clear strategic direction based on a vision in which financial management is embedded into organisational culture.
2. **Accountability** Based on medium term financial planning, driving the annual budget process, supported by effective risk management, quality supporting data and whole life costs.
3. **Transparency** At the core of financial management, using consistent, meaningful and understandable data, reported frequently, with evidence of periodic officer action and elected member decision making.
4. **Professional Standards** Promoted by the leadership team, with adherence evidenced.
5. **Assurance** Recognised as an effective tool, mainstreamed into financial management, including political scrutiny and the results of both external audit, internal audit and inspection.
6. **Long-Term Sustainability** At the heart of all local services' financial management processes, evidenced by the prudent use of public resources.

The FM Code translated the principles of good financial management into a series of standards. These standards addressed the aspects of the Council's operations and activities that must function effectively if financial management was to be undertaken robustly and financial sustainability was to be achieved.

Members were advised that an assessment of compliance with the standards in the FM code had been undertaken and was summarised in Appendix 1 to the report. This assessment concluded that the Council was compliant with minimum standards set out in the FM Code but identified some areas for further improvement over the course of the next 12 months.

#### **AGREED**

**That Executive Cabinet be recommended to note the content of the report and the improvement actions identified in the self-assessment against the Code requirements, be endorsed.**

## **253 SELF ISOLATION PAYMENTS - DISCRETIONARY POLICY AMENDMENT**

Consideration was given to a report of the Executive Member, Finance and Economic Growth / Director of Growth, detailing the additional funding made available from central government in respect of discretionary self-isolation payments, the expansion of the discretionary policy and the inclusion of parents or guardians of children who had to self-isolate with effect from 8 March 2021. It also detailed the latest mandatory grants payable to businesses to support them in re-opening safely.

It was explained that self-isolation payments commenced in September 2020 for people on low incomes who needed to self-isolate, and were unable to work from home. The scheme was due to end at 31 March 2021 and the government had since extended the self-isolation payment scheme until the end of June 2021.

As at 31 March 2021, 684 people had been paid under the mandatory scheme totalling £342k, and 178 in the discretionary scheme totalling £89k. The mandatory scheme was fully funded by central government, whereas the discretionary scheme was subject to local policy being developed within the funding provided by government. Additional monies had been granted by the government in respect of the discretionary scheme totalling £340,365.87.

The scope of the discretionary scheme may be extended, subject to approval, in line with other Greater Manchester discretionary policies, to remove the eligibility criteria regarding having property costs and a Council Tax liability and to include parents or guardians of children having to self-isolate from 08 March 2021, subject to eligibility criteria being met.

In respect of Restart Grants, it was reported that further monies were available from central government via Restart Grants aimed at supporting businesses in relevant business sectors of non-essential retail, hospitality, leisure, personal care and gym businesses to open safely amid the easing of COVID restrictions. Payment of a one-off lump sum was dependent on rateable value and business sector. The cost of the Restart Grants would be met in full by government by way of a Section 31 grant and new burdens funding would be available. The scheme was to operate from 1 April 2021 and application closure date was 30 June 2021 with final payments having to be made by 31 July 2021.

Government guidance was prescriptive on the information required from businesses to satisfy eligibility checks, and weekly payments recording and post payment assurance was reported to BEIS. A robust process was in place, which was compliant with government guidance and approved by internal audit.

### **AGREED**

**That Executive Cabinet be recommended to approve:**

- (i) That the amendment to the discretionary self-isolation eligibility criteria as detailed in Section 2.9 of the report, be approved;**
- (ii) That the inclusion in the scheme of parents or guardians of children who have to self-isolate be noted; and**
- (iii) That the payment of Restart Grants to eligible businesses in accordance with government guidance, be noted.**

## **254 HOMELESSNESS COMMISSIONING INTENTIONS**

A report was submitted by the Executive Member, Housing, Planning and Employment / Assistant director, Operations and Neighbourhoods detailing Homelessness commissioning intentions for 2021/22. The report set out specific details on service developments that would allow the Council to meet its obligations to deliver a holistic and integrated response to preventing homelessness and increasing the resilience of vulnerable people.

It was explained that the Council's Homelessness Service utilised a range of services to support those who were homeless or at risk of homelessness in the Borough. The service had undergone considerable transformation over the last 2 years and used a broad range of different approaches in order to fulfil the aims of the Council's Preventing Homelessness Strategy.

In 2018, Tameside Council was successful in its bid to the Ministry of Housing, Communities and Local Government (MHCLG) for additional resources to provide new services to prevent and relieve rough sleeping. The funding enabled the Council to develop and review delivery in order to meet the continued demands on services.

The Covid-19 pandemic had also had an impact on both commissioners and providers and services had responded flexibly in making adjustments to deliver Covid-19 safe services. The rapid response to the pandemic had allowed the service to explore the learning and best practice from the crisis to adopt as part of the service review. Additionally, the pandemic also brought some unknowns – specifically the impact on homelessness once the moratorium on evictions had been lifted. The Authority could potentially be facing a significant increase in the number of people and families presenting as homeless from April 2021 onwards and it was important that appropriate contracts were in place to support those in the most need.

Members were advised that the Homelessness service had a range of contracts which enabled the delivery of services to support the homelessness agenda within the borough. The service review had identified those contracts that were due to end and therefore required a decision in terms of future delivery. The service was seeking authorisation to develop, procure and extend those contracts identified as follows:

- Contract for Short Term Accommodation and Support;
- Contract for Accommodation Based Service for People With Alcohol & Substance Misuse Problems/ Provision of a 5 Bed Complex Needs Service for Rough Sleepers/ Contract for Accommodation Based Service for Young People and Care Leavers; and
- Contract for the provision of a Tenancy Support and Compliance Service for Offenders subject to MAPPA and PPO/ Contract for the Provision of a Floating Support and Activities Service for People at Risk of Social Exclusion.

Details of the contracts and proposals going forward, were provided in the report.

In seeking to move towards the proposals as outlined, the commissioners would be seeking to carry out a consultation exercise with the findings and recommendations included in service delivery specifications going forward.

Permission was also being sought to carry out a period of public consultation in respect of the changes, to ensure specifically, that the views of service users were taken into account. The proposed public consultation questions appended to the report.

#### **AGREED**

**That the Executive Cabinet be recommend subject to public consultation in respect of the proposed changes to service delivery, that the following interim arrangements be approved in principle:**

- (i) Development of a short term accommodation model from current contractual arrangements to an enhanced housing benefit model;**
- (ii) Tender for a framework to support call off arrangements for specialist accommodation services outside of the enhanced housing benefit model;**
- (iii) Enter into a contract for the provision of a Tenancy Support and Compliance Service for Offenders subject to MAPPA and PPO where there is no provision in the contract to do so to 30 September 2023; and**
- (iv) Enter into a contract with preferred provider following the tenders, subject to compliance with the Council's Procurement Standing Orders, to provide a floating**



**support and activities service for people at risk of social exclusion where there is no provision in the contract to do so to 30 September 2022.**

## **255      LEVELLING UP BIDS**

Consideration was given to a report of the Executive Member of Finance and Economic Growth / Director of Growth / Assistant Director of Investment, Development and Housing. The report provided an update on the recently announced national Levelling Up Fund (the Fund).

Members were advised that As part of the March 2021 budget, the Government had announced £4.8 billion of 'Levelling Up Funding' ('The Fund') over four years (up to 2024-25), committed to a holistic, place based approach to funding projects and programmes across the country.

The Fund would provide investment in projects that require up to £20m of funding. However, there was scope for the Fund to invest (between £20m and £50m) in larger high value transport projects, by exception.

The first round of the Fund will be open for bids until Friday 18 June 2021 and these would need to be submitted to MHCLG by this date. Decisions on projects supported by the Fund were expected by autumn 2021.

Funding was requested to cover external/professional/Due diligence (DD) costs associated with preparing two green book submissions. The costs were associated with that of putting together detailed comprehensive bids and that of further due diligence costs that would be required in parallel to the submission itself and for purposes of the bid and other requirements as needed such as independent assessment of costs, valuations, and detailed cash-flow and financial profiling, investment structure advice and other aspects around delivery and compliance.

### **AGREED**

**That Executive Cabinet be recommended to:**

- (i) Agree that bids for Ashton Town Centre and Stalybridge Town Centre are prepared for submission and referred back for consideration prior to bid submission date of 18 June 2021.**
- (ii) Agree on the procurement and appointment of Specialist external support through STAR to assist in the preparation and submission of two bids for submission into the Levelling Up Fund.**
- (iii) Approve a budget of up to £0.100m to appoint the aforementioned external support and this budget is approved for all professional fees and costs associated with the preparation and submission of two bids to the Levelling Up Fund. It is proposed that this budget is financed via the residual balance of Covid grant funding received by the Council from the Government in 2020/21 that will be carried forward to 2021/22.**
- (iv) Agree to enter into a Memorandum of Understanding (MOU) and associated Terms of Reference with the owners of the Arcades and Ladysmith Shopping Centres in Ashton Town Centre and establish a Working Group with them to progress proposals for a Levelling Up Fund bid.**

## **256      ST PETERSFIELD FUTURE – COMMISSIONING OF DEVELOPMENT REPORTS**

Consideration was given to a report of the Executive Member for Finance and Economic Growth / Director of Growth / Assistant Director of Investment, Development and Housing. The report provided the next steps in the programme for the redevelopment of St Petersfield in Ashton Under Lyne.

Members were reminded of the St Petersfield Masterplan which identified 7 key office development plots and subsequent changes as a result of the Corona Virus outbreak. Where people had adapted by working from home rather than commuting to the office

As a result of these changes, it was recommended that the Council appoint a Consultant to undertake a study reviewing the deliverability of Grade A office development at St Petersfield. This study should focus on potential demand for office space in the short and long term and identify a quantum that was deliverable within these timescales. Further, with the economy currently in an unpredictable state it would be appropriate to consider the delivery options for each development parcel considering short and long-term possibilities.

Members of the Board were advised that to complement and advance work undertaken to date on St Petersfield the Council has secured Evergreen Grant Funding of £0.127m to part fund a development prospectus and feasibility works to bring the St Petersfield development to the market. The Grant would be match funded by an additional £ 0.127m via the Growth Directorate revenue budget.

It was estimated that a revenue sum of £0.020m was required in order to carry out interim maintenance of the public realm to the St Petersfield area. This work was necessary, as currently, there were no arrangements in place to undertake these public realm works. This interim maintenance was to ensure the area was secure, managed, maintained and monitored.

It was requested that £0.200m of Council funding be carried forward to 2021/22 within Council reserves as there had been no expenditure incurred in 2020/21. This would allow the delivery of the scheme as intended when the budget was allowed as part of the 2020/21.

#### **AGREED**

**That Executive Cabinet be recommended to agree to:**

- (i) Appoint consultants to undertake a study reviewing the deliverability of office development in the area considering both short- and long-term delivery.**
- (ii) Following the review above, appoint a consultant to undertake a Delivery Options Report for each Parcel.**
- (iii) Procure a multidisciplinary team to prepare a Development Prospectus to cover the St Petersfield masterplan area and deliver other tasks associated with the Evergreen Fund.**
- (iv) Approve the budget sum of £0.127m to finance recommendations 1 to 3 which is to be funded via a total available budget of £ 0.327m as set out in table 1 section 8.1. The £0.127m is to be financed in equal proportions via the Growth Directorate revenue budget and Evergreen grant funding (£0.0635m via each funding source).**
- (v) Approve the carry forward of £0.200m of Council funding allocated to the Growth Directorate revenue budget in 2020/21 to 2021/22 via Council reserves for the development of St Petersfield as stated in section 8.1, table 1. This sum is within the total available budget of £ 0.327m.**
- (vi) Approve interim revenue funding (£0.020m) via the aforementioned £0.200m budget in 2021/22 to finance the works stated in section 7 to the public realm in the St Petersfield area whilst a detailed report is prepared considering future**

#### **257 REVIEW OF SCHOOLS PFI CONTRACTS, REFINANCING AND ACADEMISATION PROPOSALS**

Consideration was given to a report of the Executive Member of Finance and Economic Growth / Assistant Director of Finance. The report sought to ensure that all necessary due diligence was completed prior to agreeing to any refinancing, contract variations and academy conversions to ensure value for money for Tameside residents and pupils.

It was reported that there were a number of risks that are associated with the conversion of PFI schools to academy status, as the contractual relationship for delivery remained between the Council and the PFI provider, with a pass through of costs to the academy. This additional layer means that the Council could be put at significant risk for poor service delivery and non-payment by the school.

It was stated that there was the opportunity to combine the three issues by aligning a review of the services and elements of the current contract with the refinancing, this will reduce the costs of dealing with lenders and remodelling work, as costs can be defrayed into the refinancing work. This is also timely following guidance from the Treasury on this type of review.

The contractual review would seek to consider how to reshape the arrangements in a way that would minimise risk to the Council, and provide assurance to the Council, and Schools if the decision was to proceed to converting those schools to academy status.

This work can run concurrently with the proposed refinancing as the level of borrowing would remain the same regardless of the service specification outputs of the contract. The proposed PFI refinancing was expected to save a total of £2.6m for the contract over the remaining life to August 2037, with £1.8m of the benefit falling to the Council and Schools.

Due to the technical nature of this review and the complexity of the contracts, it was recommended that the Council engage in a procurement exercise to source external commercial and financial expertise to support the due diligence process in relation to the refinancing, contract review and academisation process.

Further to the due diligence exercise, the Council would consider the PFI refinancing proposals as put forward by Amber Infrastructure Ltd as Managed Service Provider and Shareholder of Inspired Spaces (Tameside) Ltd project company 2.

The cost of the review should be funded from any savings realised from the review process therefore would not cause any further pressures on the Council's financial position and would be met from the PFI reserves.

#### **AGREED**

**That the Executive Member for Finance and Economic Growth be recommended to agree that:**

- (i) The Council consider the PFI refinancing proposals as put forward by Amber Infrastructure Ltd as Managed Service Provider and Shareholder of Inspired Spaces (Tameside) Ltd project company 2.**
- (ii) The Council engage in procuring external commercial and financial expertise in supporting the due diligence process in relation to the refinancing, contract review and academisation process to enable decisions to be made at a later date.**
- (iii) The cost of the review, due diligence and legal fees should be funded from any savings realised from the review process therefore not causing any further pressures on the Council's financial position and will be met from the PFI reserves.**

#### **258 SEN HOME TO SCHOOL AND VULNERABLE ADULTS TRANSPORT, ADOPTION NEWPURCHASING SYSTEM (DPS) FRAMEWORK CONTRACT (3.00PM)**

Consideration was given to a report of the Executive Member for Neighbourhoods, Community Safety and Environment / Executive Member for Lifelong Learning, Equalities, Culture and Heritage / Executive Member for Adult Social Care and Population Health. The report sought authorisation to allow the new DPS Framework to be used and to enter into contract arrangements with the successful bidders for mini competitions to provide SEN and Vulnerable Adults transport on the Council's behalf.

The Director of Operations and Neighbourhoods explained that the Council's current framework contract for the supply of all its external transport provision for Education (SEN), Social Care and Health and Adult Services, expired October 2020. The contract was operating under a 12-month extension period, which would expire October 2021.

In partnership with the Council's procurement partners STAR and Trafford, Rochdale and Stockport Councils, the service took part in a joint tendering exercise to implement a new joint Dynamic Purchasing System (DPS) Framework Contract for the provision of SEN Home to School and Adult

Services Transport. This new framework would allow the Council to legally procure its SEN and Adult Services transport needs for the 6 year period 2020 to 2026. This DPS would operate on a 4+1+1 basis that was an initial 4 years followed by two 1 year extensions.

This would be achieved through mini competitions for routes/contracts run through the DPS framework, with a view to obtaining savings. It was estimated that the Council will expend approximately £25.898m on providing statutory SEN and Adult Services transport over the 6 year period. This value was provided as a guide and was not a fixed contractual commitment over this period.

It was estimated that the Council would expend approximately £25.898m on providing statutory SEN and Adult Services transport over the 6 year period. This value was provided as a guide and was not a fixed contractual commitment over this period.

**AGREED:**

**That the Executive Member for Neighbourhoods, Community Safety and Environment / Executive Member for Lifelong Learning, Equalities, Culture and Heritage / Executive Member for Adult Social Care and Population Health be recommend to determine that authorisation is granted to enter into the Dynamic Purchasing System (DPS) Framework Contract as provided for by STAR, for the provision of SEN Home to School and Adult Services Transport.**

**259 AUDENSHAW SCHOOL: CONVERSION WORKS**

Consideration was given to a report of the Executive Member, Lifelong Learning, Equalities, Culture and Heritage / Executive Member, Finance and Economic Growth / Director of Growth, explaining that Audenshaw High School increased its published admission number through the statutory consultation process with effect from September 2021, from an intake of 210 to 240 per year and also agreed to take 240 pupils from September 2020. The growth in demand for high school places, was as a result of increased birth rates in the local area and across Tameside.

It was reported that the school was able to accommodate the additional pupils admitted in September 2020 using surplus accommodation, following of the closure of its sixth form provision in June 2018. The sixth form block was therefore refurbished in August 2020, as part of Phase 1 of the expansion works. However, as the block was designed for smaller sixth form groups, three rooms remained undersized and could not accommodate standard sized class groups. Structural internal modelling was required to provide ten standard sized classrooms for general teaching. In addition, there was a requirement to remodel three spaces in the science block to create two additional science laboratories and a new food technology room to enable the increase in pupils to access sufficient facilities for the increased numbers.

The project represented good value for money by remodelling and repurposing existing rooms in the school rather than constructing brand new accommodation. The Executive Cabinet approved a budget of £1,311,000 for the project at its meeting on 29 July 2020.

This report sought permission to enter into a Design and Build Contract with inspired spaces Tameside Limited (LEP) to deliver the project and also enter in a joint Deed of Appointment with the LEP and Currie and Brown who would be the Independent Certifier, for the project.

An executive summary of the independent value for money report required before entering into any contract with the LEP was attached at **Appendix 1** to the report.

**AGREED:**

**That Executive Cabinet be recommended to approve the following:**

- (i) **A Design and Build contract is entered into with the LEP, to deliver the Audenshaw High School Expansion project in the sum of £1,067,161 to remodel the former sixth form block to create ten standard, general teaching rooms and also remodel existing rooms in the science block to create two brand new science laboratories and a new food technology room on the basis of the following:**
  - **The price is inclusive of any cost increases which may be due to Covid 19;**

- Design works procured through the Tameside Additional Services contract (TAS) are included in warranties provided by the LEP under the Design and Build Contract, to ensure that the Council is adequately protected ; and
  - Liability of the LEP is capped at ten times the value of the works
- (ii) To enter into Deed of Appointment with the LEP to procure the services of Currie and Brown to fulfil the role of Independent Certifier for the contract in the additional sum of £8,550.
- (iii) A virement between the unallocated basic need budget and this project for a further £62,448.

## **260 ACCEPTANCE OF GRANT MONEY AWARDED FROM THE PUBLIC SECTOR DECARBONISATION FUND**

Consideration was given to a report of the Executive Member for Finance and Growth / Assistant Director of Strategic Property. The report detailed the award, grant conditions of the public sector decarbonisation fund and the building which would utilise the funding.

Members were advised that the Council were required to formally agree to monies being awarded via grant schemes to be utilised for the identified purpose of the award. An agreement in principle to accept the award was agreed at Executive Cabinet on the 16 December 2020.

The grant bid and scheme had been coordinated by the Greater Manchester Combined Authority, the grant award had been made from the Department of Business, Energy and Industrial Strategy (BEIS) via SALIX Finance acting as the auditing body. The grant award had been made directly to GMCA on behalf of 13 organisations. The Council was required to enter into a contract with GMCA to draw down the grant funding to Tameside.

The funding would be utilised to install measures in the buildings across Tameside's asset portfolio. The delivery of design works and installation of measures would be undertaken via the Council's arrangement with the LEP, Robertson and the associated supply chain utilising the Tameside Additional Services Contract (TAS).

### **AGREED:**

**That the Executive Member for Finance and Growth be recommended to determine that:**

- (i) The Council agree to accept the funding valuing £2,238,604 from the Public Sector Decarbonisation Fund (PSDS) award to be utilised for the identified purpose of the award.
- (ii) That the Council agree to entering into a contract with the Greater Manchester Combined Authority for the purposes of disbursement of funding in relation to the PSDS award.
- (iii) That the confirmed grant funding value and related decarbonisation scheme is included within the Council's approved capital programme.
- (iv) That the Council agrees that the delivery of design works and installation of measures will be undertaken via the Council's procurement and contractual arrangements with the LEP, Robertson and the associated supply chain utilising the Tameside Additional Services Contract (TAS).
- (v) That the Council notes that the Grant award notification is 8 weeks later than programmed but the end date for spend remains the 30 September 2021.

## **261 UPDATE ON PROVISION OF GENERALIST SOCIAL WELFARE INFORMATION AND ADVICE AND SPECIALIST EMPLOYMENT ADVICE**

Consideration was given to a report of the Executive Member, Neighbourhoods, Community Safety and Environment / Executive Member, Adult Social Care and Health / Clinical Lead, Starting Well / Assistant Director, Operations and Neighbourhoods, explaining that the Council had a contract with Citizens Advice Tameside for many years to deliver generalist social welfare advice and specialist employment advice.

It was explained that the contract was last reviewed in 2018 when a waiver to standing orders was granted to allow the direct award of a three-year contract to Citizens Advice Tameside. The current contract ended on 31 March 2021. It had taken longer than envisaged to get to a position of being tender ready and this was due in part to the current climate during the Covid-19 pandemic, but this had been further exacerbated by the nature of the contract and the fact that this was the first time the service has been tendered.

The report outlined the current position with the tender process and requests additional time by way of a 6 month direct contract award to Citizens Advice to allow a competitive tender process to take place for the remaining 2.5 year contract period. This would cover the period 1 October 2021 – 31 March 2024. The overall total contract spend would be for a 3 year period as previously agreed at SCB on 25 November 2020. Additionally, approval was sought to allow a 1 plus 1 year optional extension in the contract noting that further governance would need to be obtained before any such extension could be exercised.

Members were advised that permission had previously been afforded to the Director of Operations and Neighbourhoods by way of delegated authority to award the tender and enter into all necessary contract arrangements. Further approval was requested to award the same delegation powers to the Director of Operations and Neighbourhoods for the revised 2.5 year tender exercise for the provision of the contract.

**AGREED:**

**That the Strategic Commissioning Board and Executive Cabinet be recommended to agree:**

- (i) That the current situation with the tender process and the difficulties encountered in meeting the tender commencement date of 1 April 2021 be noted;**
- (ii) That approval be granted to directly award a 6 month contract to Citizens Advice to cover the period 1 April 2021 to 30 September 2021 to allow a competitive tender process to take place;**
- (iii) That approval be granted to tender the provision of generalist social welfare information and advice and specialist employment advice for a period of 2.5 years;**
- (iv) That approval be granted to allow a 1 plus 1 year optional extension in the contract noting that further governance would need to be obtained before any such extension could be exercised; and**
- (v) That authority be delegated to the Director of Operations and Neighbourhoods to award the tender and enter into all necessary contract arrangements.**

## **262 URGENT AND EMERGENCY CARE BY APPOINTMENT**

A report was submitted by the Executive Member, Adult Social Care and Health / CCG Co-Chair / Urgent Care Lead / Director of Commissioning, providing an update on the development of Urgent and Emergency Care by Appointment in Tameside and Glossop.

It was stated that Five Year Forward View in 2014 recognised that urgent and emergency services needed to integrate more. The Next Steps on the Five Year Forward view in 2017 then described the achievements delivered so far and those expected for 2017/18 and 2018/19. These changes were the basis for a seamless transfer of care for individuals from their point of entry to their treatment.

The Next Steps also set out the expectations that every hospital must have comprehensive front-door clinical streaming by October 2017 and that systems would implement standardised new Urgent Treatment Centres (UTC). These two elements working together would ensure ED/A&E departments were free to care for the sickest patients, and other people would receive care in a more appropriate place with advance booking in UTCs.

The Covid-19 pandemic brought about a change in the way that people accessed healthcare with fewer people self-presenting at EDs and more people utilising NHS 111. Whilst there were some concerns that people who needed help may not be seeking it, there were also benefits as more people

could be supported without the need to attend ED or an UTC and those that did need to attend could be managed more safely with reduced congestion in waiting rooms.

Members were informed that, in January 2020, prior to the current COVID 19 Crisis, the GM UEC Improvement & Transformation Board approved a high-level Urgent Care by Appointment model as a refreshed priority for UEC integration. The aim was that by April 2022 the model would reduce across GM: Ambulance attendances by 100 per day and ED walk in attendances by 300 per day.

It was reported that Tameside and Glossop recognised the opportunity to reduce attendances at ED and admissions in 2015 and developed several services as part of the Care Together programme that would not only reduce illness but also manage urgent care out of hospital, in particular Digital Health and the Integrated Urgent Care Team (IUCT). The Tameside and Glossop Locality plan, 'A Place-Based Approach to Better Prosperity, Health and Wellbeing' set out the vision for people who needed urgent care. With a key expectation by 2022 that the most appropriate person within primary care would assess people with an urgent care need on the same day. With either, a treatment plan agreed to manage the immediate need within that service or a safe transfer made to the care of another neighbourhood-based service.

Following a public consultation a more integrated Urgent Care Service was commissioned in 2018 that comprised the Primary Care Access Service (PCAS) and the UTC and that together delivered improved access to Primary Care based Urgent Care enabling people to book appointments for same day care as well as retaining the ability to 'walk in'.

These services along with existing ED front door streaming, Ambulatory Care (Same Day Emergency Care) and the developing Acute Frailty Services positioned Tameside and Glossop strongly when the Covid-19 pandemic focused attention on how systems manage Urgent and Emergency Care.

The report concluded that Tameside and Glossop had been able to respond to the national and GM expectation around UEC by Appointment by building on the services already in place. Whilst too early to be assured that there was a positive impact on ED there was evidence that people were able to be supported without the need to attend any service and it was possible to direct people to services that better met their needs. It was expected that over time the services and pathways would develop further to increase the opportunities to ensure people received prompt and effective Urgent and Emergency Care as close to home as possible.

#### **AGREED:**

**That the report be noted.**

### **263 SECTION 31 LOCAL AUTHORITY GRANT FOR ADDITIONAL DRUG TREATMENT, CRIME AND HARM REDUCTION ACTIVITY 2021/22**

Consideration was given to a report of the Executive Member. Adult Social Care and Health / Clinical Lead / Director of Population Health, providing background information on the Section 31 Local Authority Grant for additional drug treatment and harm reduction activity and outlined the proposed approach to the commissioning and delivery of the Universal Component of this Grant in Tameside with a value of £406,000 for 2021/22.

It was explained that the GM Drug and Alcohol Strategy 2019-2022 set out a vision to make Greater Manchester a place where everyone could have the best start in life, live well and age well, safe from the harms caused by drugs and alcohol:

The strategy identified six priorities for making things better:

- Prevention and early intervention;
- Reducing drug and alcohol related harm;
- Building recovery in communities;
- Reducing drug and alcohol related crime and disorder;
- Managing availability and accessibility; and

- Establishing diverse, vibrant and safe night-time economies

Tameside was adopting the GM Strategy locally as it was known that substance misuse harm in Tameside was extensive and was an important factor that adversely affected the overall quality of life and perpetuated inequalities.

Due to the scale of the challenge posed by drug and alcohol use in Tameside, and following an independent peer review around substance misuse in late 2018, the Council had developed a local Strategic Substance Misuse Partnership with senior leaders from the local authority, CCG, ICFT, police and voluntary sector. This partnership oversees the local work programme with: specialist treatment services, hospital alcohol liaison service, therapeutic residential supported housing, motivational programmes in community and residential settings, proactive work with licensing colleagues to reduce harms of alcohol availability across the community, the Alcohol Exposed Pregnancies work programme, and dedicated work around the hidden harm to children.

Specialist treatment services in Tameside were commissioned as an all-age integrated substance misuse service. This was currently provided by Change Grow Live, My Recovery Tameside (CGL MRT) and this had been in place since August 2015.

Members were advised that the government had announced £80 million for drug treatment as part of a £148 million funding package for reducing crime. This was the biggest increase in drug treatment funding for 15 years. This was additional to the local authorities core allocation for substance misuse treatment services as part of the public health grant and was funding for 1 year specifically to enhance drug treatment, focused on reducing drug-related crime and stopping the rise of drug-related deaths.

This overall drug treatment crime and harm reduction activity funding package would consist of three separate components:

1. **Universal** – available to all LAs except for those selected to be Accelerator areas. These grants would account for the majority of the £80m.
2. **Accelerator** – available to a small number of local authority areas as an extension of Project ADDER (see further information below). These local authorities would receive larger grants. This would be alongside Home Office funding for targeted enforcement activity by the police and the targeting of recovery support resources and interventions, such as employment support and criminal justice system interventions, by other government departments. It was noted that the specific areas had been selected based on specific needs and Tameside was not one of the areas selected for this element of the programme
3. **Inpatient** – all areas would be able to benefit from grants awarded to regional or sub-regional consortia of LAs for commissioning inpatient detoxification beds. Tameside would benefit from a GM-wide allocation to increase inpatient detox capacity which was currently being developed.

It was reported that Tameside had been awarded a Section 31 Local Authority Grant totalling £406,000 for commissioning and delivery of the Universal Component of the Drug Treatment, Crime & Harm Reduction Grant for 2021/22. This was one-off funding for the 2021/22 financial year only. Brief details of the areas of work the funding would be utilised for were included in the report and a full cost breakdown was also provided in an appendix to the report.

Members sought assurances that appropriate advice from STAR was obtained to ensure that the procurement of the service was achieved compliantly.

#### **AGREED:**

**That the Strategic Commissioning Board be recommended to give approval to award the allocation of £406,000 for delivery of the drug treatment crime and harm reduction activity 2021/22 through the Section 31 Local Authority Grant provision, as outlined in the report. That approval be given to commission CGL My Recovery Tameside to deliver the drug treatment, crime and harm reduction package of interventions aligned to the Universal component of the Section 31 Local Authority Grant award.**



## **264 TENDER FOR THE PROVISION OF A SEXUAL & REPRODUCTIVE HEALTH SERVICE**

Consideration was given to a report of the Executive Member, Adult Social Care and health / Clinical Lead/ Director of Population Health, outlining the proposed approach to the re-commissioning of Sexual & Reproductive Health services in Tameside with an annual budget of £1,274,924.

It was reported that Tameside had seen increasing demands in recent years for sexual health advice, contraception, testing and treatment and at the same time continued to have relatively high rates of under-18 conceptions; abortions; and STI diagnoses.

Tameside MBC was responsible for commissioning open access sexual and reproductive health services to be available within the borough, which was a mandated function (Health & Social Care Act 2012). Ensuring the delivery of high quality, accessible services for residents was key to improving the wide-ranging health outcomes linked to sexual & reproductive health. Tameside continued to have a relatively low level of investment per head of population on sexual health services compared to similar areas.

The report put forward the evidence of the impact that sexual & reproductive health interventions had on population health outcomes. It also provided value for money and cost benchmarking analyses to make the case for ongoing investment in sexual & reproductive health services, which would return longer-term savings. Therefore, the report sought permission to go out to tender, and award for a longer-term contract to work up a developmental, neighbourhood-centred model of delivery with the provider to achieve a step-change in supporting good sexual wellbeing across Tameside over the next 5-years and beyond.

The report sought authorisation to tender the service for a new contract to start on 1 April 2022. The total contract value over the five year period was £6,374,620. The Council would co-commission this service with Stockport MBC, who would act as the lead commissioner via a legally binding Inter-authority Agreement and work was underway with STAR procurement to re-tender the service. There was also an additional element of grant funding for the PrEP HIV prevention drug for which there was an allocation of £68,320 for in 2021/22.

### **AGREED**

**That the Strategic Commissioning Board be recommended to give approval to the following:**

- (i) Tender the Sexual & Reproductive Health Service to commence 1 April 2022 for a five year period, plus the option of a five year extension, dependent on a formal review of the service in year 4 (2025/26) to ensure adequate performance and outcomes achieved and the necessary approval granted to proceed as demonstrates vfm. The contract term will include a termination period of six months;**
- (ii) Award the contract following the completion of a compliant tender exercise , subject to compliance with the Council's Procurement Standing Orders;**
- (iii) Enter into an Inter-authority Agreement, as advised by STAR procurement, with Stockport MBC; and**
- (iv) Award a grant for provision of the PrEP HIV prevention treatment during 2021/22 and in future years when this grant will be allocated within the wider public health grant allocation.**

## **265 FORWARD PLAN**

### **AGREED**

**That the forward plan of items for Board be noted.**

**CHAIR**

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## **BOARD**

**19 May 2021**

<b>Present:</b>	<b>Elected Members</b>	<b>Councillors Warrington (In the Chair), Bray, Cooney Fairfoull, Feeley, Kitchen, Ryan and Wills</b>
	<b>Chief Executive</b>	<b>Steven Pleasant</b>
	<b>Borough Solicitor</b>	<b>Sandra Stewart</b>
	<b>Section 151 Officer</b>	<b>Kathy Roe</b>
<b>Also in Attendance:</b>	<b>Suzanne Antzobus, Dr Asad Ali, Tracy Brennand, Stephanie Butterworth, Ian Duncan, Nick Fenwick, Richard Hancock, James Mallion, Dr Ashwin Ramachandra, Ian Saxon, Jayne Traverse, Sarah Threlfall.</b>	
<b>Apologies for Absence</b>	<b>Councillor Gwynne</b>	

### **1 DECLARATIONS OF INTEREST**

There were no declarations of interest.

### **2 MINUTES OF PREVIOUS MEETING**

The minutes of the Board meeting on the 14 April 2021 were approved as a correct record.

### **3 FEEDBACK FROM OFSTED VISIT**

Consideration was given to a verbal report of the Director of Children's Services, which provided feedback on the recent OFSTED visit.

The Director of Children's Services explained that elective home educated children and children missing education was a focus for OFSTED due to the number of children missing education and children who had been educated at home due to Covid. It was reported that feedback had been positive and that there were robust systems in place. In regards to the Front Door and the response on acting quickly to protect children, feedback was positive however, it was identified that there were delays for children who needed further checks to decide on the next steps and highlighted concerns over the management oversight.

In regards to children who were subject to ongoing child protection plans, interventions, child in need and child protection positive feedback was received. Further, Ofsted met with care leavers and felt that the Care Leavers were inspirational, Ofsted's feedback on the support that Care Leavers received was good. It was reported that Ofsted met with a group of cared for children, they were happy to see their social workers and foster workers and that the children felt safe. However, the frequency in the change in social workers was raised as an issue.

Ofsted found that on placements, decisions to come into care were appropriate, most children that were looked at were in stable placements that met their needs appropriately, however, Ofsted identified placement pressures. It was found that there were good examples of audits, Ofsted liked the manner in which social workers and managers engaged in reflective discussion in audits. Social workers found auditing had been helpful although audits could be process driven, however, they were lacking in the focus of the child and the lived experience of the child.

It was found that there was a capacity issue within the MASH, but there was good decision making by the management and social workers. It was found that some of the gathering of information by

social workers and management oversight was delayed due to capacity issues. It was reported that social workers liked working for Tameside MBC and that managers were accessible. Ofsted highlighted problems with the social care system IT system, some of the elements were not as functional as they could be.

Feedback from Ofsted included feedback from schools, schools reported a good communication with the local authority and relationships social workers. Schools interviewed by OFSTED reported that Tameside MBC had done everything they could to support vulnerable children who had not been to school due to Covid.

The Director of Children's services summarised the feedback by explaining that there were 5 main themes that had arisen from the feedback.

1. The need to move from compliance to quality.
2. Quality and performance and areas to develop.
3. Management oversight.
4. Relationships and engagement with partners.
5. Staffing turnover, workload and capacity.

#### **AGREED**

**That the information provided be noted AND THAT THE Council will receive a letter in due course.**

#### **4 ARRANGEMENTS FOR FORMAL COUNCIL MEETINGS**

Consideration was given to a report of the Executive Leader / Director of Governance and Pensions, which detailed the options available for holding Council meetings following the Government decision to not bring forward the primary legislation needed to extend the Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020 ("the Flexibility Regulations") beyond 7 May 2021.

The report sought approval for the undertaking of council meetings as proposed in Appendix 1, funding of webcasting equipment via the Covid Grant Funding and recommended that attendance by officers at any meeting should be restricted to ensure health and safety requirements were met.

The Director of Governance and Pensions advised the Board that the Government had confirmed in a letter to all Council Leaders in a letter dated 25 March 2021 from Local Government Minister Luke Hall that The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020 ("the Regulations") that enabled local authorities to hold meetings remotely would expire on 7 May 2021.

It was explained that prior to the enactment of the Regulations, the legal position for local authorities in England and Wales as set out in the Local Government Act 1972 required members to be physically present at committee meetings in order to vote. The Regulations provided for various amendments to be made to the Local Government Act 1972 until May 2021.

The Government had further confirmed that as an extension to the regulations would require primary legislation, and that there was insufficient parliamentary time to bring forward emergency legislation to enable remote committee meetings to continue after 7 May 2021.

The Director of Governance and Pensions detailed the proposed method of holding the council meetings scheduled over May and June 2021 at **Appendix 1**. Members were advised that the funding of webcasting equipment such as the hire of cameras would be necessary to enable the webcasting of meetings at Jubilee Hall. This would be met from the Covid Grant Funding.

In addition in order to ensure that health and safety requirements were met, it was recommended that attendance by officers at any meeting should be restricted to the absolute minimum for essential

reporting.

That Council meetings are undertaken as proposed in Appendix 1 subject to Cabinet Members advising as to whether they wish to continued to undertake virtual meetings in some circumstances by delegation of the formal decision making to an Chair/Officer reflecting the wishes of the virtual meeting – such arrangement, which would need to be approved by Council.

#### **AGREED**

- (i) That it is recommended to Council that in order to maintain covid secure access to all members of the GMPF Management & Advisory Panel, which has representatives from all Greater Manchester districts and the Ministry of Justice, following the expiry of the virtual meeting legislation and in line with a letter to all council leaders dated 25 march 2021 from Local Government Minister Luke Hall, that all future meetings of the panel remain virtual until further notice with any formal decisions arising from the published agenda be delegated to the chair of the panel taking into the account the prevailing view of the virtual meeting.**
- (ii) That it is recommended to Council that in order to enable the Clinical Commissioning General Practitioners to take part in decisions of the strategic commissioning board, whilst they continue to support the NHS in dealing with the pandemic that all future meetings of the SCB remain virtual until further notice with any formal decisions arising from the published agenda be delegated to the chair of the SCB taking into the account the prevailing view of the virtual meeting. That the time for SCB/Cabinet will be reviewed to enable members to undertake Cabinet with the necessary travel required.**
- (iii) That the funding of the webcasting and necessary hire and/or purchase of equipment is met from the Covid Grant Funding.**
- (iv) That attendance by officers at any meeting should be restricted to the absolute minimum for essential reporting to ensure health and safety requirements are met.**

## **5 DETERMINING THE FUTURE OF THE COUNCIL AND CCG'S WORKFORCE CULTURE**

Consideration was given to a report of the Executive Leader / Assistant Director for People and Workforce Development. The report detailed the opportunity that the Council and CCG had to create a new culture and new normal which would provide the right balance between productivity and inclusivity whilst meeting the needs of the workforce to achieve a better work life balance. Further, the report proposed engaging with external 'People Architects' to create a new working model quickly, preventing a shift back to pre Covid ways of working.

The Assistant Director for People and Workforce Development explained that in order to 'build back better' post COVID, experiences over the last 12 months must be learnt from. This intelligence would help create a working culture that would have the right balance between how the staff had worked during Covid and a hybrid approach which would maximise productivity whilst meeting the needs of the workforce to achieve a better balance between work and home life.

Members of the Board were advised of national surveys and more recent feedback from workplaces in March 2021, summarised in the Chartered Institute of Personnel Development (CIPD). It was explained that it was pivotal that any working model created was based on the experiences and feedback from our staff and managers, balancing pros and cons whilst ensuring the needs of our business and residents was prioritised.

Members received a detailed breakdown of the survey of staff and managers about homeworking. The internal survey found that 72% of staff felt their normal job could be carried out from home and Over half of people would like to work from home permanently, a quarter were not sure, and a quarter would not choose to.

In addition to the survey completed by staff and managers, People and Workforce Development attended management teams to gather manager views on the current working model and future

aspirations post-COVID. Managers were clear that they did not envisage returning to pre-COVID ways of working. They recognised that working differently had significant benefits for individuals and the organisation.

Members of the Board were advised of the benefits of a hybrid workforce including a better work-life balance, increased productivity, improved service delivery, better recruitment, decreased sickness absence, reduced estates costs, reduced mileage costs and CO2 emissions and better mental and physical wellbeing.

It was proposed that considering the importance and widespread implications of this work that external specialists in workforce architecture be procured to assist in developing a new post COVID workforce model of the future for the Council and CCG.

#### **AGREED**

**That the Strategic Commissioning Board be recommended to approve the concept and introduction of Hybrid Working across both the Council and CCG approve:**

- (i) the principal and introduction of Hybrid Working across both the Council and CCG**
- (ii) that there will not be an immediate return to full time office based working seen prior to the COVID pandemic following the relaxation of lockdown measures and that an appropriate plan will be developed which increases productivity, inclusivity and supports a reduction in our estate.**
- (iii) an initial investment of £50k to procure through STAR external specialists in workforce architecture to develop options for a new post COVID working model that increases productivity, inclusivity and supports a reduction in our estate.**

## **6 STATEMENT OF COMMUNITY INVOLVEMENT**

Consideration was given to a report of the Executive Member for Housing, Planning and Employment / Director of Growth. The report detailed the proposals to update the SCI to reflect the change in narrative and terminology around joint planning of the nine boroughs and 'Places for Everyone'.

Members were advised that the current SCI was adopted 2 November 2020 following comprehensive review and a 6 week period of public consultation. Permanent changes were proposed were proposed in the 2020 update, which were reflective of the significant changes in how people are interacting physically at that time.

It was explained that this 2021 update however, represented a technical amendment and followed the decisions of Stockport Council (3 and 4 December 2020) not to approve the submission of the Greater Manchester Spatial Framework (GMSF), following the intended consultation period and not to publish the GMSF 2020. This in effect signalled the end of the GMSF as a joint plan of ten Greater Manchester Boroughs.

It was further explained that the updated SCI was presented for approval to be published which had been prepared to reflect changes in preparing a joint plan of nine boroughs through Places for Everyone. Due to the technical nature of the update, recent comprehensive review following consultation and no statutory or local commitment to do so, no period of public consultation was proposed. The SCI was included at **Appendix 1** and the EIA was included at **Appendix 2**.

#### **AGREED**

**That Executive Cabinet be recommended to approve the publication of the updated Statement of Community Involvement and accompanying EIA as set out at Appendix 1 and 2, and bring it into immediate effect.**

## **7 ADULT COMMUNITY EDUCATION GRANT FUNDING AGREEMENT AND FUTURE PROVISION**

Consideration was given to a report of the Executive Member for Lifelong Learning Equalities, Culture and Heritage / Director of Growth / Assistant Director of Investments Development and Housing. The report set out the Grant Funding agreement for Adult Community Education for the academic year 2020-21 and accompanying performance management approach relating to cessation of Covid-19 impact on contract delivery for approval.

Members of the Board were reminded that Executive Cabinet received a report on 26 August 2020 which set out the GMCA's approach to the impact of COVID19 on AEB provision. This was a variation to the Grant Funding Agreement 2019-20 that suspended performance management arrangements from April 2020 until GMCA designated the cessation of the 'Event' of COVID19.

It was explained that the Grant Agreement 2020-21 should of been in place from 1 August 2020 when the academic year began. Due to COVID19 related pressures GMCA provided the Grant Agreement on the 25 February 2021 for Tameside Council to enter into. The Grant Agreement needed to be considered alongside the updated Performance Management Rules in order to fully understand the impact of COVID19 on ACE provision and funding. The Performance Management rules were provided to Tameside Council as final on the 6 April 2021.

Section 4.67 of the Performance Management Rules **Appendix 2** set out the updated approach.

- The period August 2020 to March 2021 would retain the same approach through the pandemic equating to full funding for 67% of 2020-21.
- From the 1 April 2021 the Performance Management processes would be reinstated.
- Providers would be allowed to submit a business case for up to the maximum of their funding allocation.

This would mean that ACE would be able to submit a business case to claim up to 100% of allocated funding. ACE is currently at 69% of delivery against profile. The main costs for the service relate to permanent staff and building costs which have remained constant throughout COVID19, and need to be received by Tameside Council, despite a reduction in learners.

It was proposed that Tameside Council should enter into the Grant Funding Agreement and work with GMCA to prepare a business case as required to ensure all costs for the service were paid.

It was further explained that GMCA introduced a Flexible Procurement System in September 2020 and invited providers to apply. ACE were successful in meeting the requirements of the framework and awarded a place on the FPS in a letter dated 8 March 2021. A contract was received on 7 April 2021 which requiring approval and signature.

It was therefore proposed that Tameside Council should enter the Flexible Procurement System to allow for future response to GMCA for the provision of work, employment and Skills contracts that remain the underpinning funding mechanism for Tameside ACE

### **AGREED**

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

- The Grant Funding Agreement and Performance Management approach for cessation of COVID19 event.**
- The decision to join the Flexible Procurement System to allow bids to be made to future contract opportunities.**

## **9 COVID LOCAL SUPPORT GRANT (CLSG) FOR THE PERIOD 17 APRIL 2021 TO 20 JUNE 2021**

Consideration was given to a report of the Executive Leader / Assistant Director for Policy, Performance and Communications. The report set out proposals for spending the Covid Local Support Grants (CLSG) for the period 17 April 2021 to 20 June 2021.

It was explained that the government had announced that the Winter Covid Grant would be renamed the COVID Local Support Grant (CLSG) Grant Scheme, and extended to the 20 June. The COVID Local Support Grant (CLSG) would enable us to provide support to families with children, other vulnerable households and individuals up to the period 20 June.

It was reported that Tameside had been allocated £210,000 Funding would be ring fenced and cover the period until 20 June 2021. COVID Local Support Grant (CLSG) Grant Scheme payments would be made to Tameside into the same bank account as Housing Benefit Subsidy payments.

It was proposed to continue to allocate funding to the provision of food vouchers for major supermarkets to pay for food for key cohorts including, all children attending schools in Tameside who were eligible for FSM, all college students eligible for FSM or bursaries, all 2, 3 and 4 year olds entitled to free child care, all Care Leavers, Looked After Children and low income families receiving treatment from Willow Wood Hospice. This approach would allow the delivery of an enhanced offer that would reach a large number of families in a short time frame and provides targeted support.

### **AGREED**

**That the Executive Leader be recommended to approve:**

- (i) The COVID Local Support Grant (CLSG) grant be spent on supporting vulnerable families and individuals primarily through the use of Free School Meal vouchers for supermarkets.**
- (ii) A voucher scheme for children eligible for free school meals is established. This scheme will enable children eligible for free school meals to receive one £15 food voucher for every week of the mid summer term break.**
- (iii) This will mean primary school pupils are eligible for two vouchers and secondary school pupils are eligible for one**
- (iv) Any families who are not eligible for FSM but are in need to support online contact the Early Help Access Point for help, support and advice.**
- (v) That this voucher scheme is extended out to Care (to a value of £15).**
- (vi) That this scheme is further extended to low income sixth form and college students (to a value to £15). Administration of grants to students via the colleges will be formalised by letter to the colleges containing any appropriate conditions in relation to the administration of the grants on behalf of the Council**
- (vii) That an amount of money is invested in welfare rights and Willow Wood to provide food vouchers to those who are in financial need (120 vouchers in total)**
- (viii) To work with the following supermarkets to distribute vouchers, Tesco, Sainsbury's, Morrisons and Asda.**

## **9 FORWARD PLAN**

To consider the attached forward plan of items for Board.

**CHAIR**



## **BOARD**

**2 June 2021**

**Commenced: 2.00pm**

**Terminated: 3.15pm**

<b>Present:</b>	<b>Elected Members</b>	<b>Councillors Warrington (In the Chair), Bray, Cooney Fairfoull, Gwynne, Kitchen, Ryan and Wills</b>
	<b>Borough Solicitor</b>	<b>Sandra Stewart</b>
	<b>Interim Assistant</b>	<b>Ian Duncan</b>
	<b>Director of Finance</b>	
	<b>Deputy S151 Officer</b>	<b>Caroline Barlow</b>

**Also in Attendance:** Tracy Brennand, Jeanelle De Gruchy, Richard Hancock, Sarah Jamieson, Dr Ashwin Ramachandra, Elaine Richardson, Ian Saxon, Paul Smith, Emma Varnam, Sandra Whitehead.

**Apologies for Absence** Councillor Feeley

### **10. DECLARATIONS OF INTEREST**

There were no declarations of interest.

### **11. MINUTES OF PREVIOUS MEETING**

The minutes of the Board meeting on the 19 May 2021 were approved as a correct record.

### **12. NEW CUSTOMER SERVICE CENTRE DELIVERY MODEL**

Consideration was given to a report of the Executive Member, Neighbourhoods, Community Safety and Environment / Assistant Director Operations and Neighbourhoods setting out what a future service offer may look like and sought permission to undertake public consultation to fully understand and consider views before implementing any changes.

It was explained that, on 26 August 2015 Executive Cabinet, following a comprehensive review of the Council's face to face Customer Service function, agreed a new model for the service. The review took into account the usage of the service at that time, the likely reduction in the need for the service in the future, the increasing cost to serve and the public's determination in consultation that this was an area where budget cuts could be made.

It was determined that the service offer would consist of Level 2 service (book, pay, request a service and verification of housing benefit documents) which would take place at all libraries in the Borough. Additionally Ashton Customer Services would be retained and continue to offer a reactive drop in Level 2 service and also in-depth housing benefit and council tax support advice (Level 1 service). The service was suspended in March 2020 due to the Covid 19 pandemic and no face to face Customer Service function had been offered since that time. During that period officers had been supporting call centre operators handling customer enquiries via the telephone, web chat or on-line. Officers had also been assisting customers to complete housing benefit/council tax support applications by telephone appointment.

It was now deemed timely to undertake a further review of the service to determine how this might be offered in the future taking into account the changes in peoples' attitudes to technology, the future

need for a reactive drop in face to face service and the fact that face to face customer service had always been the highest cost channel with the lowest volume of customers.

The report gave details of the service prior to and during Covid 19. The demand in customer service was examined, which had reduced significantly over the years. The cost of the service was also scrutinised with the cost of each transaction for the face to face customer service function far outweighing the cost of other channels.

Members were advised that it was clear that, with the advent of social trends and technological advancements, the way customers accessed services had changed over recent years. The pandemic had pushed the use of technology to another level and served to create a catalyst for change in peoples' attitudes. Many who would not have previously used technology in any aspect of their lives were now turning to such platforms to order shopping, access services, keep in touch with family/friends etc. Some evidence of this change could be seen following the Council introducing a web chat function in early 2019/20. Since implementation, over 12,000 enquiries had been responded to via this channel. Residents were able to access services on the Council's website for both information and advice but also to complete applications for Housing Benefit, Council Tax Support, discounts/exemptions and notify of change of circumstances etc. Applications could be completed on all devices e.g. PCs, laptops, tablets and smart phones.

It was fair to conclude that if a customer had accessed a service by an alternative channel whilst face to face customer services had been suspended, and that contact produced the required results to satisfy the enquiry, accessing by that method in the future would be preferable to making the trip to customer services and queuing up at a drop in service with no guarantee of not having a long wait time.

As protectors of public funds it was incumbent upon all Council services to review the service offer from time to time and ensure services were cost effective whilst meeting residents' needs. The Covid 19 pandemic had created a unique circumstance where change had been accelerated at pace and this change had led to many residents becoming less reliant on face to face services. These circumstances should be capitalised upon when determining future service provision rather than simply returning to the previous landscape and it was therefore now time to undertake a further review of the Customer Service provision.

It was explained that the proposed service model for the future would be based on providing the most appropriate access channel according to customers' requirements and would be very similar to the current offer but with the addition of face to face contact where necessary and only for those where other channels would not be suitable. The principles would be:

- not to re-open the expensive reactive drop in Customer Service centre based in Tameside One at Ashton in the previous format;
- retain Level 2 enquiries at all Tameside Libraries;
- promote, encourage and support a digital first model with the expectation that where possible, residents should self-serve utilising the Council website or other technology such as mobile applications (Apps) where available;
- where this was not possible a supported service offer over the telephone, web chat, email etc. to assist customers with their enquiries;
- where more detailed assistance was required, for example completing a housing benefit application, a telephone call back service by appointment would be available; and
- face to face appointments only for the most vulnerable to ensure that residents were able to access services and assistance without disadvantage. Appointments would be bookable by telephone.

There was no doubt that some customers may be more vulnerable and/or may need additional support to access to services or make enquiries. This could be because the enquiry was complex, there were multiple issues or there were additional health problems which affected a person's ability to manage their situation. Any new service model must take into account all residents' needs and therefore some face to face element would be retained. It was proposed that this would be by

appointment only rather than drop-in and would be following a triage process to understand the nature of the enquiry and the assistance required.

If the proposed service model was implemented staff levels within the service would need to be reviewed. Sufficient staff would be required to conduct telephone appointments to support people with their enquiries and also to undertake face to face appointments where necessary. It would be necessary to consult with staff and unions to ensure they were fully aware of any new service model and staffing structure.

To determine the impact of such a customer contact model as detailed, it was proposed that public consultation was undertaken for a period of 12 weeks from 28 June 2021 – 19 September 2021 to seek views of residents and others who wish to respond. A full Equality Impact Assessment would be completed to fully understand the impact on the communities and particularly those with a protected characteristic under the Equalities Act 2010 and in particular members wanted it to address access to digital.

## **AGREED**

**That Executive Cabinet be recommended to agree:**

- (i) That the reasons for a review and the proposed new delivery model be considered;**
- (ii) That public consultation on the proposed delivery model be undertaken from the 28 June 2021 to 19 September 2021 with the results being presented to Executive Cabinet for further consideration at the end of the year.**

## **13. HIGH STREET TASK FORCE**

Consideration was given to a report of the Executive Member, Finance and Economic Growth / Director of Growth, providing details of the High Street Taskforce programme recently announced by government as part of a package of support to help communities and local government to transform their high streets.

It was explained that, on 19 March 2021, the High Street Task Force (HSTF) was announced by government and would run until 2024. The HSTF provided support to local leaders in town centres and high streets in England. Funded by government, this support included expert advice, training, and data delivered directly to local stakeholders in towns and cities, and a range of resources online that were available to all.

The first 70 local authorities had been selected to enable support to be delivered where it was needed most. Regional indicators of deprivation and inequality had been used, alongside research on the impact of COVID-19 on high street retail, to produce the list of areas that would most benefit from support for their local place making capacity. Hyde Town Centre had been identified as one of the 70 local authority areas. The programme was part of a wider package of proposals declared by the government to support town centres in the wake of the recent pandemic and was linked to the Build Back Better initiative including funding schemes such as the Levelling Up Fund (LUF).

Members were advised that establishing long term partnerships would be a focus for the support and the Task Force would deliver a range of services that were aligned to four objectives and would provide practical support to people and places. These were:

- Boosting Local Authority capacity;
- Building place making skills;
- Coordination; and
- Intelligence and data.

Benefits of being part of the programme included:

- Expert advice on local plans, enabling local authorities to create the best strategies for transformation and investment,

- Facilitation of a local leadership and stakeholder sessions to help build consensus, good will, and momentum behind authorities' plans,
- Training for place leaders and development staff, as well as local stakeholders, based on the latest research on high streets, which could help build capacity for longer-term impact,
- Resources and inspiration for local stakeholders to inform their own action and involvement in place making, and
- Boost trust and confidence in local plans and bids by evidencing adoption of Task Force support and good practice.

Following consultation, the Task Force team had nominated Hyde Town Centre as the area of focus in Tameside. As Hyde Town Centre was identified as one of the first local authority towns to benefit from the programme of support, some initial discussions had taken place with the Task Force in relation to the type and level of support being offered to the Hyde. To help make change happen, Hyde Town Centre would receive a range of tailored support services offered by the Task Force, which may include; targeted expert consultancy, mentoring, visioning or place making workshops, access to local footfall data, and training programmes for place managers and leaders. Hyde Town Centre would benefit from the extra capacity offered as part of the programme and would ensure a joined up approach to the work already taking place including the One Public Estate. It was accepted that all of the town centres would benefit from the HSTF programme as the Council and officers would be able to learn and cascade ideas around the other centres.

Once Tameside had been appointed an advisor from the Task Force team of experts, they would contact the Council to discuss scheduling the first 'Unlocking your Place Potential visit'. From this visit, further tailored support would be programmed in for Hyde. This work would determine the necessary intervention required for the town centre. From this, the Council would seek to prepare an action plan in order to begin to implement recommendations that were identified as a result of this programme of work. There would be a further report to Executive Cabinet outlining the findings of the diagnostic and focus for the action plan.

#### **AGREED**

**That Executive Cabinet be recommended to:**

- (i) Formally participate and engage with the programme and with government delegates responsible for delivering the support; and**
- (ii) That the focus of the support will be Hyde Town Centre.**

#### **14. TARGETED NATIONAL LUNG HEALTH CHECKS**

The Executive Member, Adult Social Care and Population Health / Director of Commissioning submitted a report, which provided an update on development of the Targeted Lung Health Check (TLHC) Programme within NHS Tameside and Glossop CCG (T&G CCG).

It was explained that TLHC programmes were paused from March 2020 due to COVID-19 and implementation of the fully managed 'End to End' T&G CCG TLHC service from Manchester Foundation Trust (MFT) was limited. In June 2020, NHSE published the addendum to the National standard protocol in response to COVID-19; to recommend virtual initial TLHC assessments and removed the requirement to undertake spirometry or blood pressure assessment.

TLHC programmes recommenced in August, following the publication of the Phase 3 planning guidance, which stated: 'All existing projects within the Targeted Lung Health Check programme to be live by the end of 20/21'. In September 2020, NHSE released revised Clinical and evaluation data sets and MFT confirmed their intention to work in partnership with T&G CCG to deliver a fully managed TLHC service with capacity to accommodate additional tertiary surgical capacity and CT capacity (following lengthy discussions over an extensive period of time).

In October NHSE, formally notified TLHC programmes that they would extend the length of the programme to March 2024 to accommodate the pause due to COVID-19. A revised two year

trajectory was submitted to NHSE on 9 October 2020 to indicate the first T&G TLHC would commence on 1 February 2021 and the full roll out across the Locality would be completed by March 2022. This enabled all Low Dose Computed Tomography (CT) scans required by the protocol to be completed by March 2024.

The Strategic Commissioning Board on 25 November 2020, approved the recommendation to commission the 'End to End' fully managed Targeted Lung Health Check service from MFT on a phased approach to delivery. Phase 1, mobile unit operating in the existing COVID-19 safe site at the Etihad with people from Denton, Hyde and Ashton invited (duration approximately 38.5 weeks). Phase 2 would extend to Stalybridge and Glossop and the sites location would be confirmed (duration approximately 24.5 weeks). Should the constraints of COVID-19 change, the locations would be reviewed and if possible, a location within Tameside and Glossop would be used. To deliver the TLHC programme within National timeframe (2 year phased planned roll out of the TLHC programme, with all follow up Low Dose CT scans complete by March 2024), MFT continued to work in partnership to enable Contract sign off and mobilisation of the TLHC programme, and to agree a revised start date in discussion with NHSE.

Members were informed that the screening element of the Lung Health Checks, Smoking Cessation and CT scans would all be delivered in one place (One Stop) on a mobile unit close to where people live (when COVID-19 restrictions were lifted as detailed within the addendum, which was in place until March 2022). MFT would work with providers across GM to ensure that people who required any follow up care, had the choice to receive this care closer to where they lived except when support could only be delivered by specialist centres.

T&G CCG continued to work with GM Cancer and GM colleagues from MHCC, MFT, Salford CCG, Salford FT, Specialised Commissioning, and Christie to ensure coordinated approach to delivery of TLHCs. T&G CCG continued to work with partner organisations to develop pathways that incorporated TLHCs working to the revised National Standard Protocol (issued due to COVID-19 and in place to March 22).

In March 2021, MFT confirmed their commitment to joint working with T&G CCG to ensure screening commenced no earlier than 1 June 2021.

On the 23 April 2021, the CCG agreed to fund reasonable additional costs for diagnostics and other associated activity, relating to the Targeted Lung Health Check Programme and onward referral.

On 28 April 2021 MFT confirmed acceptance of their internal business case and ability to provide the managed service to T&G CCG (phase approach to delivery). MFT confirmed their intention to commence Targeted Lung Health Checks (TLHCs) within T&G CCG on 5 July 2021 (to commence in the Denton neighbourhood, as detailed in Appendix 2 to the report) with invitation letters starting to go out in June 2021. Low Dose CT scans would commence in August 2021.

In terms of funding, it was explained that the initial funding envelope available of £6.3m included a fixed element for staffing and a variable amount based on agreed trajectories. Since the initial plan was submitted, the extraction criteria had changed and therefore there was likely to be a higher variable cost element than previously anticipated. It was expected that this higher variable activity would be fully funded by the national programme.

The report concluded that the change in model due to COVID-19 would enable T&G CCG to deliver the TLHC programme as required and increase the opportunities for early identification and treatment of health issues that left undetected would adversely impact on an individual's healthy life expectancy. Progressing this programme was a key priority for the Strategic Commission and a Long Term Plan commitment.

#### **AGREED**

**That the Strategic Commissioning Board be recommended to note the additional funding requirements and progress on the development of a fully managed 'End to End' TLHC service**

from Manchester Foundation Trust (MFT), who are the only tertiary provider of thoracic surgery within Greater Manchester.

## **15. CONCORD SUITE AND ADJACENT PAY & DISPLAY CAR PARKS**

### **AGREED**

**That consideration of this report be deferred to a future Board meeting when the review of the Capital Programme considered to avoid matters being considered outside of a wider context of priority, need and available budget.**

## **16. LEISURE ASSETS CAPITAL INVESTMENT PROGRAMME UPDATE**

Consideration was given to a report of the Executive Member, Neighbourhoods, Community Safety and Environment / Director of Population Health providing a summary of progress to date in relation to the delivery of the Council's capital investment programme to improve sports and leisure facilities approved by Executive Cabinet on 24 March 2016.

Details were given of the following completed schemes:

- (a) Active Copley heating system replacement (£0.369m)
- (b) Active Copley pitch replacement scheme (£0.177m)
- (c) Active Medlock roof replacement scheme (£0.120m)
- (d) Active Dukinfield development (ITRAIN) – (£1.3m Council investment & £1m repayable loan by Active Tameside).
- (e) Active Longdendale Development (Total Adrenaline) – (£0.600m repayable loan by Active Tameside)
- (f) Active Medlock Synthetic Turf Pitch Replacement (£0.120m) – (£0.013m underspend)
- (g) East Cheshire Harriers Floodlight Replacement Scheme – (£0.100m)
- (h) Tameside Wellness Centre (£16.374m)

It was explained that Schemes a) to g) had been delivered within budget. As set out in the approved financial comments, an overspend of £0.036m on the Tameside Wellness Centre scheme had been offset from an underspend on the Medlock Synthetic Turf Pitch Replacement scheme and the Hyde Pool extension scheme. This approach was approved Executive Cabinet on 24 March 2021.

In respect of Active Hyde Pool Extension (£4.034m), it was reported that the Hyde Pool extension scheme was due to achieve practical completion on the 4 June 2021, which was 5 weeks later than previously reported to Panel in March. The delay was due to the need to retile sections of the pool tank due to noncompliance issues. The Council was not liable for any costs in relation to the delay. Active Tameside continued to be updated on progress. This had supported their mobilisation planning in readiness for the buildings handover, which in turn reduced the time required to get the facility operational to an absolute minimum.

### **AGREED**

**That Strategic Planning and Capital Monitoring Panel be recommended to note the report and that, going forward, the Leisure Assets Capital Investment Programme with any further updates, will be included in the Growth Update report.**

## **17. ADULTS CAPITAL PLAN**

Consideration was given to a report of the Executive Member, Health, Social Care and Population Health / Director of Adults Services providing an update of the developments in relation to the Adults Capital Programme for:

- schemes previously approved and still underway; and

- the usage of the wider disabled facilities grant (DFG) including the housing adaptations budget.

Details were given of approved projects for 2020/21, as follows:

	<b>Project</b>	<b>Total Funding Approved</b>	<b>20/21 Allocation</b>	<b>Projected Outturn</b>	<b>Re-profiling</b>
1.	Christ Church Community Developments(CCCD)	£150k	£120k	£120k	£0k
2.	Moving with Dignity (Single Handed Care)	£375k DFG	£179k	£163k	£16k
3.	Disability Assessment Centre	£250k DFG	£250k	£0k	£250k
4.	Brain in Hand	£20k DFG	£0k	£0k	£0k
5.	Mount Street	£100k DFG	£100k	£100k	£0k

Members were advised that the replacement of ageing and obsolete equipment was also approved, however, it had been profiled with allocated funds in 2021/22 of £45,593 with on costs. Details of the wider DFG and other related adaptation funding and discretionary non-adaptations funding were also contained within the report.

Works at Mount Street were completed as described in the previous report and no further costs were anticipated on this scheme.

Full details of the Adult Services capital programme were included in an appendix to the report.

The report concluded that a number of projects were completed or due for completion shortly including Mount Street supported accommodation, that was up and running; Day Services review, which was a medium term piece of work; and Brain in Hand, whose contract expiration was at the end of May. 4C was due to open in line with the nation's roadmap proposed date of all restrictions easing towards the end of June, if all the tests were met. This was a testament to the service, which continued its best to deliver projects and meet improved outcomes for people through challenging times. All costs and benefits were being monitored and reviewed regularly taking into account people's changing needs and ensuring the right support was in place; whether that be assessment staff or adaptations to enable people to remain as independent as possible in their own homes.

## **AGREED**

**That the Strategic Planning and Capital Monitoring Panel recommend that Executive Cabinet note the progress updates.**

## **18. REFRESHED PEOPLE OFFER 2021-24**

A report was submitted by the Executive Leader / Assistant Director, People and Workforce Development outlining a number of new and refreshed people initiatives to support the development of the workforce. The report introduced the proposed People Plan for 2021-2024, in addition to the new Competency Framework and refreshed Annual Development Review/Performance Development Review process; the new Greater Manchester Leadership & Management modules; the refreshed e-learning offer, and the refreshed Induction Programme.

It was explained that over the last 12 months, the workforce had to radically change the way that it operated in response to the COVID-19 pandemic in order to keep vital services running, ensuring continued compliance with Government guidance and health and safety guidance. With 89% of the Council's workforce working from home for at least part of their working week, there had been a shift

in the support that most employees required to ensure they continued to feel connected to their colleagues, their manager and to the organisation as a whole.

Tameside Council and Tameside & Glossop CCG introduced the current People Plan in 2018. The plan supported the delivery of the organisation's key priorities by ensuring it continued to attract, develop and retain a talented workforce, so it could continue to deliver and commission high quality services to the citizens of Tameside & Glossop.

The existing People Plan was for the period 2018 – 2021. In light of COVID-19, and current and potential future ways of working, it was important to re-evaluate the strategic aims for the workforce over the next few years, to ensure that:

- our people offer was robust
- we create and sustain a positive culture
- we continue to attract, develop and retain the best people
- we are ready and committed to embrace the opportunities and challenges presented to us by the pandemic and beyond.
- we are able to capture and embed the positive aspects of our changed way of working, increasing flexibility and performance

The proposed People Plan 2021-2024 continued to be underpinned by the organisation's STRIVE values. However, it was proposed that the current value of 'Value Difference' be amended to 'Value Diversity,' to reflect the organisation's commitment to sustaining a culture that celebrated inclusion and the diversity of the workforce and recognised the individual contributions that employees bring.

The Plan continued to play a critical role in embedding values and behaviours, which would enable transformational change, whilst driving continual improvement in delivering the priorities set out in the Corporate Plan.

The newly proposed strategic aims for 2021-2024 were detailed in the report, and the full People Plan was appended to the report at Appendix A.

Members were advised that a competency framework was a structure that set out and defined each individual competency required by individuals working in an organisation which, when done well, could increase clarity around performance expectations and establish a clear link between individual and organisational performance. A new competency framework, as appended to the report at Appendix B, had been developed to support the Tameside Council and Tameside & Glossop CCG Corporate Plan and People Plan, in addition to the Greater Manchester Reform Principles to enable consistent performance management.

It was determined that the competency framework would first be incorporated into the performance management process, to fall in-line with the refresh of the Annual Development Review (ADR)/ Performance Development Review (PDR) process. The ADR/PDR process had been refreshed, (as attached at Appendix C to the report) to provide the opportunity for employees to complete a self-assessment against the competencies, to support the discussion with their line manager around their areas of strength and development, enhancing the conversation.

Tameside Council and Tameside & Glossop CCG's contract with 'Me-Learning', the online learning provider, commenced in 2017. The contract was renewed in April 2020, and would continue until 2024. It was reported that the number of learning hours completed by employees had increased year on year since the contract began. It was proposed that a 12-month rolling e-learning calendar be created, and managed centrally by the Workforce Development Team, which set out what mandatory e-learning must be completed each month.

Details of the refreshed Induction and Onboarding Programme were also outlined. As the majority of the workforce continued to work remotely and as the organisation continued to shape future ways of working, enhancing the induction programme was deemed essential to ensure new



starters had a positive experience and additional support to connect with their colleagues and other teams.

Further information was provided in respect of the Introduction of the 'Managing Virtual and Agile Teams' training courses. In recent months, the GM HR Directors Collaborative Group set up a Leadership Squad which comprised of a group of workforce development specialists. The group was asked to design and develop a series of management development sessions to address some of the core challenges that managers were currently facing as a result of the ongoing pandemic and associated restrictions. A series of seven modules had been designed to be delivered locally within each authority. The main emphasis of the programme was to support managers who were managing virtual teams, and were designed to be academically light and focused on discussion and experiential learning.

Members were broadly supportive subject to raising concerns about the fitness for purpose of the IT infrastructure and the available training to ensure that the workforce and elected members were able to work productively.

A lengthy debate ensued about what had been good enough to survive an emergency pandemic was insufficient as a working model going forward and members were clear that this need to be looked and a reviewed starting with understanding members experiences and needs let alone the larger piece of work required to enable an effective and efficient workforce.

#### **AGREED**

**That the Executive Leader be recommended to approve that:**

- (i) The organisational value of 'Value Difference' be amended to 'Value Diversity' to reflect the organisation's commitment to Equality, Diversity and Inclusion;**
- (ii) The newly proposed People Plan 2021 – 2024, as detailed in the report, be approved and be implemented for all Tameside Council and Tameside & Glossop CCG employees;**
- (iii) The proposed Competency Framework, as detailed in Appendix B to the report be approved and be implemented for all Tameside Council and Tameside & Glossop CCG employees;**
- (iv) The Competency Framework be incorporated into the Tameside Council and Tameside and Glossop CCG performance management processes, as detailed in the refreshed Annual Development Review Pack/Performance Development Review Pack as (Appendix C to the report;**
- (v) The proposed 12-month rolling e-learning calendar for all mandatory e-learning courses, as detailed in the report, and the Training Request Form' as detailed in Appendix D to the report, be approved and implemented;**
- (vi) The proposed 'Corporate Induction' e-learning course be approved and implemented for all new starters of Tameside Council and Tameside & Glossop CCG, as detailed in the report;**
- (vii) The 'Managing Virtual and Agile Teams' training courses and any further subsequent courses developed by the GM Leadership Squad Task and Finish Group, as detailed in the report be approved and implemented; and**
- (viii) The 'Managing Virtual and Agile Teams' and any further subsequent collaboratively developed programmes be added to the ILM Assured STRIVE Leadership & Management Development Programme.**

#### **19. EXTENSION TO FRAMEWORK CONTRACT FOR THE PROVISION OF LIFT AND HOISTING EQUIPMENT – JOINT CONTRACT WITH OLDHAM MBC**

Consideration was given to a report of the Executive Member, Adult Social Care and Health / Director of Adult Services explaining that, following a joint procurement exercise between Oldham MBC and Tameside MBC in 2019 contract awards were made to 3 contractor/ suppliers for the supply and installation of stair lifts, ceiling track hoists, vertical lifts and step lifts. All these installations enjoyed

a 'life of client' warranty. Included also was appointment of a fourth contractor to deliver temporary gantry hoists for the Tameside Moving with Dignity Scheme.

The contract commenced on 1 June 2019 for a two-year period expiring on 31 May 2021. Within the tender, an option to extend the contract for a further 2 years in 12-month increments had been included. The report sought a single 12 month extension to the contract in line with Oldham MBC policy.

It was explained that the four companies had all indicated they were willing to continue for a further 12 months within the terms of the existing contract. The current arrangements continued to move the responsibility of long-term maintenance onto the supplier. The current prices had been in force for the duration of the first 2 years however, the contractors had indicated that they may have to request price increases during the extension period once the effect of Brexit became clearer. Both Councils would work to minimise any price increase but understand that certain material costs had risen since in the intervening period. Having explored other options available, this was the favoured option as it allowed the Council to provide continuity of service and would continue to provide savings in both delivery and long-term maintenance to Tameside.

#### **AGREED**

**That the Executive Member, Social Care and Health give approval under Procurement Standing Orders 9.3.1 to extend the current contract arrangements for a further 12-month time period from 1 June 2021 to 31 May 2022 as a joint agreement with Oldham MBC.**

#### **20. ADDITIONAL RESTRICTIONS GRANT (ARG) UPDATE & ADDITIONAL FUNDING OPTIONS**

The Executive Member, Finance and Economic Growth / Director of Growth advising Members that the Additional Restrictions Grant (ARG) scheme has an unallocated pot of £927,385. If this was spent by 30 June 2021, a further allocation of £1,134,095 would be provided by the department for Business, Energy and Industrial Strategy (BEIS).

It was explained that a cross departmental team of officers from Growth, Finance, Audit and Communications had met 3 times a week to monitor promotion and delivery of the grant scheme, to minimise the risk of overspending and fraud and to ensure the correct information had been communicated to businesses in the borough. To date 2,506 ARG applications have been received (as of 11 May 2021), of which 1,670 had been paid, 606 were deemed ineligible and 230 were in processing.

Proposed changes to the ARG would increase existing award levels creating a top up payment to eligible businesses to fully utilise both the remaining funding and further allocation to ensure all available funding was accessed and distributed to support businesses and the economy. The change both reflected the approach being taken across GM and the methodology of the Restart grant, which provided further funding to businesses trading from commercial premises on the business ratings list in sectors severely impacted by the pandemic. Furthermore, this would allow the redeployed team to return to their duties once processing was complete avoiding additional impact on the Economy, Employment & Skills team.

Top up payments would be made following the closure of the application window, on 31 May 2021, and completion of processing of all applications to ensure that the financial liability was fully understood. The top up amounts would be amended to reflect the final financial position and ensure that the available funding was fully utilised but not overspent.

The proposals offered two options:

Option 1 (Preferred option): Provide a top up to all ARG eligible businesses who had applied on or before the closing date of 31 May 2021, which would include those trading from domestic premises, including but not limited to, taxi drivers, driving instructors and mobile close contact beauty or

hairdressing services. This provided a fair and equitable approach to all businesses supported to date due to the impact of the pandemic.

Option 2: Provide a top up to only those businesses who had applied on or before the closing date of 31 May 2021, trading from commercial premises only.

Across GM, the anecdotal intention of all other authorities was to increase award levels through top up payments to businesses. GM Officers reported a preference for a common approach to be followed between authorities with an understanding that each area had differing allocations. Information shared to date, in weekly officer meetings, suggested that there was no intention to open to new applications in any GM area as it was agreed that ARG had been widely publicised. Proactive marketing of ARG directly to businesses had provided the insight that many businesses were aware of the opportunity to apply for a grant but had chosen not to as they had not been severely impacted by the pandemic.

#### **AGREED**

**That the Executive Member, Finance and Economic Growth approve Proposal Option 1:**

***‘Provide a top up to all ARG eligible businesses who had applied on or before the closing date of 31 May 2021, which would include those trading from domestic premises, including but not limited to, taxi drivers, driving instructors and mobile close contact beauty or hairdressing services. This provided a fair and equitable approach to all businesses supported to date due to the impact of the pandemic’.***

Once the application window is closed and all outstanding applications are processed, award levels will be confirmed and, working with Finance & Audit, the grant team will apply the top up payments.

#### **21. FORWARD PLAN**

The forward plan of items for Board was considered.

**CHAIR**

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<b>Report To:</b>	<b>STRATEGIC COMMISSIONING BOARD</b>
<b>Date:</b>	23 June 2021
<b>Executive Member / Reporting Officer:</b>	Cllr Ryan – Executive Member (Finance and Economic Growth) Dr Ash Ramachandra – Lead Clinical GP Kathy Roe – Director of Finance
<b>Subject:</b>	<b>STRATEGIC COMMISSION AND NHS TAMESIDE AND GLOSSOP INTEGRATED CARE FOUNDATION TRUST FINANCE OUTTURN REPORT 2020/21</b>
<b>Report Summary:</b>	<p>This is the final financial report for the 2020/21 financial year, reflecting actual expenditure to 31 March 2021.</p> <p>At the end of an unusual and challenging financial year for the Strategic Commission and ICFT, the final outturn position on 2020/21 budgets presents a broadly balanced position, with a small underspend on Council Budgets. CCG budgets have achieved a balanced position with nil variance. The ICFT are reporting a small deficit. Given the significant pressures and challenges that have been faced over the last 12 months, this position is a significant achievement.</p> <p>COVID continues to place a significant operational strain on the system, while the longer term financial outlook is a cause for concern as we contend with the aftermath of the pandemic at the same time as addressing an underlying financial deficit. The financial impacts of COVID have been addressed with significant one-off funding during 2020/21, and whilst some further additional funding is available to the Council in 2021/22 for ongoing COVID pressures, this is one-off in nature. The longer term impacts of COVID, uncertainty over future local government funding, and a lack of clarity over future operational arrangements for the CCG, present significant barriers to sustainable financial planning.</p> <p><b>APPENDIX 1</b> summarises the integrated financial position on revenue budgets as at 31 March 2021. The final outturn position on 2020/21 budgets presents a broadly balanced position, with a small underspend of £102k on Council Budgets. CCG budgets have achieved a balanced position with nil variance against budget.</p> <p>The final outturn position is net of a range of significant under and over spends across a number of service areas. Further detail on budget variances, savings and pressures, COVID grants and expenditure is included in <b>APPENDIX 2</b>.</p> <p><b>APPENDIX 3</b> provides an update on Council Tax and Business Rates collection performance and the year end position on the Collection Fund. There is an in year deficit on the Collection Fund for both Council Tax and Business Rates due to the impact of the COVID pandemic, although the Council Tax deficit is less than previously forecast due to significantly improved collection rates in the final quarter of the year. The deficits will need to be funded in over the three financial years 2021/22, 2022/23 and 2023/24 and this is reflected in the 2021/22 budget and MTFP approved by Full Council on 23 February 2021.</p>

**APPENDIX 4** is the capital outturn report for 2020/21, summarising the financial activity to 31 March 2021. The detail of this monitoring report is focused on the budget and expenditure for fully approved projects in the 2020/21 financial year.

**APPENDIX 5** provides an update on the Dedicated Schools Grant (DSG). The Council is facing significant pressures on High Needs funding and started the 2020/21 financial year with an overall deficit on the DSG reserve of £0.557m. The 2020/21 deficit on DSG is £1.686m, mainly as a result of a continued pressure on High Needs but partly offset by surpluses on the other funding blocks. Under DfE regulations the authority have produced a deficit recovery plan which has been submitted to the DfE outlining how we expect to recover this deficit and manage spending over the next 3 years.

**Recommendations:**

Members are recommended to:

- (i) Note the outturn position as set out in **Appendix 1**.
- (ii) Note the significant variations and pressures facing Budgets as set out in **Appendix 2**.
- (iii) **Approve** the budget virements and reserve transfers set out on pages 36 and 37 of **Appendix 2**.
- (iv) Note the Collection Fund position for 2020/21 as set out in **Appendix 3**.
- (v) Note the Capital Programme 2020/21 outturn and **approve** the re-profiling of capital budgets as set out in **Appendix 4**.
- (vi) Note the outturn position in respect of Dedicated Schools Grant as set out in **Appendix 5**.
- (vii) Agree that a Budget turnaround team be created from the Invest to Save ring-fenced allocation to reduce the budget gap and avoid the need to rely on reserves with the detail being set out in an executive decision to be brought forward by the Executive Member for Finance & Growth.

**Policy Implications:**

Budget is allocated in accordance with Council Policy

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

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 relied on drawing down £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 which it is intended will have the impact of allowing demand to be taken out of the systems and additional income generated. This development and turnaround work must deliver savings and additional income in future years.

**The budget being balanced in 2020/21 is a positive outcome but it should be noted that this still means the drawdown of £12.4m from reserves.**

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 further pressure on already depleting resources.

The NHS was operating under a command and control financial regime for the first six months of 2020/21. 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 shows 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)**

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.

Every council must have a balanced and robust budget for the forthcoming financial year and also a 'medium term financial strategy' (MTFS). 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.

In challenging financial times it is tempting to use reserves to maintain day-to-day spending. However reserves by their very nature can only be spent once and so can never be the answer to long-term funding problems. 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 :

Heather Green, Finance Business Partner, Tameside Metropolitan Borough Council



Telephone:0161 342 2929



e-mail: [heather.green@tameside.gov.uk](mailto:heather.green@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](mailto: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 was in excess of £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. REVENUE BUDGET SUMMARY**

- 2.1 **APPENDIX 1** summarises the integrated financial outturn on revenue budgets at 31 March 2021.
- 2.2 The final outturn position on 2020/21 budgets presents a broadly balanced position, with a small underspend of £102k on Council Budgets. CCG budgets have achieved a balanced position with nil variance against budget.
- 2.3 Whilst the overall position is positive, the Council's 2020/21 net expenditure has been financed with £12.4m of reserves and there remain significant variances in some service areas which are not attributed to COVID and which present ongoing financial risks for future years. The final outturn position is net of a range of significant under and over spends across a number of service areas. Further detail on budget variances, savings and pressures, COVID grants and expenditure is included in **APPENDIX 2**.

## **3. COLLECTION FUND 2020/21**

- 3.1 **APPENDIX 3** provides an update on Council Tax and Business Rates collection performance and the yearend position on the Collection Fund. There is an in year deficit on the Collection Fund for both Council Tax and Business Rates due to the impact of the COVID pandemic. The Council Tax deficit is less than previously forecast due to significantly improved collection rates in the final quarter of the year. The Council will receive additional section 31 grant from Government to cover a substantial proportion of the deficit on NNDR, however there remains a net deficit on both Council Tax and NNDR that will need to be funded by the Council. The funding of the estimated deficits is reflected in the MTFP for the three financial years 2021/22, 2022/23 and 2023/24 as approved by Full Council on 23 February 2021.

## **4. CAPITAL PROGRAMME**

- 4.1 **APPENDIX 4** is the fourth and final capital monitoring report for 2020/21, summarising the outturn at 31 March 2021. The approved budget for 2020/21 was £47.448m (after re-profiling approved at P10 monitoring) and outturn for the financial year is £43.593m. There have been delays on a number of schemes throughout the year due to COVID, and scheme budgets have been re-profiled into the 2021/22 financial year.

## **5. DEDICATED SCHOOLS GRANT (DSG)**

- 5.1 **APPENDIX 5** provides an update on the Dedicated Schools Grant (DSG) financial pressures and outturn for 2020/21. The Council is facing significant pressures on High Needs funding and started the 2020/21 financial year with an overall deficit on the DSG reserve of £0.557m. The 2020/21 outturn deficit on DSG is £1.686m, mainly as a result of a continued pressure on High Needs but partly offset by surpluses on the other funding blocks. Under DfE regulations the authority has produced a deficit recovery plan which has been submitted to the DfE outlining how we expect to recover this deficit and manage spending over the next 3 years.

## **6. WRITE OFF OF IRRECOVERABLE DEBT**

- 6.1 There were no write offs of irrecoverable debt requiring Member approval in the period 1 January 2021 to 31 March 2021.

## **7. RECOMMENDATIONS**

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

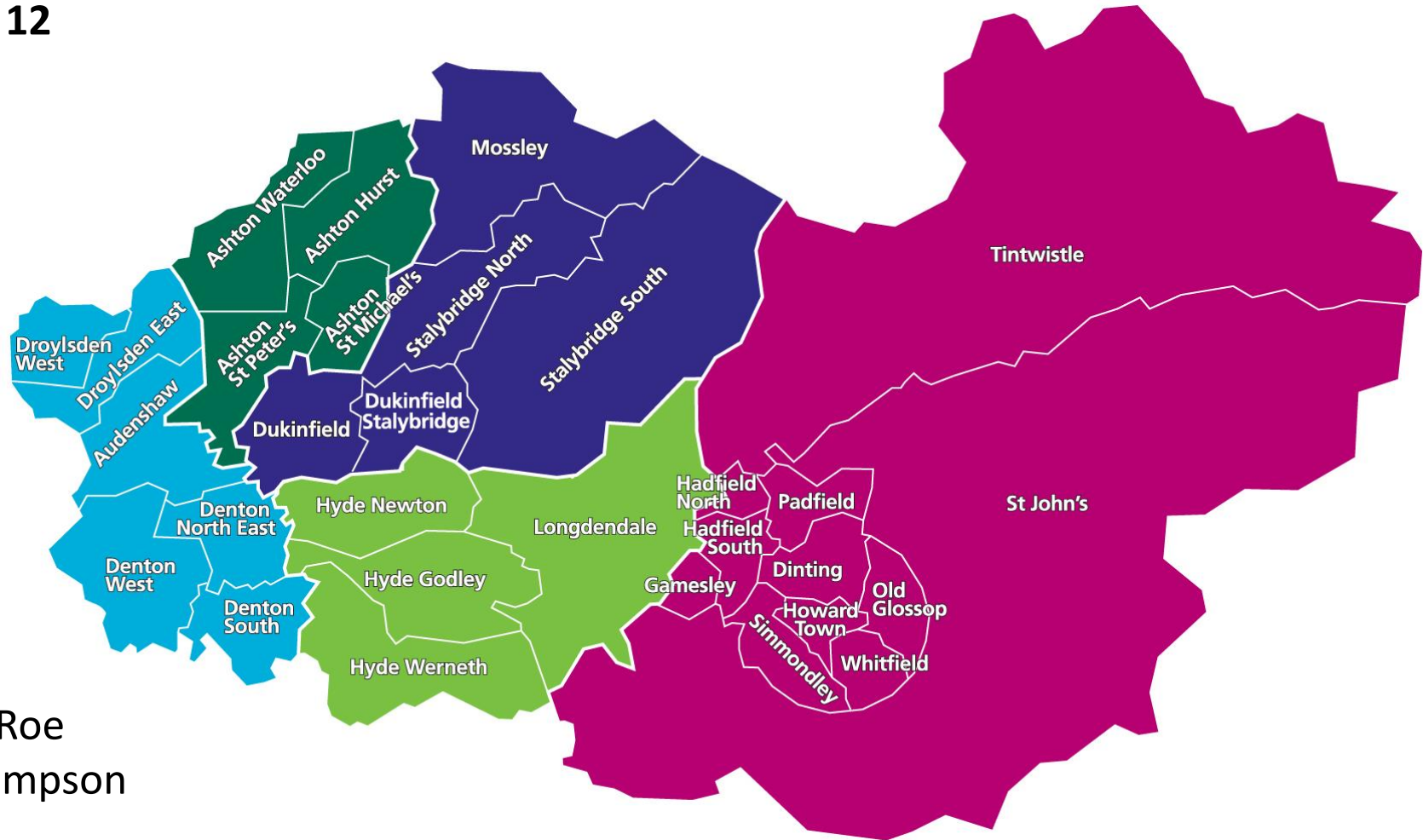
# Tameside and Glossop Strategic Commission

## Finance Outturn Report

Financial Year Ending 31st March 2021

Month 12

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Kathy Roe  
Sam Simpson

## Month 12 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 Outturn Report – Executive Summary

## Message from the Directors of Finance

At the end of an unusual and challenging financial year for the Strategic Commission and ICFT, the final outturn position on 2020/21 budgets presents a broadly balanced position, with a small underspend on Council Budgets. Following receipt of final allocation adjustments on 23 April the CCG are reporting an in-year break even position. The ICFT are reporting a small deficit. Given the significant pressures and challenges that have been faced over the last 12 months, this position is a significant achievement.

COVID continues to place a significant operational strain on the system, while the longer term financial outlook is a cause for concern as we contend with the aftermath of the pandemic at the same time as addressing an underlying financial deficit. The financial impacts of COVID have been addressed with significant one-off funding during 2020/21, and whilst some further additional funding is available to the Council in 2021/22 for ongoing COVID pressures, this is one-off in nature. The longer term impacts of COVID, uncertainty over future local government funding, and a lack of clarity over future operational arrangements for the CCG, present significant barriers to sustainable financial planning.

Forecast Position £000's	Outturn Position					Net Variance		Net Variance	
	Expenditure Budget	Income Budget	Net Budget	Net Outturn	Net Variance	COVID Variance	Non-COVID Variance	Previous Month	Movement in Month
CCG Expenditure	450,608	0	450,608	450,608	0	0	0	2	(2)
TMBC Expenditure	538,292	(333,013)	205,279	205,177	102	0	102	(206)	308
Integrated Commissioning Fund	988,901	(333,013)	655,887	655,785	102	0	102	(204)	306

# Finance Outturn Report – Strategic Commission Budgets

Outturn Position £000's	Outturn Position					Net Variance		Net Variance	
	Expenditure Budget	Income Budget	Net Budget	Net Outturn	Net Variance	COVID Variance	Non-COVID Variance	Previous Month	Movement in Month
Acute	218,381	0	218,381	218,287	94	0	94	(296)	389
Mental Health	45,225	0	45,225	45,049	177	0	177	7	170
Primary Care	92,451	0	92,451	92,904	(453)	0	(453)	(26)	(427)
Continuing Care	14,521	0	14,521	14,731	(210)	0	(210)	475	(685)
Community	40,298	0	40,298	40,514	(215)	0	(215)	(68)	(147)
Other CCG	35,191	0	35,191	34,653	539	0	539	(89)	628
CCG TEP Shortfall (QIPP)	0	0	0	0	0	0	0	0	0
CCG Running Costs	4,541	0	4,541	4,471	70	0	70	0	70
Anticipated COVID Top Up	0	0	0	0	0	0	0	0	0
Adults	85,935	(46,596)	39,339	38,509	830	3,925	(3,095)	260	570
Children's Services - Social Care	64,286	(10,288)	53,998	56,964	(2,966)	0	(2,966)	(3,682)	716
Education	31,730	(25,322)	6,407	6,585	(178)	(465)	287	(473)	295
Individual Schools Budgets	118,592	(118,592)	0	0	(0)	0	(0)	0	(0)
Population Health	15,910	(291)	15,619	14,453	1,166	1,153	13	(3,319)	4,484
Operations and Neighbourhoods	80,504	(27,583)	52,921	53,584	(662)	(726)	64	(1,300)	637
Growth	42,834	(34,537)	8,297	8,572	(275)	390	(665)	(882)	607
Governance	67,260	(57,735)	9,524	9,854	(329)	(1,146)	817	(627)	297
Finance & IT	9,537	(1,907)	7,630	7,100	530	(21)	551	112	418
Quality and Safeguarding	378	(237)	141	104	37	0	37	24	13
Capital and Financing	13,070	(9,624)	3,447	8,719	(5,272)	(7,308)	2,036	(5,342)	70
Contingency	2,772	0	2,772	795	1,976	(694)	2,670	967	1,010
Contingency - COVID Costs	0	0	0	32,488	(32,488)	(32,488)	0	(40,465)	7,977
Corporate Costs	5,486	(301)	5,184	4,864	321	(33)	354	232	88
LA COVID-19 Grant Funding	0	0	0	(26,615)	26,615	26,615	0	44,095	(17,479)
Other COVID contributions	0	0	0	(10,798)	10,798	10,798	0	10,193	605
Integrated Commissioning Fund	988,901	(333,013)	655,887	655,785	102	0	102	(204)	306

# Finance Outturn Report – Headlines

## CCG COVID Spend

Throughout 2020/21 the CCG has been able to submit claims for any COVID related expenditure, over and above baseline allocation.

All eligible COVID related claims for 2020/21 have been approved and £13,274k of additional allocation was received in total. This includes a final adjustment of £19k received on 23 April.

The Hospital Discharge Programme has been the largest area of COVID related expenditure, with a total reclaim of £9,425k. This includes support to care homes through guaranteed payments in the early days of the pandemic and more recently the Discharge to Assess programme, where the NHS has funded up to 6 weeks of post discharge care while the patient goes through the assessment process.

But we have also reclaimed costs to facilitate remote management of patients, purchase PPE, support primary care and enable vaccine rollout.

In 2021/22 eligible costs will be limited to Hospital discharge programme (HDP) and vaccine related costs.

## Mental Health

The reported underspend of £177k is driven by a reduction in the number of individualised commissioning patients. This is a low volume, high cost area which can result in forecasting volatility from month to month, as patients are discharged and admitted into placements.

Despite this, we have fully achieved the Mental Health Investment Standard.

## CCG Budgets & Allocation

This report covers £450,608k of spend across 2020/21 as a whole. Allocations at M12 are £1,607k lower than reported last month, including:

- £532k SDF Crisis Funding
- £284k M12 Top Up for HDP & Independent Sector
- **-£615k** Refund of unspent Lung Health Checks funding,
- **-£311k** Refund unspent ARRs funding
- **-£1,463k** System Funding Adjustment. Under the phase 3 command and control financial regime, a financial envelope has been set at an STP (Sustainability and Transformation Partnership) level. In recent months reported surpluses at T&G and at other CCGs have been used to offset pressures at other organisations across Greater Manchester. However as detailed last month, each constituent part of the STP must report a break even position at year end. Necessitating this IAT, which is made up of the previously reported surplus plus additional slippage (e.g. on GM Levy).

## Primary Care

A pressure of £453k against budget is largely driven by prescribing. While the number of prescription items issued are broadly inline with historic levels, prices have increased significantly. A range of factors including availability of medications throughout the pandemic and Brexit help to explain this change, which has resulted in a cost increase of 7.13% versus 19-20 which is entirely attributable to prices changes.

## Other

Budgets in 'Other' include a non recurrent, in-year commissioning reserve. Actual spend relating to this budget are captured in individual expenditure lines (e.g. 'true up' on estates or to provide for new CHC restitution claims, both of which we think will be impacted by COVID this year), creating an apparent variance against this budget. This has also been used to offset pressures else where in the CCG ledger to ensure an overall breakeven position could be reported.

## Children's Services (£2,966k)

The outturn position of £2,966k over budget is an improvement on the forecast reported at period 11 of £3,682K but remains significantly in excess of budget. The overspend is predominantly due to the number and cost of external placements. As at the end of March the number of Cared for Children was 682 a reduction of 19 from the 701 reported in the previous month.

The variation between the forecasts at period 11 and the outturn position is predominately due to a favourable variation in relation to income and expenditure on short breaks for Children with Disabilities. Work is required in this area to improve the data quality for which forecasts are based on.

## Capital and Financing (£5,272k)

As reported in previous reports, the adverse variance on Capital and Financing budgets is predominantly due to the loss of the budgeted £6.4m dividend income from Manchester Airport. This income loss has been mitigated in part by additional income of £727k accrued in respect of the July 2020 investment in the airport and savings on the pension advanced payment being in excess of budget by £494k.

## COVID Costs (£32,488k)

The Council has incurred £32,488k of direct additional costs as a result of the COVID pandemic, with further indirect pressures and income losses, net cost savings or additional income attributed to COVID across Directorates of £1,309k. This excludes the impact of COVID on the quantum and percentage of income collected from Council Tax and Business Rates. Further analysis of COVID costs and income losses is included in appendix 2 (service area detail) and appendix 3 (Council Tax and Business Rates).

## Council Budgets – other variances

Further detailed analysis of Council budget variances is included in Appendix 2. COVID pressures have been funded from COVID grant but there are significant non-COVID variances in a number of areas which have been offset by contingency budgets and additional investment income. Key messages and headlines across other budget areas include:

- **Adults** – The net underspend position has arisen due to significant additional income and redirection of resources to address the implications of the COVID pandemic. There is an underlying 'non-covid' pressure of approximately £3m – additional funding has been included in the 2021/22 budget but there remains a risk that pressures will continue to exceed budget.
- **Population Health** – The underspend and improved position from last month is due additional income into the directorate to recognise the redirection of resources onto COVID. Provision for financial support to Active Tameside has been moved and included within COVID Costs.
- **Operations & Neighbourhoods, Growth, Governance** – The improved position in each of these areas is due mainly to additional income being allocated to the services to fund the redirection of resources onto the COVID response.
- **Finance & IT** – The improved position is due to delays experienced on a number of IT projects during February and March, which has meant spend has been delayed into 2021/22.
- **Contingency** – The release of general contingencies had been delayed until month 12 in the event of any unexpected significant pressures in the final two months of the year.
- **COVID costs and funding** – All direct COVID costs have been fully funded by specific or general COVID grants received in 2020/21. The Council will carry forward £11.3m of COVID funding into 2021/22, of which £5.239m is earmarked to fund the 21/22 budget and £2.6m to offset Collection Fund Losses.



# Finance Summary Position – T&G ICFT

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	Month 12			Outturn 20/21		
	Plan £000's	Actual £000's	Variance £000's	Plan £000's	Actual £000's	Variance £000's
<b>Total Income</b>	<b>£22,907</b>	<b>£23,848</b>	<b>£941</b>	<b>£271,228</b>	<b>£272,855</b>	<b>£1,627</b>
Employee Expenses	(£15,009)	(£16,468)	(£1,459)	(£183,530)	(£177,444)	£6,086
Non Pay Expenditure	(£6,988)	(£7,773)	(£785)	(£78,198)	(£71,234)	£6,964
<b>Total Operating Expenditure (excl. COVID-19)</b>	<b>(£21,997)</b>	<b>(£24,241)</b>	<b>(£2,244)</b>	<b>(£261,728)</b>	<b>(£248,678)</b>	<b>£13,050</b>
Income - COVID-19 (Mass Vaccs)	£0	£813	£813	£0	£1,788	£1,788
Income - COVID-19 (Staff Vaccs)	£0	£17	£17	£0	£66	£66
Employee Expenses - COVID-19	(£1,312)	(£2,031)	(£719)	(£8,009)	(£15,968)	(£7,959)
Non Pay Expenditure - COVID-19	(£337)	(£328)	£9	(£1,951)	(£5,034)	(£3,083)
<b>Total Operating Expenditure - COVID-19</b>	<b>(£1,649)</b>	<b>(£1,529)</b>	<b>£120</b>	<b>(£9,960)</b>	<b>(£19,147)</b>	<b>(£9,187)</b>
<b>Total Operating Expenditure</b>	<b>(£23,646)</b>	<b>(£25,770)</b>	<b>(£2,124)</b>	<b>(£271,688)</b>	<b>(£267,825)</b>	<b>£3,863</b>
<b>Financing Costs</b>	<b>(£474)</b>	<b>(£424)</b>	<b>£50</b>	<b>(£5,889)</b>	<b>(£5,088)</b>	<b>£801</b>
<b>Net Surplus/ (Deficit) before exceptional Items</b>	<b>(£1,213)</b>	<b>(£2,346)</b>	<b>(£1,133)</b>	<b>(£6,349)</b>	<b>(£58)</b>	<b>£6,291</b>
Trust Efficiency Programme	£290	£0	(£290)	£1,500	£711	(£789)

# Finance Summary Position – T&G ICFT

## Trust Financial Summary

The Trust reported a net deficit in month 12 of c.£2.346m after receipt of all funding which represents an adverse movement from month 11 of £3.287m. This adverse movement is largely as a result of non-recurrent recurrent items. At Month 11, the Trust was reporting a forecast outturn deficit of c.£108k, the Trust has reported an improvement of c.£50k by delivering an outturn of £58k deficit for the financial year 2020/21.

Total COVID expenditure incurred in month equates to c.£1.529m and c.£19.147m for the year ending March 31<sup>st</sup> 2021.

The Trust has delivered non recurrent efficiencies year to date equating to c.£0.711m which are largely through non recurrent income and rebates received.

## Activity and Performance:

The trust is currently working through plans to ensure delivery against the nationally prescribed activity targets in line with national planning guidance.

## Planning 2021/22 Update

Following recent national guidance, the current financial framework will continue into H1 (Month 1-6) 2021/22 with the primary objective being to ensure GM System delivers a breakeven position.

# APPENDIX 2 – Strategic Commission Detailed Analysis

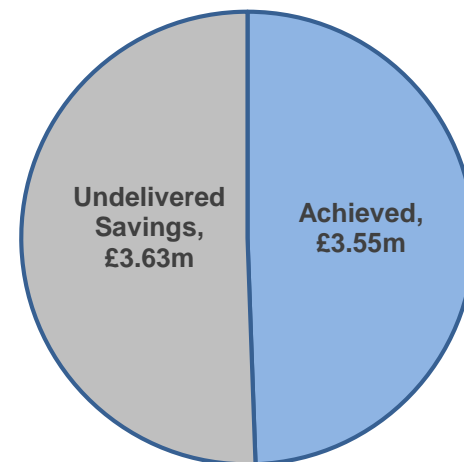
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# Local Authority Savings Progress

Directorate	Opening Target £000s	Undelivered Savings £000s	Achieved £000s
Adults	981	188	793
Children's Services	0	0	0
Children's - Education	100	0	210
Population Health	326	326	0
Operations and Neighbourhoods	682	150	532
Growth	500	500	0
Governance	105	30	75
Finance & IT	840	15	825
Quality and Safeguarding	0	0	0
Capital and Financing	3,002	2,400	792
Contingency	0	0	0
Corporate Costs	204	25	326
<b>Total</b>	<b>6,740</b>	<b>3,634</b>	<b>3,553</b>
<b>%</b>		<b>53.9%</b>	<b>52.7%</b>

Savings 2020/21



## SAVINGS PROGRESS

The 2020/21 Revenue Budget, approved by Full Council on 25 February 2020, included savings targets in respect of a vacancy factor, additional fees and charges, and savings to be delivered by management. Combined with savings identified in previous years, the total savings target for the Council is £6,740k.

**Vacancy Factor** - The total vacancy factor for the year is £2,387k. For 2020/21 the total underspend relating to vacant posts was £7,769k, therefore significantly overachieving the annual target.

**Other Savings** – Overall the Council has achieved savings of £3,553k against a target of £6,740k. Planned savings of £3,634k will not be delivered with alternatives now being planned and delivered in place of the original targets.

# Local Authority Pressures

## PRESSURES

The 2020/21 Council Revenue Budget included funding for pressures across the services of £23,075k. At the end of the 2020/21 financial year total pressures have come in under what was budgeted for, however in some cases where funding was provided for one-off pressures, the budget has been transferred to reserves so it can be utilised next year. Further narrative on increases and decreases in pressures is included in the narrative for each service later in this report.

Directorate	Pressures funded in budget £000s	Pressures materialised £000s	Increase/(decrease) in pressures £000s	Budget transferred to reserves £000s
Adults	3,109	2,943	(166)	0
Children's Services	10,509	13,622	3,113	250
Children's - Education	402	1,052	650	0
Population Health	466	466	0	0
Operations and Neighbourhoods	3,533	1,943	(1,590)	1,450
Growth	3,039	1,482	(1,557)	1,361
Governance	842	777	(65)	0
Finance & IT	1,463	1,166	(297)	0
Quality and Safeguarding	0	0	0	0
Capital and Financing	320	40	(280)	0
Contingency	(639)	(639)	0	0
Corporate Costs	31	31	0	0
<b>Total</b>	<b>23,075</b>	<b>22,883</b>	<b>(192)</b>	<b>3,061</b>

Adults	Gross Expenditure Budget £000's	Gross Income Budget £000's	Net Budget £000's	Outturn £000's	Variance £000's
Adults Commissioning Service	56,832	(20,854)	35,978	34,488	1,489
Adults Neighbourhood Teams	8,244	(85)	8,158	8,262	(103)
Integrated Urgent Care Team	2,054	(10)	2,044	1,756	288
Long Term Support, Reablement & Shared Lives	13,051	(1,062)	11,990	12,270	(281)
Mental Health / Community Response Service	4,280	(1,215)	3,065	4,237	(1,172)
Senior Management	1,474	(23,370)	(21,896)	(22,504)	608
<b>TOTAL</b>	<b>85,935</b>	<b>(46,596)</b>	<b>39,339</b>	<b>38,509</b>	<b>830</b>

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## BUDGET VARIATIONS

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

### Underspends:

- **£2,241k** - The Council has recorded a large net underspend on the costs of Residential & Nursing placements. A large portion of the budgeted costs were funded by COVID monies, with care intended to facilitate a hospital discharge or avoid an admission covered by the NHS for a period before financial responsibility returned to the Council. The nature of demand for care changed also significantly over the year, with fewer residential placements made and some clients preferring to be cared for at home.
- **£648k** - Placement costs for homecare were reduced overall because of NHS COVID monies, despite a large increase in volumes of weekly Support of Home hours being delivered. In part this arose from some clients preferring to be cared for at home, rather than in a residential placement. Gross expenditure on homecare packages was around £1m above budget, but total COVID funding for Support at Home packages was £1.6m and resulted in a large net underspend. As with the underspend on residential package, the 20/21 position is created by one-off funding and does not fully reflect rising demand for care
- **£664k** - Various contracts within the Adults Commissioning service, in particular the Joint Equipment Store, were part-funded by NHS COVID monies.

## BUDGET VARIATIONS

- **£347k** - Funding provided for independent living has been received, but package costs have not materialised
- **£981k** - There was a general reduction in pay costs compared to budget for the Commissioning, Urgent Care, Reablement and Neighbourhoods teams, with costs being met by NHS contributions, Contain Outbreak Management Funding, and other COVID grants. In some areas, there were delays in recruitment to vacancies.
- **£857k** - The Better Care Fund grant has been uplifted for inflation. This had not been factored in when the budget was set as it was uncertain whether this would be passported through to the Council. Increases in other grant income for the Apprenticeship Levy (£51k) were also recognised.
- **£462k** - Pressures that were budgeted for have not been incurred due to the delayed transfer of support functions to the ICFT (hospital) associated with the transfer of Adult Social Care staff. The delay to the transfer is due to the need to focus all resources in responding to the pandemic.

**Page 71** **£1,170k** - The position includes large amounts from the Contain Outbreak Management Fund (£888k) and discretionary blocks of the Infection Control (£137k) and Workforce Capacity Fund (£145k). These grants were introduced in response to financial pressures arising from COVID-19 and did not form part of the original budget. They enabled assistance to social care providers in responding to outbreaks, measures to reduce infections within the Council's own in-house services, and the provision of greater staff capacity to support hospital discharges and manage changing demand amongst social care clients.

### Pressures:

- **(£1,716k)** - There was a large reduction in Customer and Client Income, corresponding to the lower levels of residential and domiciliary placements noted above and offsetting the reduction in spend on those services. Fees were not charged to clients over the period when their care was fully funded by the NHS, and only resumed once the period of NHS funding expired. Continuing Healthcare (CHC) and other NHS and miscellaneous income was relatively flat, with a further £30k variation. For much of the year when new packages were funded by NHS discharge funding, the volume of new CHC packages was reduced.
- **(£698k)** - The overall cost of the Homemakers service (providing in-house supported accommodation) was £698k above budget, with most (£622k) of this variance arising from staffing costs. Some of this increase arose from increased statutory need and a review of the assessed hours in light of the demands of managing COVID. However, further cost increases of around £200k arose from the opening of the new Mount Street facility. This allowed cost reductions to be achieved against other budgets, mainly in contracted fees to external providers, which are reflected in other underspends and reduced overspends elsewhere in the report. The greater range of in-house placement options will enable the Council to make further savings in the future, through less reliance on more expensive external placements.

## BUDGET VARIATIONS

- **(£557k)** - Higher costs arose on a range of Supported Accommodation contracts, including the five Learning Disability contracts and off-contract placements, plus a number of other smaller contracts. These arise from a combination of pressures, including the National Living Wage increase of 6.2% in FY20/21, and from the requirement for increased care hours in particular areas, particularly with rising demand for some forms of care and given conditions under COVID.
- **(£736k)** - The cost of mental health provision rose sharply above budget, mainly from the increased cost of long-stay residential care packages (£668k), owing to sharp increase on the volume of demands on the service and the average costs of packages. The closure and withdrawal of several contracted providers over the past year has necessitated transferring a number of existing clients to non-contracted providers at a higher per-head costs, along with a number of new clients.
- **(£159k)** - The costs of Direct Payments and the Carers Service within the Homecare service has increased following a higher uptake of this provision. In particular, demand for homecare through Direct Payments has been higher over the past year. Grants by the Carers service have continued and risen sharply above budget (£74k), despite an 18/19 savings proposal to limit these payments.
- **(£1,380k)** - Adults Services' improved financial position over FY20/21 has removed the need for £1.774m of Improved Better Care Funding to be applied, and a further £636k is transferred into the IBCF reserve for application in future years. £361k of funding is expended to support the Intensive Support Contract as previous reported. The remainder of the variance (£669k) is drawn out of reserves and matched to Hosted Services expenditure held within Senior Management.
- **(£274k)** - Contributions to the Greater Manchester Health and Social Care Partnership and Transformation Fund, offset by unused Winter Pressures contributions
- **(£150k)** - The Council incurred higher than expected costs in renting external accommodation for service users in care
- **(£146k)** - The department incurred various additional IT and telephony equipment costs, plus further professional and legal fees as well as other various costs. In many cases these arose from exceptional service and office costs during the pandemic.
- **(£186k)** - A drawdown of £186k in in-house Venture Funds (contributed centrally by the Council to support development and savings proposals) was budgeted by the department but not utilised as the requirement was no longer existent.
- **(£351k)** - Housing benefit income overall reduced by 295k, mainly amongst Supported Accommodation clients. The position on claims for clients within council-funded or managed properties is under review to establish whether current clients have been assessed as ineligible for the benefit, with the possibility that the Council may be able to obtain additional income. On a similar basis, cost recovery for the payment of Council Tax was down by a further £56k



## SAVINGS

### Savings Performance:

- **(£188k)** - The Day Services Review (originally a plan to develop in-house day services around Oxford Park) did not proceed, mainly due to the COVID situation which placed other urgent demands on the service and caused most established day services to be suspended. Revised proposals will be considered over FY21/22.

Scheme	Savings Target 20/21 £000's	Not delivered £000s	Achieved £000's
Review of out of borough placements	254	0	254
Oxford Park	188	188	0
Moving with Dignity	539	0	539
<b>Total</b>	<b>981</b>	<b>188</b>	<b>793</b>

Childrens Services- Social Care	Gross Expenditure Budget £000's	Gross Income Budget £000's	Net Budget £000's	Outturn £000's	Variance £000's
Child Protection & Children In Need	8,171	(9)	8,162	8,609	(447)
Children's Social Care Safeguarding & Quality Assurance	2,030	(10)	2,020	1,942	77
Children's Social Care Senior	761	(7,268)	(6,507)	(6,491)	(16)
Early Help & Youth Offending	1,061	(693)	368	351	17
Early Help, Early Years & Neighbourhood	6,280	(1,681)	4,599	4,096	503
Looked After Children (External	27,523	(539)	26,983	30,553	(3,570)
Looked After Children (Internal	10,718	(13)	10,705	11,404	(699)
Looked After Children (Support Teams)	7,743	(76)	7,667	6,499	1,168
<b>TOTAL</b>	<b>64,286</b>	<b>(10,288)</b>	<b>53,998</b>	<b>56,964</b>	<b>(2,966)</b>

## BUDGET VARIATIONS

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

### Underspends:

- **£625K** - Underspend on employees due to delays in filling vacant posts and delays in establishing the Positive Futures Scheme
- **£157K** - Underspend on staff transport and hired transport due to Covid.
- **£120K** - Underspend on premise related expenditure. Predominately due to an underspend on youth on remand accommodation. The number of young people remanded is unpredictable and fluctuates.
- **£420K** - Underspend on resources and short breaks for Children with Disabilities

## Pressures :

- **(£3,570K)** - Overspend on external placements due to the number of Cared for Children and the cost of placements. As at the end of March the number of Cared for Children was 682 a reduction of 19 from the 701 reported in the previous month. The placement costs for new children coming into care in the majority of cases exceeds the placement cost for children ceasing to be looked after. There are also significant numbers of young people aged 18+ that remain in external placements whilst awaiting access to independent living arrangements. Covid and the eviction ban has also reduced the availability of move on lets for Care Leavers.
- **(£699K)** - Overspend on internal residential placements including Children's Homes, fostering allowances and special guardianship allowances
- **(£63k)** - Overspend on legal fees due to the number of cases and need the for external counsel
- **(£119K)** - Overspend on interdepartmental transport costs for Cared for Children

Education	Gross Expenditure Budget £000's	Gross Income Budget £000's	Net Budget £000's	Outturn £000's	Variance £000's
Access Services	16,886	(14,073)	2,813	3,520	(707)
Assistant Executive Director - Education	400	(100)	301	192	108
Schools Centrally Managed	1,963	(218)	1,745	1,634	110
School Performance and Standards	758	(547)	211	(22)	233
Special Educational Needs and Disabilities	11,723	(10,385)	1,338	1,260	77
<b>TOTAL</b>	<b>31,730</b>	<b>(25,322)</b>	<b>6,407</b>	<b>6,585</b>	<b>(178)</b>

## BUDGET VARIATIONS

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

### Underspends:

- **£280k** - Non-grant funded staffing expenditure is £376k less than budget due to part and full year staffing vacancies. This is partly offset by the £96k vacancy factor included for the service.
- **£210k** - A review of the budget has been undertaken to understand commitments in year. This has resulted in budget saving of which is suggested supports the wider pressures in the Education service.
- **£125k** - Staff have been re-deployed to support various related covid strands of work. Staff have been supporting the Covid Outbreak Management and £98k has been received for this. There has been £27k received for staff to provide psychological support for students returning to school after the pandemic.
- **£122k** - A reduction in the use of associates within the Education Psychology (EP) team has led to a projected saving on professional fees this financial year. This is partly due to the lockdown restrictions in place reducing the traded time for in-house and contracted Education Psychologists resulting in them carrying out a greater number of statutory assessments.
- **£93k** - Utilisation of grant to support the Social Emotional and Mental Health Service along with Health income to support ASC has resulted in additional income.
- **£58k** - Costs of moderation have reduced as examinations for the academic year were cancelled due to the Covid 19 situation.
- **£135k** - Other minor variations under £50k

## BUDGET VARIATIONS

### Pressures:

- **(£650k)** - SEN Transport - A further pressure of £650k has materialised for the service in 2020/21. However, this is £98k less than previously reported. Suppliers have continued to be paid where contracts are in place throughout the Covid 19 situation. The demand for SEN Transport has continued to rise due to the increase in the number of pupils eligible and the increase in out of borough placements. £14k of this pressure relates to additional costs of transporting pupils in the Easter and Summer half term holidays as a result of schools being open to vulnerable and key worker children during the Covid 19 situation. £76k of this pressure relates to additional routes being supplied in Autumn 20 & Spring 21 terms due to social distancing measures being put in place during the Covid 19 situation.
- **(£478k)** - The Education service has under achieved on its traded income target with schools by £478k due to a reduced buy in to services. The impact of the Covid 19 situation has had a bearing on this under achievement for all traded services including both ad hoc buy in and annual buy in traded offers
- **(£118k)** - There is a projected decrease in Education Welfare penalty notice income due to changes in government legislation during the Covid 19 lockdown periods.
- **(£65k)** - Projected loss of parental and other community income for the Music Service due to restricted access to the service due the Covid 19 lockdown periods.

## SAVINGS

- **£110k** - There is further reduced demand on the budget for Teachers retirement pension costs. It is suggested that this additional saving supports the pressure occurring on SEN Transport.

Scheme	Savings Target 20/21 £000's	Not delivered £000s	Achieved £000's
Teachers Pensions	100	0	210
<b>Total</b>	<b>100</b>	<b>0</b>	<b>210</b>

Service Area	Gross Expenditure Budget £000's	Gross Income Budget £000's	Net Budget £000's	Outturn £000's	Variance £000's
Population Health	15,910	(291)	15,619	14,453	1,166
<b>TOTAL</b>	<b>15,910</b>	<b>(291)</b>	<b>15,619</b>	<b>14,453</b>	<b>1,166</b>

## BUDGET VARIATIONS

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

### Underspends:

- **£487k** - Various underspends relating to the inability to carry out planned work due to the COVID-19 pandemic. For example, the service has been unable to carry out Health Checks, certain prescribing services and other targeted schemes. This is an increase in the underspend last reported as initially it was anticipated that the access of services would increase throughout the year if the pandemic eased, but this has not materialised.
- **£25k** - There is a proportion of Population Health staff currently supporting the COVID response, and related costs have been charged to NHS Covid funding.
- **£13k** - There has been additional income received in the main from the NHS.
- **£129k** - A contribution from the Contain Outbreak Management Fund has been received to support initiatives on Domestic Abuse.
- **£492k** - A contribution from the Contain Outbreak Management Fund has been received to fund employee costs for staff time spent on Covid Test & Trace tasks.

Quality & Safeguarding	Gross Expenditure Budget £000's	Gross Income Budget £000's	Net Budget £000's	Outturn £000's	Variance £000's
Safeguarding and Quality Assurance	378	(237)	141	104	37
<b>TOTAL</b>	<b>378</b>	<b>(237)</b>	<b>141</b>	<b>104</b>	<b>37</b>

## BUDGET VARIATIONS

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

### Underspends:

- **£17K** - Reduced premise, transport and printing expenditure due to training courses being delivered on line.
- **£43k** - Supplies and Services - reduction in commissioned training courses

### Pressures:

- **(£16k)** - Employees - unachievable vacancy factor as there are only a few staff members and no vacant posts.
- **(£7k)** - Income pressure primarily due to reduced traded income from maintained schools and a credit note for an invoice raised in a prior year

Operations and Neighbourhoods	Gross Expenditure Budget £000's	Gross Income Budget £000's	Net Budget £000's	Outturn £000's	Variance £000's
Community Safety & Homelessness	6,209	(2,299)	3,910	4,033	(123)
Cultural & Customer Services	3,784	(372)	3,412	2,809	603
Engineers, Highways & Traffic Management	14,558	(10,798)	3,760	4,687	(928)
Management & Operations	1,425	(2,738)	(1,313)	(1,567)	255
Operations & Neighbourhoods Management	32,596	(179)	32,416	32,386	30
Operations, Greenspace & Markets	6,923	(1,704)	5,219	4,465	754
Public Protection & Car Parks	4,530	(3,518)	1,013	2,064	(1,051)
Waste & Fleet Management	10,479	(5,976)	4,503	4,706	(202)
<b>TOTAL</b>	<b>80,504</b>	<b>(27,583)</b>	<b>52,921</b>	<b>53,584</b>	<b>(662)</b>

## BUDGET VARIATIONS

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

### Underspends:

- **£275k** - There was an underspend on events within the borough this year as a result of the restrictions relating to COVID-19.
- **£259k** - The Engineering service currently has a number of vacant posts (7 in total including Operational posts and a Head of Service post) which are being held vacant while a restructure is undertaken. It should be noted that 6 of the posts that are vacant are income generating posts which has subsequently impacted on the achievement of expected income levels. It is expected that the new structure will be presented for approval in early 2021/22.
- **£265k** - Due to the timing of the current year's budget being set and the transport levy being agreed, an underspend has materialised.
- **£207k** - Transport related underspends within operations and greenspace due to renewal of part of the fleet resulting in reduced hire and maintenance costs. £100k will be delivered as a recurrent saving in 2021/22
- **£410k** - Changes to the way street sweepings are disposed of have been implemented which has resulted in significant savings. £200k will be delivered as a saving in 2021/22 increasing to 250k recurrently from 2022/23



## BUDGET VARIATIONS

- **£360k** - Due to the increased demand for bereavement services there was an overall increase in income for the year. However, due to current COVID restrictions, the Council is currently subsidising the costs associated with funeral recordings (£27k). Book of remembrance and chapel income has also reduced due to direct impacts of COVID restrictions
- **£313k** - Cultural and Customer Services - combination of 11 vacant posts, 4 of which are in the process of being filled where essential to service continuity. 157k will be delivered as a recurrent saving in 2021/22
- **£643k** - Funding received from the Covid Outbreak Management Fund, predominantly to support Enforcement and Regulatory related expenditure
- **£96k** - Reduction in Libraries spend on books / materials, this isn't directly linked to COVID closures, however it should be noted that expenditure fluctuates year on year depending on when the stock needs renewing so should not be viewed as a recurrent saving.

### Pressures:

- **(£47k)** - Due to businesses being closed during the lockdown period, the pest control service has experienced a reduction in income.
- **(£98k)** - There have been ongoing delays in the street lighting replacement capital scheme which has resulted in additional energy and maintenance costs.
- **(£236k)** - Winter Gritting Costs have exceeded the budget. It is important to note that the Council still benchmark extremely well against statistical neighbours for this function. The cost of an average winter is approximately £550k, the coldest January for 10 years (source = MetOffice) resulted in costs of £693k for 20/21. There has been a recurrent budget issue in this area for a number of years, however as part of a budget realignment exercise the budget has been increased to £600k from 21/22 onwards.
- **(£207k)** - The income received by the markets service, particularly by the outdoor markets, has reduced in recent years as part of a nationwide decline. However this has been exacerbated by the closure of the outdoor market during the lockdown period.
- **(£1,543k)** - Income generated by the car parks within the borough (including fine income) has suffered significantly as a result of reduced demand from COVID-19. There is an additional shortfall as a result of new expected car parks not being operational in 2020/21. A review of car parking options across the borough is currently underway.
- **(£91k)** - Costs associated with operating car parks across the borough such as utility and business rates have exceeded budget. These costs are still incurred despite car parks operating at minimum capacity. Income would usually offset this issue, a budget realignment exercise is to be undertaken in 21/22.
- **(£162k)** - Income shortfalls within licensing and public protection across a number of fees and charges.

- **(£274k)** - Increase in accommodation costs as more Homeless people are placed in temporary accommodation which is a positive outcome. The increased expenditure is partially offset by a combination of in year external grant funding and utilisation of previous years unspent grant funding
- **(£69k)** - Reduced income across Libraries and Cultural Services due to ongoing Covid restrictions
- **(£334k)** - Reduced level of income within in Engineers and Highways. The income budgets require review and alignment with the programme of works including the capital programme. This is currently being addressed with a view to rebasing income and expenditure budgets in 2021/22
- **(£114k)** - Increased spend on wheeled bin purchases, linked to higher volume of residential waste collections as a result of COVID
- **(£165k)** - Materials and other supplies in Bereavement Services have exceeded budget due to additional activity in this area as a result of COVID. This partially offsets the additional income delivered.

## SAVINGS

### Savings Performance:

- **(£150k)** - As previously reported, the additional fees & charges savings target was not achieved by the directorate. It was expected that work would be able to continue throughout the financial year to identify new income streams or ways in which the Directorate can expand its income generating business areas. This has been delayed due to the ongoing impact of COVID but will be progressed in 2021/22.

Scheme	Savings Target 20/21 £000's	Not delivered £000s	Achieved £000's
Extending commercial offer	100	100	0
Procurement	50	50	0
Disposal of Street Sweepings	125	0	125
Waste levy reduction	407	0	407
<b>Total</b>	<b>682</b>	<b>150</b>	<b>532</b>

Growth	Gross Expenditure Budget £000's	Gross Income Budget £000's	Net Budget £000's	Outturn £000's	Variance £000's
Growth Management	262	0	262	260	2
Development & Investment	1,832	(284)	1,548	1,544	4
Economy, Employment & Skills	2,426	(1,219)	1,207	1,241	(33)
Major Programmes	575	0	575	575	0
Infrastructure	249	(10)	239	270	(31)
Planning	1,489	(1,001)	488	513	(25)
BSF, PFI & Programme Delivery	21,346	(24,037)	(2,691)	(2,688)	(3)
Asset Management	286	(286)	0	8	(8)
Capital Programme	830	(353)	477	321	157
Corporate Landlord	8,631	(1,862)	6,769	6,631	138
Environmental Development	493	(28)	465	357	108
Estates	1,639	(2,686)	(1,046)	(363)	(683)
School Catering	2,776	(2,772)	4	(96)	100
Vision Tameside	0	0	0	1	(1)
<b>TOTAL</b>	<b>42,834</b>	<b>(34,537)</b>	<b>8,297</b>	<b>8,572</b>	<b>(275)</b>

## BUDGET VARIATIONS

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

### Underspends:

- **£378k** - Savings on a number of vacant posts (33) across the directorate. The recruitment to these vacant posts is in progress.
- **£152k** - The number of event bookings reduced due to covid which has resulted in savings on additional caretaking that would have been required.
- **£131k** - Premises related savings across the Council estate due to the reduced use of buildings during covid. These savings primarily relate to utility costs
- **£87k** - Contribution from the CCG to fund asset management and covid testing and vaccination sites
- **£20k** - Reduced levels of staff travel due to covid

## BUDGET VARIATIONS

## Underspends:

- **£190k** - Savings on professional services budgets across the directorate due to a review of commitments during the year. Savings realised within Corporate Landlord (107k), Planning (44k) and Investment and Development (20k) service areas.
- **£100k** - Saving on kitchen repairs and maintenance of £73k, and other minor variations within the primary catering service. This is due to schools remaining open during covid but with far fewer pupils in attendance.
- **£71k** - Maximisation of grant funding against base budget within Economy Employment and Skills.
- **£118k** - Other minor variations

## Pressures:

- **(£192k)** - Security costs for sites approved for disposal without budget allocation that were unoccupied during the financial year.
- **(£194k)** - Asset disposal costs associated with assets listed for future disposal that are not expected to be financed via the future capital receipts realised.
- **(£190k)** - Cancellation of events due to covid restrictions that has resulted in a loss of room hire income.
- **(£177k)** - Reduced levels of Planning application and Building regulation fee income due to covid restrictions
- **(£131k)** - Interim agency costs covering vacant posts across the Directorate supporting key priorities in excess of budget allocation
- **(£138k)** - Reduction of rental income due from tenancies. This includes £71k income loss from Clarendon Shopping Centre, Hyde (profit share arrangement). The loss is primarily due to an increase in the number of vacated premises during covid.

## SAVINGS

## Savings Performance:

- **(£500k)** - Additional rent review income has not been achieved in year. Rent increases will be reprofiled incrementally against budget provision between 2021/22 to 2024/25 with additional revenue expected during this period incorporated into the Council's Medium Term Financial Plan to support future year savings requirements.

Scheme	Savings Target 20/21 £000's	Not delivered £000s	Achieved £000's
Estates Property Rent Reviews	500	500	0
<b>Total</b>	<b>500</b>	<b>500</b>	<b>0</b>

Governance	Gross Expenditure Budget £000's	Gross Income Budget £000's	Net Budget £000's	Outturn £000's	Variance £000's
Democratic Services	791	(119)	672	429	242
Executive Support	1,814	(184)	1,629	1,452	177
Governance Management	185	(90)	95	96	(1)
Legal Services	1,590	(34)	1,557	1,565	(8)
Exchequer	56,908	(55,348)	1,560	2,618	(1,058)
Policy, Performance & Communications	1,765	(290)	1,474	1,404	70
HR Operations & Strategy	1,357	(697)	660	561	99
Organisational & Workforce Development	711	(135)	576	470	106
Payments, Systems and Registrars	2,139	(838)	1,302	1,258	44
<b>TOTAL</b>	<b>67,260</b>	<b>(57,735)</b>	<b>9,524</b>	<b>9,854</b>	<b>(329)</b>

## BUDGET VARIATIONS

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

### Underspends

- **£653k** - Employee related expenses including training are less than budget due to a combination of vacant posts held, maternity leave and delays to recruitment to posts across the directorate.
- **£168k** - Democratic Services elections budget not utilised in full in 2020/21 due to the cancellation of elections in 2020 as a result of the COVID 19 pandemic. Budget will be required in 2021/22 for May 2021 elections.
- **£92k** - Budget of £92k for potential Housing Benefit debt write-offs not required in 2020/21 as recovery performance has been maintained.
- **£154k** - There has been additional income for HR identified of £100k from the Clinical Commissioning Group (CCG) for 20/21 to deal with NHS reorganisation, additional advice and support through the pandemic for staff employed across health and social care. Also, unexpected additional Income of £54k to the Executive Support Service from CCG underspends in year.

- **£343k** - One off funding allocated to the provision of Homelessness accommodation from the Contain Outbreak Management Fund of £184k and £159k of additional income for Covid 19 Isolation payment administration costs.
- **£26k** - Other minor net variations of £50k across the directorate

## Pressures

- **(£425k)** - The value of costs recovered in respect of council tax and business rates debt collections costs is significantly less than budget and previously forecast due to delays and restrictions on the recovery processes due to the covid pandemic
- **(£1,123k)** - Within Housing Benefit there is an element of Expenditure on board and lodging or non self-contained licensed accommodation where the local authority is landlord relating to the provision of Homelessness accommodation. The Local Housing Allowance limits meant that we can only claim subsidy up to a certain level. The Gross Expenditure is £1.775m of which we cannot claim subsidy for £1.123m. This expenditure has significantly increased from previous years and Covid 19 again as impacted upon this. This expenditure has transferred to the Homelessness Service within Operations and Neighbourhoods from 1 April 2021 as they are better placed to manage the expenditure
- **(£80k)** - Income is (£80k) less than budget due to a reduction in the number of schools purchasing HR, Payroll and Recruitment and Teacher Trade Union service.
- **(£29k)** - Registrars Income is under the income budget target of £228k by (£29k) , however there has been a (£44k) loss of ceremony income as a result of the COVID 19 situation. Without this the service would have exceeded the budgeted income target by £15k
- **(£38k)** - The Priority Account Service (Oxygen) has a net income target of £50k. Due to COVID 19 and based on the 7 month cessation of the programme the actual expenditure was £66k and income to be £78k. Along with the £50k income target there is an estimated shortfall of (£38k).
- **(£40k)** - As a result of underspends across the Policy and Communications budget, one off funding has been identified for a Fostering Marketing and Recruitment Campaign of £40k.

## SAVINGS

Savings Performance:

- **(£30k)** - There was an In year savings target of (£30k) Strive Programme for schools which was not achieved. This saving was removed from the budget with alternative mitigating savings delivered in its place.

Scheme	Savings Target 20/21 £000's	Not delivered £000s	Achieved £000's
Cease non-statutory appointee & deputyship service for adults	75	0	75
STRIVE for schools	30	30	0
<b>Total</b>	<b>105</b>	<b>30</b>	<b>75</b>

Finance and IT	Gross Expenditure Budget £000's	Gross Income Budget £000's	Net Budget £000's	Outturn £000's	Variance £000's
Financial Management	3,519	(1,027)	2,491	2,355	136
Risk Management & Audit Services	1,912	(250)	1,662	1,511	151
Digital Tameside	4,106	(629)	3,477	3,234	243
<b>TOTAL</b>	<b>9,537</b>	<b>(1,907)</b>	<b>7,630</b>	<b>7,100</b>	<b>530</b>

## BUDGET VARIATIONS

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

### Underspends:

- **£153k** - A number of minor underspends across Financial Management including Employees costs £49k, professional services £26k, additional income £12k, income management charges £12k and other minor variations .
- **£90k** - Risk & Insurance underspend relates mainly to employee costs due to vacant posts throughout the year.
- **£65k** - Central Insurance Costs - The contribution to insurance reserves is £65k in excess of budget based on the independent actuarial assessment of the required provision and reserves for self insurance.
- **£70k** - IT Device Management - Following the decision to purchase Office 365 licences in 2021/22, there is no longer a requirement to purchase additional Microsoft Operating System licences.
- **£263k** - Due to Data Centre completion being later than planned a number of expected costs relating to hardware and software have been delayed. The forecast had also assumed that £74k of capital costs relating to the data centre would need to be funded from revenue budgets which is no longer required.
- **£41k** - Other minor variations in spend across Digital Tameside

### Pressures:

- **(£21k)** - Due to the current Covid-19 situation and the majority of staff working from home there isn't the same demand to print. Therefore, the recovery of income from services is less than the cost of the Multi Functional Device's (printers/scanners). A review of devices is being carried out.
- **(£44k)** - Additional Data costs relating to the Mobile Phone Contract which have not been recharged to services. Data is recharged based on usage which is lower than previously estimated.
- **(£72k)** - Employee costs have not achieved the vacancy factor due to low turnover. The vacancy factor is not a target and other underspends across the service compensate for this apparent pressure.



## BUDGET VARIATIONS

**Savings Performance:**

**(£15k)** - The saving for STAR Procurement has not been achieved due to the fee not being reduced in 20/21

Scheme	Savings Target 20/21 £000's	Not delivered £000s	Achieved £000's
Financial Management restructure	25	0	25
STAR procurement	15	15	0
Income Management	50	0	50
Insurance	750	0	750
<b>Total</b>	<b>840</b>	<b>15</b>	<b>825</b>

Corporate	Gross Expenditure Budget £000's	Gross Income Budget £000's	Net Budget £000's	Outturn £000's	Variance £000's
Chief Executive	326	0	326	287	39
Corporate and Democratic Core	3,682	(222)	3,460	3,267	193
Democratic Processes	1,478	(79)	1,398	1,310	89
Investment and Financing	13,070	(9,624)	3,447	8,719	(5,272)
Contingency	2,772	0	2,772	(4,130)	6,902
<b>TOTAL</b>	<b>21,327</b>	<b>(9,925)</b>	<b>11,403</b>	<b>9,452</b>	<b>1,950</b>

## BUDGET VARIATIONS

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

### Underspends:

- **£199k** - CDC - Other minor variations under £50k
- **£3,000k** - In Contingency we have an earmarked budget of £3m for specific service pressures. In response to the increased costs incurred across other Council services we have released the full £3m to cover these.
- **£18k** - Debt repayments to the Greater Manchester Debt Administration Fund (GMMDAF) are £18k under budget based on the latest pool rate.
- **£188k** - Payments to internal funds below budget due to low interest rates
- **£866k** - Additional income relating to investment in Manchester Airport Group. This is made up of £722k interest on the "Project Mere" investment in July 2020, an £89k uplift in rent received relating to the Council's share of the airport land, and £55k of interest on previous delayed payments from MAG.
- **£280k** - A pressure relating to financing costs for new IT licenses will not materialise as the initial spend is now only anticipated in the current financial year, meaning the pressure will not materialise until 2021/22. This budget previously sat within IT.
- **£494k** - Savings resulting from the advanced pensions payment made to GMPF in April 2020.

### Pressures:

- **(£25k)** - The Coroners service is a joint service with Stockport MBC (Host) and Trafford MBC and has a budget of £650k. The outturn position is higher than budget, this increase includes costs in relation to COVID 19 activity.
- **(£13k)** - Interest costs are above budget due to a £10m short term loan taken up in quarter 3.
- **(£6,288k)** - No dividend income from Manchester Airport Group (MAG) in light of the financial impact of the COVID 19 crisis on the Airport.
- **(£1,177k)** - Anticipated increase in the bad debt provision for sundry debt. This is mainly due to unpaid debt in year as a result of the COVID crisis.
- **(£1,007k)** - Provision for credit loss in respect of long term debtors due to economic impact of COVID on MAG

## SAVINGS

### Savings Performance:

- **£147k** - Pension Increase Act payments have out turned at an over achievement on the £35k saving due to contributions to costs being reduced
- **£190k** - Projected interest earned on investments due to combination of higher paying fixed interest deals and higher cash balances than initial conservative estimates. This has increased from the P10 projection largely due to the inclusion of some historic interest identified and added in to the year's figures
- **£494k** - Savings resulting from the advanced pensions payment made to GMPF in April 2020.

Scheme	Savings Target 20/21 £000's	Not delivered £000s	Achieved £000's
Treasury Investment Income	50	0	240
Pension Increase Act	35	0	182
Capital & Financing - MRP	552	0	552
MAG Dividend Income	2,400	2,400	0
Other minor budget adjustments	169	25	144
<b>Total</b>	<b>3,206</b>	<b>2,425</b>	<b>1,118</b>

£000's	YTD Budget £000's	YTD Actual £000's	YTD Variance £000's	Annual Budget £000's	Forecast Outturn £000's	Forecast Variance £000's	Movement From M11
Acute Commissioning	205,997	206,245	(248)	205,997	206,245	(248)	219
Ambulance Services	9,694	9,694	0	9,694	9,694	0	(0)
Clinical Assessment & Treatment Centres	1,944	1,639	305	1,944	1,639	305	56
Collaborative Commissioning	215	189	25	215	189	25	25
High Cost Drugs	243	239	4	243	239	4	8
NCAS/OATS	90	141	(51)	90	141	(51)	40
Winter Resilience	198	140	58	198	140	58	40
<b>Total - Acute</b>	<b>218,381</b>	<b>218,287</b>	<b>94</b>	<b>218,381</b>	<b>218,287</b>	<b>94</b>	<b>389</b>

- The Acute Commissioning cost centre includes expenditure with both acute NHS providers and the independent sector:
  - NHS Providers** – Expenditure with the GM acute trusts is based upon nationally calculated command and control values plus services charged outside of the block arrangements (e.g. IT at the ICFT). Spend is in line with budget.
  - Independent Sector** – While baseline budgets in H2 included some resource for Independent Sector Spend, this was based upon actual activity between April and July 2020 where activity was limited by national lockdown measures. Top up arrangements were put in place to cover spend in excess of this baseline. The total value of the top up received for the independent sector in 2020/2021 was £1,557k. The improvement in the acute commissioning position since last month is made up of an increase in budget from top up allocations received (£168k) and slightly lower than forecast spend with the independent sector (£51k).
- Clinical Assessment & Treatment** – Is funded from core CCG budgets, with no access to top up allocations. Throughout the year, there has been the expectation that activity with the provider would return to similar levels to those seen pre COVID levels, and estimates and forecasts have been based on this assumption. However, in reality the volume of activity still hasn't recovered to these expected levels, hence there being a benefit released into the position each month.
- High Cost Drugs** – The main driver of this reduction in forecast relates to invoices from Lloyds Clinical Homecare invoices. Throughout 20/21 there were ongoing discussions with provider around validation of invoices to ensure invoices received were for activity relating to T&G. This issue was finally resolved in March 21 and validation of 12 months of invoices took place which showed that some activity wasn't T&G's. The provider issued credits for this activity and therefore we have a slight benefit to our position.
- NCA** – The reduction in forecast relates to a provision included within NCA for invoices from Devolved Administrations. During the first half of 2020/2021, we received a small number of high values invoices from a couple of these providers, so the forecast was increased to report worst case scenario that similar activity would be seen in the second half of 2020/2021. In reality, this didn't happen and we have now received activity invoices up to February 2021 from most providers, meaning the majority of this provision was released giving a benefit to the CCG's position.

# Mental Health

	YTD Budget £000's	YTD Actual £000's	YTD Variance £000's	Annual Budget £000's	Forecast Outturn £000's	Forecast Variance £000's	Movement From M11
Child & Adolescent Mental Health	431	828	(397)	431	828	(397)	(480)
Improving Access To Psychological Therapies	272	207	65	272	207	65	61
Learning Disabilities	575	660	(85)	575	660	(85)	(2)
Mental Capacity Act	142	159	(17)	142	159	(17)	(4)
Mental Health Contracts	29,551	29,121	430	29,551	29,121	430	441
Mental Health Services - Adults	1,146	1,338	(192)	1,146	1,338	(192)	(126)
MH - Collaborative Commissioning	1,625	1,621	4	1,625	1,621	4	(0)
MH - Non Contracted Activity	53	3	50	53	3	50	10
Mental Health Services - Other	1,531	1,531	0	1,531	1,531	0	(1)
MH - Specialist Services	523	523	(0)	523	523	(0)	(0)
Mental Health Transformation	1,549	1,443	107	1,549	1,443	107	107
Mental Health - Individualised Commissioning	7,022	6,839	183	7,022	6,839	183	163
Mental Health Neighbourhood	447	417	29	447	417	29	2
MENTAL HEALTH SERVICES - WINTER RESILIENCE	359	359	(0)	359	359	(0)	(0)
<b>Total - Mental Health</b>	<b>45,225</b>	<b>45,049</b>	<b>177</b>	<b>45,225</b>	<b>45,049</b>	<b>177</b>	<b>170</b>

- The Mental Health directorate ended the year with a £177k underspend against budget. The main driver of this variance is a reduction in the value of Individualised Commissioning placements. Individualised Commissioning is an area where low volume and high costs can create volatility within the financial position as patients are discharged and admitted into placements. The number of PICU placements in the second half of the year has been lower than expected, while the traditional winter pressures did not materialise this year.
- To comply with NHS planning guidance for 2020/21, the CCG has to demonstrate increased expenditure in Mental Health through the Mental Health Investment Standard (MHIS). The CCG has achieved its MHIS, demonstrating growth in spend of 6.4% since last year.
- Following the recent rebasing exercise (this required the CCG to rebase values from 16/17 SLR to 18/19 SLR source data), expenditure in excess of £2m has moved from MHIS to Non-MHIS in relation to Dementia and Learning Disabilities. Therefore the target spend had been adjusted. The table below summarises the year end position:

Mental Health Investment Standard (MHIS) Achievement	2020-21 Programme Growth	2019-20 Rebased Outturn (£000)	2020-21 Target MHIS Spend (£000)	2020-21 Actual Spend (£000)	Excess in delivering MHIS %	Excess in delivering MHIS (£)
	5.30%	39,325	41,401	44,040	6.40%	2,639

- As per the guidance the values in this table exclude 3.1m expenditure categorised as Dementia and Learning Disabilities and also expenditure relating to GM Transformation totalling 3.2m. However this does include other Non-Core expenditure relating to 4.1m Prescribing and 1.1m Continuing Healthcare.

# Primary Care

	YTD Budget £000's	YTD Actual £000's	YTD Variance £000's	Annual Budget £000's	Forecast Outturn £000's	Forecast Variance £000's	Movement From M11
Prescribing	44,190	44,886	(696)	44,190	44,886	(696)	(142)
Delegated Co-commissioning	37,229	37,291	(62)	37,229	37,291	(62)	(177)
Local Enhanced Services	5,131	4,954	177	5,131	4,954	177	(25)
Out of Hours	2,490	2,492	(2)	2,490	2,492	(2)	(2)
Central Drugs	1,329	1,439	(111)	1,329	1,439	(111)	(24)
Primary Care IT	1,209	1,029	180	1,209	1,029	180	11
Medicines Management - Clinical	527	471	56	527	471	56	4
Oxygen	441	400	41	441	400	41	(20)
Commissioning Schemes	300	257	43	300	257	43	2
GP FORWARD VIEW	165	164	1	165	164	1	16
Primary Care Investments	(559)	(478)	(81)	(559)	(478)	(81)	(70)
<b>Total - Primary Care</b>	<b>92,451</b>	<b>92,904</b>	<b>(453)</b>	<b>92,451</b>	<b>92,904</b>	<b>(453)</b>	<b>(427)</b>

- **Prescribing** – Prescribing spend this year was approximately £2.3m higher than in 2019/20. This increase in spend of almost 7% is primarily driven by increased prices for drugs, as usage has reduced by approximately 1.5%. £350k of the additional spend was attributable to sertraline being classified as “No Cheaper Stock Obtainable” due to its limited availability. Despite these increases in cost, QIPP of £375k has been achieved this year. There have been further price increases in a number of Category M items in Quarter 4 and these have been reflected in the year end accrual, which has contributed towards the reported overspend at year end.
- **Central Drugs** – Costs are calculated nationally to apportion unidentified prescribing costs which cannot be directly attributed to practices. Costs have increased this year following general increase in prescribing activity during the pandemic, resulting in an overspend.
- **Home oxygen** – There has been an underspend of £41k which is attributable to a change in suppliers when the new contract started mid-year and a general reduction in the numbers of patients using the service.
- **Delegated** – Overspend and movement since M11 is driven by QOF. Because of uncertainty around the assessment of performance through the pandemic period, a decision was made by the CCG to prudently accrue to 100% achievement in 2020/21 pending completion of the full assessment exercise. Additional pressures have arisen in relation to Locum sickness / Maternity and Paternity. Which in turn are partially offset by a reduction in Minor Surgery estimated activity and reduced Business Rates.
- **Local Enhanced Services** – The final position for LCS schemes is an underspend of (£177k). This is as a direct result of COVID and the reduced activity in some of the Locally commissioned service schemes (£104k). In addition there is been reduced activity from the Pharmacy minor ailments schemes (£55k) and the Minor Eye care service (£13k), which are both reliant on face –to- face interactions. There was also a further (£5k) reduction on room hire.

# Continuing Care

	YTD Budget £000's	YTD Actual £000's	YTD Variance £000's	Annual Budget £000's	Forecast Outturn £000's	Forecast Variance £000's	Movement From M11
Adult Joint Funded Continuing Care Personal Health Budgets	0	2	(2)	0	2	(2)	0
CHC Adult Fully Funded	7,186	7,400	(214)	7,186	7,400	(214)	(391)
CHC Adult Joint Funded	556	744	(187)	556	744	(187)	(212)
CHC Adult Personal Health Budgets	3,717	3,489	228	3,717	3,489	228	(28)
CHC Assessment & Support	1,136	1,115	21	1,136	1,115	21	(17)
Children's CHC Personal Health Budgets	35	22	13	35	22	13	(2)
Children's Continuing Care	167	174	(7)	167	174	(7)	(4)
Funded Nursing Care	1,725	1,785	(61)	1,725	1,785	(61)	(31)
<b>Total - Continuing Care</b>	<b>14,521</b>	<b>14,731</b>	<b>(210)</b>	<b>14,521</b>	<b>14,731</b>	<b>(210)</b>	<b>(685)</b>

- Previous reports talked about an expected underspend in CHC, many due to overachievement of the QIPP target due to many packages of care being funded from COVID monies in the first half of the year. However, in Month 12, T&G CCG have funded a PuPOC (Previously unassessed periods of care) claim for one patient that was £69k. This is a package of care that was due to have a CHC review as COVID started and CHC was stood down. The patient has been reimbursed for the expenditure they incurred as this patient could potentially have been deemed as CHC eligible and therefore should not have paid for any of their care.
- The CHC team have identified a potential of approximately 5 further packages of care that missed an assessment when COVID hit. These were not eligible for packages funded from COVID HDP as the package started before 19<sup>th</sup> March. The CCG have increased the claim provision for 5 more of these packages, but at an average cost of £50k, not the higher value of £69k as there may be more restitution claims. This along with the 3 packages paid in 20/21 has put an unanticipated pressure of £350k on CHC.
- It has also been identified that there are 3 joint packages of care with Local Authorities where it is likely that the CCG should have picked up the full cost of the package for the financial year, not just the agreed funding split which again, was due to be reviewed when CHC was stood down. This has identified a liability of £180k that was not anticipated previously.
- FNC increased by £30k due to the volume of patients increasing as COVID funding ended.
- Overall the CHC directorate outturn was £210k over-performing. This was mainly driven by Joint Funded packages not expected and increase in provision to PuPOC. CHC did achieve it's QIPP target of £500k, mainly due to costs funded partly through the year from COVID monies that would normally have sat within CHC. There is an expectation that demand levels prior to 2020/21 will return in 2021/22.

	YTD Budget £000's	YTD Actual £000's	YTD Variance £000's	Annual Budget £000's	Forecast Outturn £000's	Forecast Variance £000's	Movement From M11
Community Services	38,491	38,465	26	38,491	38,465	26	16
Hospices	710	710	(0)	710	710	(0)	(0)
INTERMEDIATE CARE	464	699	(235)	464	699	(235)	(235)
Wheelchair Service	521	521	(0)	521	521	(0)	69
Palliative Care	113	119	(6)	113	119	(6)	3
<b>Total - Community</b>	<b>40,298</b>	<b>40,514</b>	<b>(215)</b>	<b>40,298</b>	<b>40,514</b>	<b>(215)</b>	<b>(147)</b>

- The majority of the community services budget relates to services provided by the ICFT, which is within the scope of the block contract. Payments are fixed and were not subject to change throughout the year.
- While most COVID spend is contained within the 'Other' directorate, we are coding some of the Hospital Discharge Programme (HDP) to the Intermediate Care cost centre. HDP – Scheme 2 funding is in place for packages that stemmed from a Hospital Discharge since 1<sup>st</sup> September, where a 6 week deadline was given for the patient to be fully assessed.  
The Discharge to Assess scheme has funded 236 packages to date, with an additional allocation of £464k received through the top up process. The average length of stay is currently 25 days (against a maximum 42 days allowed). At the end of March there were 36 open D2A packages awaiting full assessment.  
HDP funding will continue to be available into the first half of the new financial year, albeit with reduced rates in Q2 (where a maximum of 4 weeks of care can be reclaimed).
- Other services have delivered broadly in line with budget. The slight pressure on palliative care relates to Marie Curie invoices



# Other

	YTD Budget £000's	YTD Actual £000's	YTD Variance £000's	Annual Budget £000's	Forecast Outturn £000's	Forecast Variance £000's	Movement From M11
Programme Projects	13,682	13,888	(206)	13,682	13,888	(206)	(213)
Better Care Fund	13,769	13,762	7	13,769	13,762	7	257
Property Services	3,553	3,764	(211)	3,553	3,764	(211)	(468)
Patient Transport	1,227	1,229	(1)	1,227	1,229	(1)	124
NHS 111	812	812	(0)	812	812	(0)	0
Safeguarding	458	441	17	458	441	17	17
Clinical Leads	405	392	12	405	392	12	(1)
Nursing and Quality Programme	205	204	1	205	204	1	(2)
Transformation Funding	75	171	(96)	75	171	(96)	(98)
Commissioning Reserve	1,012	0	1,012	1,012	0	1,012	1,012
Commissioning - Non Acute	(8)	(12)	4	(8)	(12)	4	(0)
<b>Total - Other</b>	<b>35,191</b>	<b>34,653</b>	<b>539</b>	<b>35,191</b>	<b>34,653</b>	<b>539</b>	<b>628</b>

- **Programme Projects** – The majority of COVID related expenses have been captured within this cost centre. All eligible COVID related claims for 2020/21 have been approved and £13,274k of additional allocation was received in total. In 2021/22 eligible costs will be limited to the hospital discharge programme (HDP) and vaccine related costs.
  - **HDP Scheme 1** (for packages that stemmed from a Hospital Discharge between 19th March and 31st August and that had not yet had a Care Act Assessment or a Full CHC Assessment) are coded to this cost centre. We are able to reclaim pre-assessment placement costs until the end of March, but not beyond this date. On 31st March 2021 there were 2 packages where the individual has not yet had an assessment. Both of these are Glossop residents and Derbyshire are leading the assessment process. Plans are in place to assess the individuals as soon as possible.
- **Commissioning Reserve** – This represents in year contingency set aside to manage risk and provide for known pressures. The apparent underspend is required to ensure that the reported CCG position is balanced.
- **Property** – Although the providers hold occupancy leases, the funding for the estates costs for community services, still flows through the CCG. This includes Ashton and Glossop primary care centres. All historic queries with NHS Property Services has now been addressed and all invoices have been made

The reported overspend and movement since last month relates to anticipated 'true up' costs. While invoices have not yet been received, we understand that cleaning and other costs have increased during the pandemic. These costs would ultimately be recharged to the CCG through the 2020/21 'true up' process, therefore we have made provision for this in our accounts.

# CCG Running Costs

	YTD Budget £000's	YTD Actual £000's	YTD Variance £000's	Annual Budget £000's	Forecast Outturn £000's	Forecast Variance £000's	Movement From M11
Finance	1,194	1,194	(1)	1,194	1,194	(1)	(10)
Commissioning	922	916	6	922	916	6	1
CEO/Board Office	558	556	2	558	556	2	(3)
ADMINISTRATION & BUSINESS SUPPORT	349	348	1	349	348	1	0
IM&T	307	306	0	307	306	0	0
Corporate Costs & Services	264	243	21	264	243	21	21
Communications & HR	212	210	2	212	210	2	2
Human Resources	134	141	(7)	134	141	(7)	(7)
Nursing	123	123	0	123	123	0	19
Estates & Facilities	104	104	0	104	104	0	0
Corporate Governance	81	92	(10)	81	92	(10)	(12)
Chair & Non Execs	94	88	6	94	88	6	6
Contract Management	65	65	0	65	65	0	0
IM&T Projects	52	57	(5)	52	57	(5)	(2)
Equality & Diversity	29	29	0	29	29	0	0
QIPP	54	0	54	54	0	54	54
General Reserve - Admin	0	0	0	0	0	0	0
<b>Total - CCG Running Costs</b>	<b>4,541</b>	<b>4,471</b>	<b>70</b>	<b>4,541</b>	<b>4,471</b>	<b>70</b>	<b>70</b>

- The CCG received an allocation of £4,541k to fund running costs in 2020/21. We are not allowed to exceed this limit, but any underspend on running costs can be used to offset pressures across the CCG as a whole.
- The 2020/21 running cost allocation incorporates a 20% national efficiency requirement. This was comfortably realised because of historic savings achievement, most notably benefits of integration with the Council (e.g. single CEO/CFO and co-location at Tameside One).
- At year end we had underspent by £70k versus the running cost target. This position includes a £54k contribution towards QIPP, which has been met from a combination of vacancies, unused travel costs budgets and savings against other corporate overheads like printing, training and conference costs.

## COVID-19 Grant funding and other contributions

The table below details the grant funding and contributions the Council is has received in relation to the COVID-19 pandemic;

COVID-19 Grant Funding and other Contributions	Amount Received £000	Amount Spent £000	Balance £000	Treatment of remaining balance
Local Authority Support Grant	21,451*	9,728	11,723	Transferred remaining amount to earmarked reserves to be utilised in future years. £5.239m of this has been earmarked to fund the Council's 2021/22 budget.
Council Tax Hardship Grant	2,158	2,158	0	Grant fully spent in year
Local Authority Discretionary Grant Fund	2,469	2,299	170	Received more grant than was awarded to businesses, additional grant received will be returned to Department for Business, Energy and Industrial Strategy (BEIS).
Local Restrictions Support Grant (Open)	2,027	1,749	278	Grant scheme runs until 30th April 2021, remaining grant carried forward to fund schemes awarded in April 2021
Additional Restrictions Grant	6,804	3,772	3,032	Grant scheme runs until 30th June 2021, remaining grant carried forward to fund schemes awarded in Quarter 1 of 2021
Test and Trace Support Payments Grant	454	89	365	Remaining grant carried forward to fund schemes awarded next year.
Emergency Assistance Grant for Food and Essential Supplies	332	183	149	Transferred remaining amount to earmarked reserves to be utilised in future years.
Income Compensation Grant	986	1,481	(495)	Income compensation was provided up to November 2020, the remaining £495k is the amount owed to the council for the last four months of 2020/21

\* £7.648m of Local Authority Support Grant was received in 2019/20 and carried forward into 2020/21. This is included in the £21.451m.

## COVID-19 Grant funding and other contributions (continued)

COVID-19 Grant Funding and other Contributions	Amount Received £000	Amount Spent £000	Balance £000	Treatment of remaining balance
Compliance and Enforcement Grant	146	146	0	Grant fully spent in year
Winter Grant Scheme	671	1,125	(454)	Amount owed to the council to fund the costs associated with the Winter Grant Scheme.
Test and Trace Service Support Grant	1,420	132	1,288	Remaining grant carried forward to be utilised next year
Contain Outbreak Management Fund	6,415	2,416	3,999	Remaining grant carried forward to be utilised next year
Infection Control Fund Grant	428	428	0	Grant fully spent in year
Asymptomatic Testing Sites	0	211	(211)	Amount owed to the council to fund the costs associated with the Asymptomatic Testing Sites
Community Champions	368	1	367	Transferred remaining amount to earmarked reserves to be utilised in future years.
Rapid Testing Fund	105	105	0	Grant fully spent in year
Workforce Capacity Fund	577	569	8	Received additional grant, balance remaining will be returned to Department for Health and Social Care (DHSC)
Other COVID-19 contributions	10,798	10,798	0	Contributions fully spent in year
Clinically Extremely Vulnerable Funding	307	24	283	Transferred remaining amount to earmarked reserves to be utilised in future years.
<b>Totals</b>	<b>57,914</b>	<b>37,414</b>	<b>20,500</b>	

## COVID-19 Spend

This table details the Council's COVID spend split by services and the many COVID-19 grant funded schemes.

Direct COVID spend is not presented within the service positions, and are mainly costs directly attributable to COVID that can individually be identified and allocated against the COVID-19 funding.

Indirect COVID spend is presented within the service positions, these are costs and loss of income that due to their nature can't easily be individually split out from the non-COVID elements and allocated against the COVID-19 funding.

Service	Direct £000	Indirect £000	Total £000
Adults	9,381	(3,925)	5,456
Children's Services	252	0	252
Education	76	465	541
Schools	0	0	0
Population Health	4,059	(1,153)	2,906
Operations and Neighbourhoods	1,946	580	2,526
Growth	86	(390)	(304)
Governance	279	1,146	1,425
Finance and IT	81	21	102
Quality and Safeguarding	0	0	0
Capital and Financing	0	7,308	7,308
Contingency	0	695	695
Corporate Costs	523	33	556
Council Tax Hardship Grant	2,158	0	2,158
Local Authority Discretionary Grant Fund	2,299	0	2,299
Local Restrictions Support Grant (Open)	1,749	0	1,749
Additional Restrictions Grant	3,772	0	3,772
Test and Trace Support Payments	89	0	89
Emergency Assistance Grant for Food & Essential Supplies	183	0	183
Compliance and Enforcement Grant	146	0	146
Winter Grant Scheme	1,125	0	1,125
Test and Trace Support Grant	153	0	153
Contain Outbreak Management Fund	2,416	0	2,416
Infection Control Fund	428	0	428
Asymptomatic Testing Sites	211	0	211
Rapid Testing Fund	105	0	105
Community Champions	1	0	1
Workforce Capacity Fund	569	0	569
Clinically Extremely Vulnerable	24	0	24
Discharge to Assess Payments	524	0	524
<b>Totals</b>	<b>32,634</b>	<b>4,780</b>	<b>37,414</b>

# Budget Virements

## Budget Virements

The table below details the budget virements that need approval;

Service	Reason for virement	Virement Between	Transfer Between		Virement amount £	Nature of virement
			Debit	Credit		
Adults	Transfer to cover costs of unrecoverable client fees	Director	Adult Services	Contingency	601,400	Non-recurrent
Governance	Legal budget required for specific project	Director	Governance	Contingency	3,560	Non-recurrent
Growth	Transfer of budget via Capital financing to support the borrowing costs associated with PFI schemes.	Director	Capital Financing	Growth	2,691,020	Non-recurrent

# Reserve Transfers

## Reserve Transfers

The table below details the reserve transfers that need approval;

Service	Details of request	Transfer to/from reserves	Amount to be transferred £
Adults	Grant monies from the Improved Better Care Fund which were not applied in FY20/21 are reserved for future years	Transfer to	636,373
Adults	Contribution to Greater Manchester Transformation funding, to improve adult social care standards across the region	Transfer from	(668,517)
Children's Social Care	SENDIASS grant underspend. Monies carried forward to 2021/22 to fund staff to deliver the initiative	Transfer to	13,441
Children's Social Care	Troubled Families grant underspend	Transfer to	344,352
Children's Social Care	Pathways to Talking	Transfer to	14,100
Children's Social Care	Early Help Innovation grant underspend	Transfer to	162,588
Children's Social Care	Early Years Professional Development Fund (DfE) grant underspend due to delays in delivering the programme due to Covid	Transfer to	49,717
Children's Social Care	Early Years Professional Development Fund (DfE) grant underspend due to delays in delivering the programme due to Covid	Transfer to	2,312
Children's Social Care	Early Years Consortium grant underspend	Transfer to	7,337
Children's Social Care	Holiday Activity Fund (HAF) grant underspend due to the timing of when the grant was received. Delivery of the scheme to take place in 2021/22	Transfer to	116,829
Children's Social Care	Covid 19 - Emergency Assistance Grant for Food and Essential Supplies underspend	Transfer to	5,000
Children's Social Care	Cash For Kids Basic Essentials Family grant underspend	Transfer to	4,783

# Reserve Transfers (continued)

Service	Details of request	Transfer to/from reserves	Amount to be transferred £
Children's Social Care	Mental Health Project monies received at the end of 2020/21. Delivery will be in 2021/22	Transfer to	110,000
Children's Social Care	Mental Health Project monies received at the end of 2020/21. Delivery will be in 2021/22	Transfer to	100,000
Children's Social Care	GM Short Breaks. Project monies received at the end of 2020/21. Delivery will be in 2021/22	Transfer to	11,000
Children's Social Care	Delays in implementing a Finance Module (LIFT) for Children's Social Care Payments. Expected implementation 2021/22	Transfer to	250,000
Children's Social Care	Youth Justice Remand Grant - underspend due to unpredictable nature of the spend	Transfer to	84,208
Children's Social Care	GMCA Early Intervention & Youth Justice funding to support Youth Justice Transformation	Transfer to	57,057
Children's Social Care	Serious Youth Violence Funding - via the Community Safety Partnership to fund Pied Pilot project and enhanced Youth Justice Offer	Transfer to	83,364
Children's Social Care	Two year Internships Programme for Carers. Second year of the programme to be delivered in 2021/22	Transfer to	25,000
Children's Education	2020/21 Unspent DSG Contingency transferred to reserve	Transfer to	33,012
Children's Education	Health Funding to Support Mental Health and Behaviour in Schools in 2021/22	Transfer to	65,000



# Reserve Transfers (continued)

Service	Details of request	Transfer to/from reserves	Amount to be transferred £
Operations And Neighbourhoods	Libraries & Cultural Services - Earmarked Funding for various projects to take place in future years	Transfer to	71,990
Operations And Neighbourhoods	Fleet Management / Maintenance Reserve - To fund increased maintenance costs in future years as the transport fleet ages.	Transfer to	255,378
Operations And Neighbourhoods	Greater Manchester Combined Authority Waste Levy Rebate	Transfer to	2,350,059
Operations And Neighbourhoods	Transport for Greater Manchester -Passenger Transport Bus Reform	Transfer to	1,450,000
Operations And Neighbourhoods	Greenspace - George Byrom Trust Support for maintenance of Pole Bank Park, Hyde	Transfer from	(14,162)
Operations And Neighbourhoods	Homelessness - Contract Funding from previous years unspent revenue grant	Transfer from	(156,168)
Operations And Neighbourhoods	Community Safety - Utilisation of prior years grant funding for a number of specific projects	Transfer from	(210,582)
Growth	Continuation of Youth Employment Scheme - aimed at vulnerable children in care or on edge of care.	Transfer to	74,465
Growth	Stalybridge Town Centre Challenge	Transfer to	75,000
Growth	Local Plan excluding staffing	Transfer to	10,268
Growth	Investment in strategies including the Strategic Asset Management Plan, Inclusive Growth Strategy, Strategic Investment sites	Transfer to	300,000
Growth	Housing Delivery including marketing and promotion	Transfer to	21,928
Growth	Godley Green Garden Village planning application	Transfer to	351,169

# Reserve Transfers (continued)

Service	Details of request	Transfer to/from reserves	Amount to be transferred £
Growth	St Petersfield - Strategic Investment potential	Transfer to	150,000
Growth	Transpennine upgrade Mottram by pass impact assessment	Transfer to	75,000
Growth	Town Centre Masterplanning including Ashton Under Lyne, Stalybridge, Droylsden, and Hyde	Transfer to	200,000
Growth	Ashton Moss master planning	Transfer to	250,000
Growth	TMBC match funding Stalybridge Town Centre Challenge including the Heritage Action Zone Officer	Transfer to	47,803
Corporate	Transfer from reserve to fund business rates No Detriment payment to the Greater Manchester Combined Authority. Money was previously transferred to reserve to be utilised to fund this payment.	Transfer from	(1,422,583)
Corporate	Returned business rates income from the Greater Manchester Combined Authority transferred to reserves. This will be utilised on business rates growth in future years.	Transfer to	991,261
Corporate	Transfer to reserves the Section 31 business rates grant received to compensate the Council for lost business rates income over the period where businesses were closed due to COVID. This includes a separate allocation of £2.551m for income compensation for losses on business rates. This reserve transfer is based on estimates and assumptions at a point in time and therefore is subject to change.	Transfer to	31,246,816

# Reserve Transfers (continued)

Service	Details of request	Transfer to/from reserves	Amount to be transferred £
Corporate	Transfer to reserves the remaining balance of the Section 13A Council Tax Hardship fund. This will be used to fund the shortfall in council tax income due to the COVID pandemic.	Transfer to	24,983
Corporate	Transfer to reserves the 2019/20 council tax surplus. The 2019/20 surplus was £3.657m of which £2.500m had been earmarked to fund the 2020/21 budget, leaving the remaining £1.157 to be transferred to reserves to fund future year's budgets.	Transfer to	1,156,795

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## **Collection Fund Outturn at 31 March 2021**

The 2020/21 budget forecast a £2.4m surplus on the Collection Fund at 31 March 2021. This assumed collection rates of 98%, no significant increase in the level of appeals on rateable values for business rates, and growth in the Council Tax base as a result of new homes.

The outturn position on the Collection Fund is a deficit of £30.126m, which is a net deficit of £32.029m on Business Rates and a £1.903m surplus on Council Tax. Key messages include:

- Collectable Council Tax Income (the Council Tax Net Debit) is £2.212m lower than budget. This is due to a significant increase in reliefs and exemptions awarded to Council Tax Support Claimants, and an increase in empty properties awaiting probate. Most of this shortfall in income is offset by Council Tax COVID Support grant of £2.133m.
- The Allowance for non-collection of Council Tax income has been increased by more than budget to reflect an expectation that collection of Council Tax arrears will be more difficult in the current economic climate.
- Collectable NNDR income is forecast to be £32.006m less than budget. A significant proportion of this shortfall is due to additional COVID reliefs granted by Government and £28.9m of additional section 31 grant is forecast to fund this element of the deficit. The additional section 31 grant is recognised in the general fund and has been taken to reserves to fund the repayment of the deficit in 2021/22. Other losses reflect reduced collection rates and a reduction in the business rates base due to the economic impact of COVID. The Council expects to receive income compensation from Government to cover 75% of the shortfall related to the reduction in the business rates base (compensation is not paid for losses due to reduced collection). Calculations have yet to be confirmed by MHCLG but is currently expected to be in the region of £2.551m.
- The actual deficit on the Collection Fund is not as high as previously forecast at period 8 and 10 due to collection performance improvements during the last three months of the year. The 2021/22 budget included provision to fund the deficit on the Collection Fund based on the forecast at Month 8. The reduced deficit position will release resources in 2021/22 and future years, and the MTFP and 2021/22 forecast will be revised once final figures for the Income Compensation Scheme have been agreed with Government.

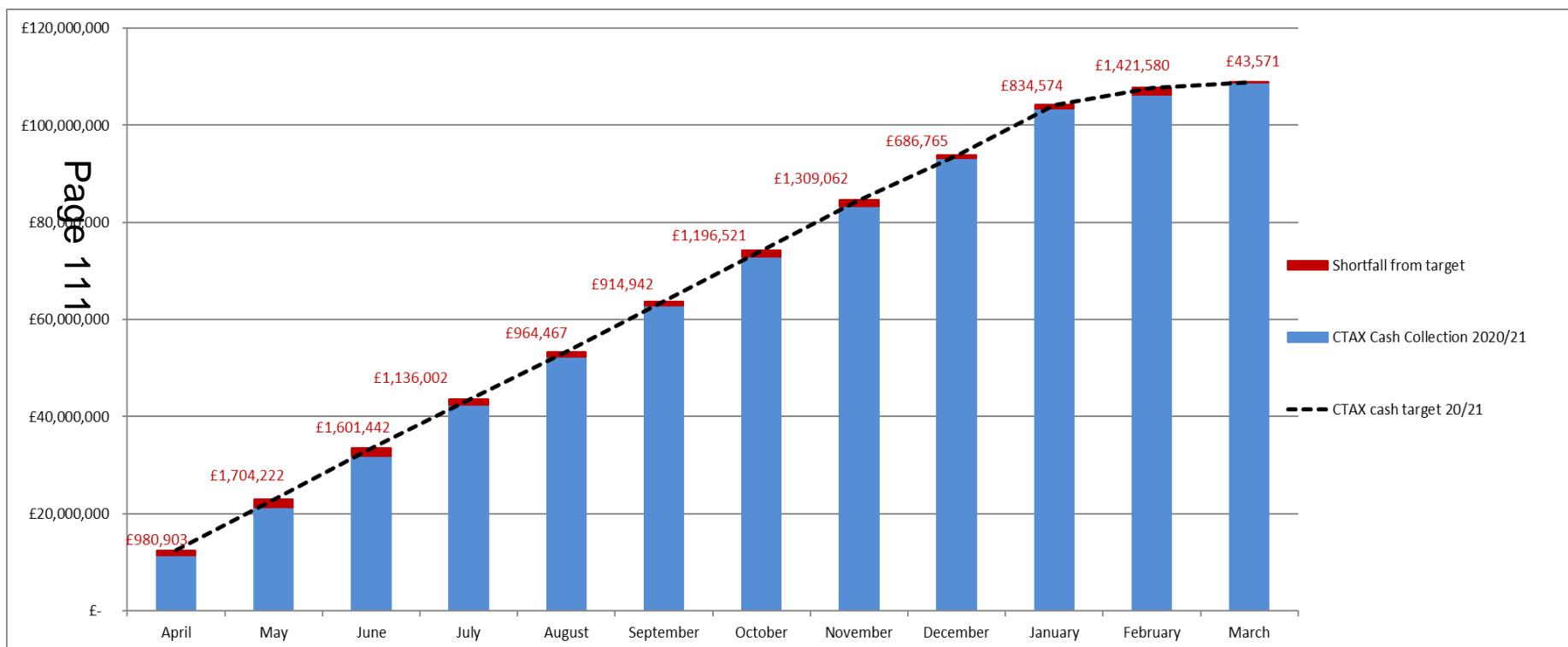
# APPENDIX 3 - Collection Fund

31 March 2021	BUDGET £000s			OUTTURN £000s			VARIANCE £000s		
	Council Tax	NDR	TOTAL	Council Tax	NDR	TOTAL	Council Tax	NDR	TOTAL
<b>Income</b>									
Income from Council Tax	(118,037)		<b>(118,037)</b>	(115,825)		(115,825)	2,212		<b>2,212</b>
Council Tax Support Grant			<b>0</b>	(2,133)		(2,133)	(2,133)		<b>(2,133)</b>
Income from NDR		(59,392)	<b>(59,392)</b>		(27,386)	(27,386)		32,006	<b>32,006</b>
<b>Total Income</b>	<b>(118,037)</b>	<b>(59,392)</b>	<b>(177,429)</b>	<b>(117,958)</b>	<b>(27,386)</b>	<b>(145,345)</b>	<b>79</b>	<b>32,006</b>	<b>32,084</b>
<b>Expenditure</b>									
Council Tax									
The Council*	96,762		<b>96,762</b>	96,762		<b>96,762</b>			
Mayoral Police and Crime Commissioner	13,187		<b>13,187</b>	13,187		<b>13,187</b>			
GM Fire and Rescue Authority	5,758		<b>5,758</b>	5,758		<b>5,758</b>			
NDR									
The Council		53,844	<b>53,844</b>		53,844	<b>53,844</b>			
GM Fire and Rescue Authority		544	<b>544</b>		544	<b>544</b>			
Allowance for cost of collection		285	<b>285</b>		285	<b>285</b>			
Transitional Protection Payments		739	<b>739</b>		1,163	<b>1,163</b>		424	<b>424</b>
Allowance for non-collection	2,361	1,188	<b>3,549</b>	2,647	1,014	<b>3,661</b>	286	(174)	<b>112</b>
Provision for appeals		2,791	<b>2,791</b>		2,738	<b>2,738</b>		(53)	<b>(53)</b>
Surplus/deficit allocated/paid out in year:									
The Council	3,657	(2,636)	<b>1,021</b>	3,657	(2,636)	<b>1,021</b>			
Mayoral Police and Crime Commissioner	493		<b>493</b>	493		<b>493</b>			
GM Fire and Rescue Authority	191	(27)	<b>164</b>	191	(27)	<b>165</b>			
<b>Total Expenditure</b>	<b>122,409</b>	<b>56,728</b>	<b>179,137</b>	<b>122,695</b>	<b>56,927</b>	<b>179,622</b>	<b>286</b>	<b>198</b>	<b>484</b>
<b>(Surplus)/deficit for the year</b>	<b>4,372</b>	<b>(2,664)</b>	<b>1,708</b>	<b>4,737</b>	<b>29,540</b>	<b>34,277</b>	<b>364</b>	<b>32,203</b>	<b>32,568</b>
Balance brought forward	(6,640)	2,489	<b>(4,151)</b>	(6,640)	2,489	<b>(4,151)</b>			
(Surplus)/deficit for the year	4,372	(2,664)	<b>1,708</b>	4,737	29,540	<b>34,277</b>	365	32,204	<b>32,569</b>
<b>(Surplus)/deficit carried forward</b>	<b>(2,268)</b>	<b>(175)</b>	<b>(2,443)</b>	<b>(1,903)</b>	<b>32,029</b>	<b>30,126</b>	<b>365</b>	<b>32,204</b>	<b>32,569</b>

# APPENDIX 3 – Council Tax

## Council Tax

Collection performance fluctuated during the year, with some cash shortfalls of £1.7m and £1.6m in May and June 2020. The final in year collection rate for Council Tax is 93.95% against a target of 94%, which is a positive position given the reduced collection rates in the earlier part of the year. However, whilst the percentage of Council Tax collected is only just short of target, there has been a significant reduction in the amount of Council Tax available to collect (a reduction in the Council Tax Base) due to increased discounts and reliefs for Council Tax Support Claimants, increased numbers of exempt properties awaiting probate and housing growth not materialising as expected. All of these factors are due to the impacts of COVID 19.



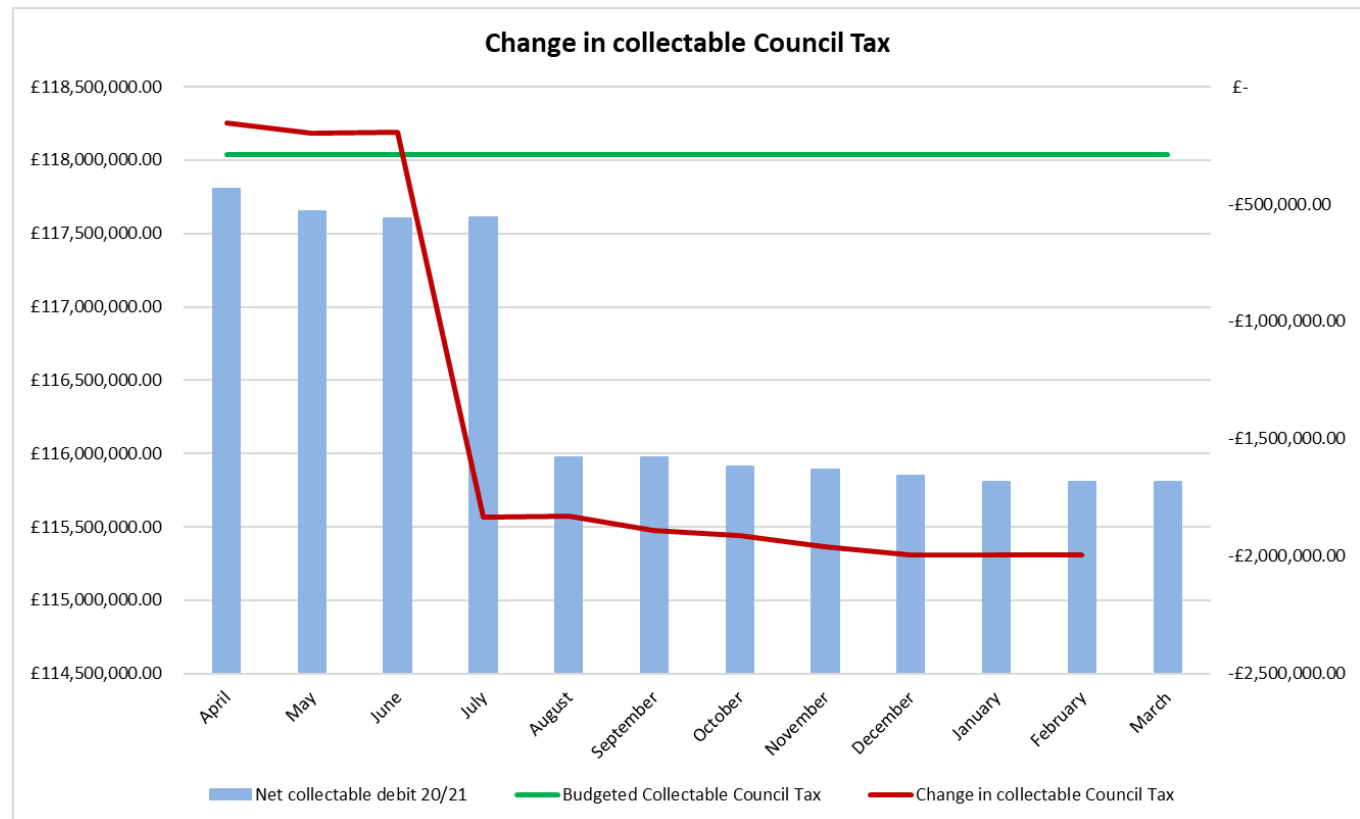
# APPENDIX 3 – Council Tax

## Council Tax

The 2020/21 Council Tax calculations assumed that the total collectable Council Tax income would exceed £118m due to forecast growth in the Council Tax base (new homes).

During 2020/21 total collectable Council Tax has reduced significantly as new homes have not been built as expected, and there has been a significant increase in the number of Council Tax Support claimants, and an increase in the number exempt properties awaiting probate. Council Tax Support grant provided to the Council to enable one-off discounts to CTS claimants in 2020/21 accounts for £2.133m of the reduction in collectable income (this is represented by the sharp drop between July and August), however the trend before and after this grant award reflects continued reductions to Council Tax income.

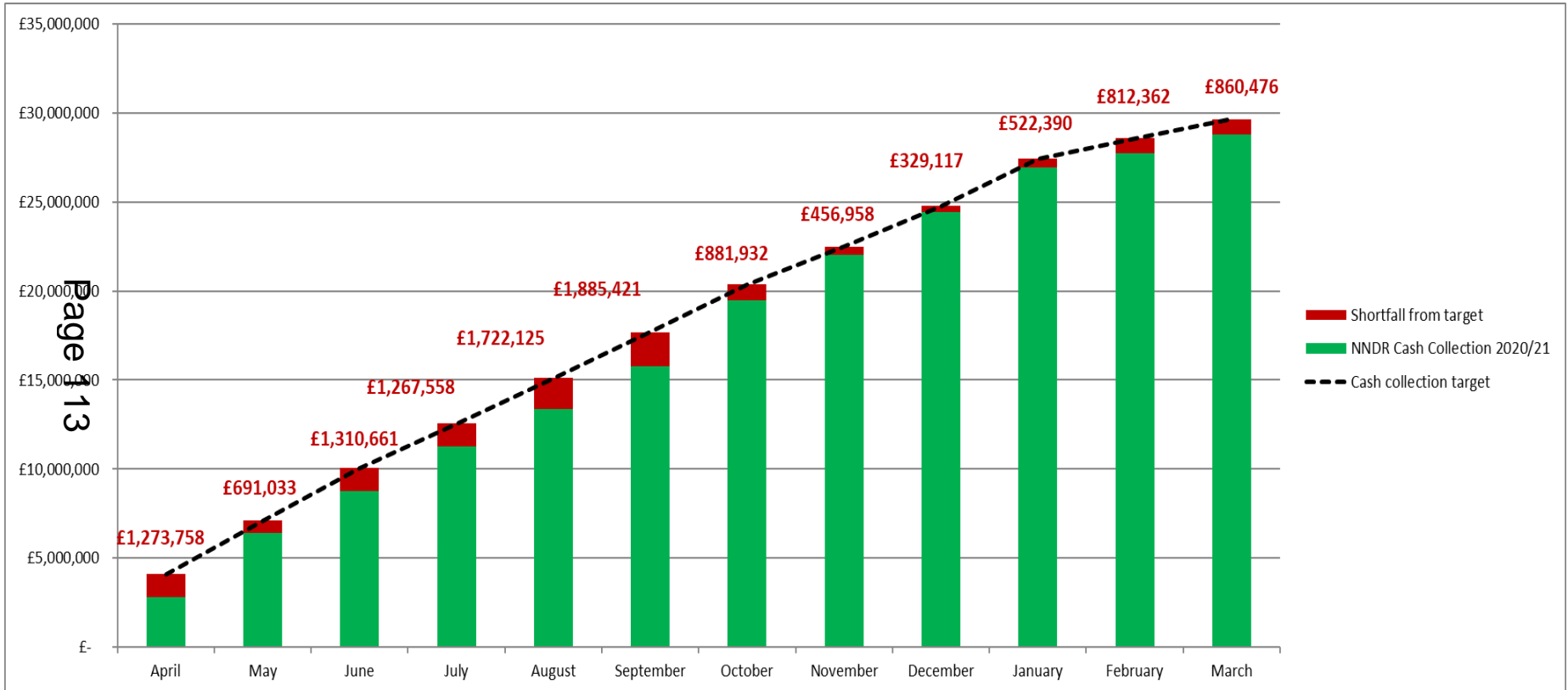
Additional Council Tax Support grant is available to the Council in 2021/22 which will help to offset the impact of reduced income, however the economic impacts of COVID in 2021/22 remain unclear and the additional grants may not be sufficient to offset all income losses.





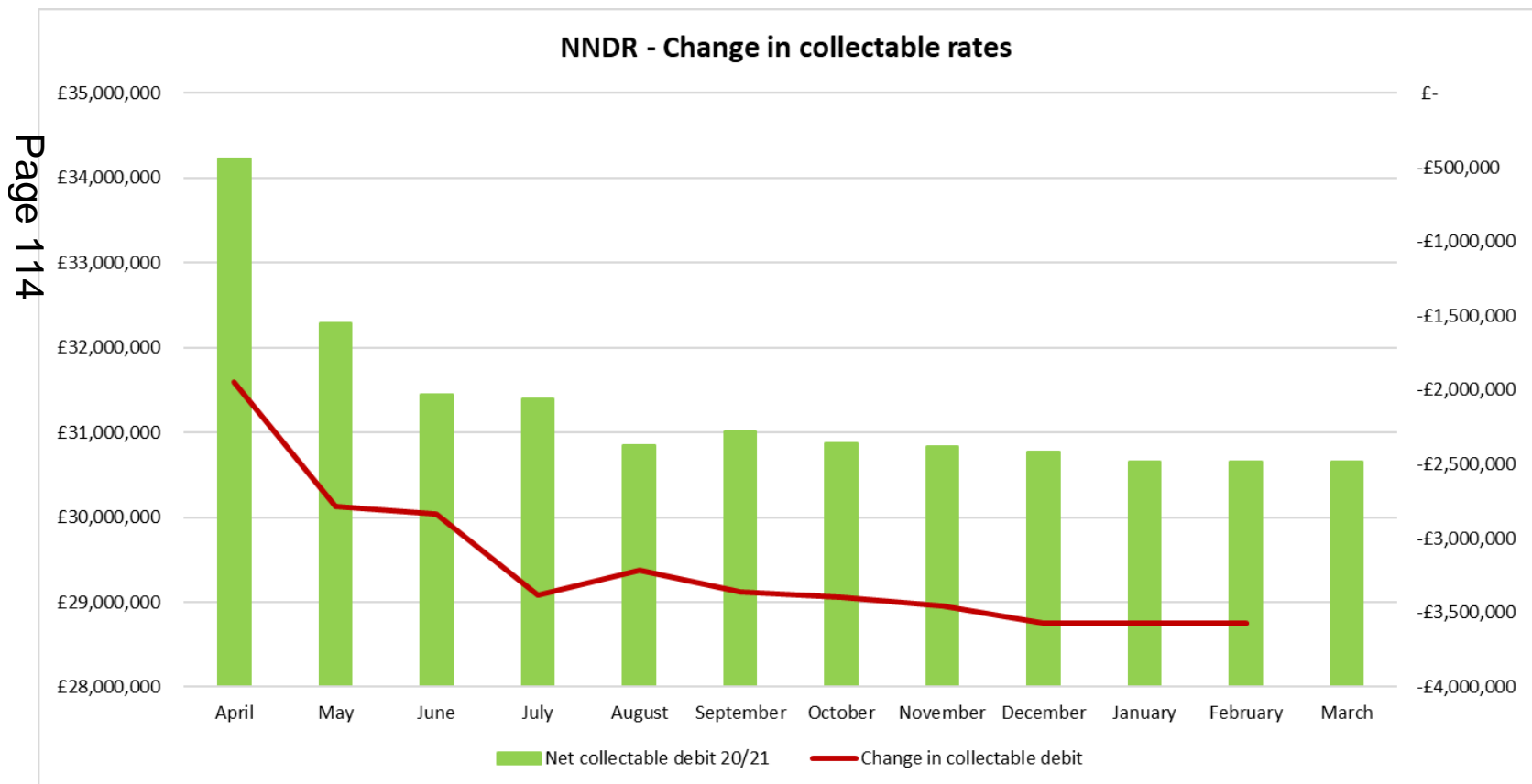
# APPENDIX 3 – Business Rates

Business Rates collection performance has been significantly below target throughout the year, despite significant COVID reliefs and grants to businesses. Collection did improve during the second half of the year but remained below target with the final collection figures representing 94.8% against a target of 97%.



# APPENDIX 3 – Business Rates

The 2020/21 budget was based on expected collectable business rates income of £59.392m. Following the announcement of significant additional COVID reliefs in March 2020, the level of collectable rates fell significantly to just over £34m but has subsequently continued to reduce throughout the year. This reduction in the collectable rates, combined with collection rates significantly below target have contributed to the significant deficit on the Collection Fund. After receipt of an additional £28.9m of section 31 grant for reliefs, there is a net deficit of £3.129m to be funded. Provisional calculations indicate that up to £2.551m of this amount may be funded through the income loss compensation scheme, although final figures have yet to be agreed with Government.



## 2020/21 Capital Outturn



# 2020/21 Capital Outturn Report

## INTRODUCTION

This is the final capital monitoring report for 2020/21, summarising the outturn position on capital expenditure at 31 March 2021.

The detail of this monitoring report is focused on the budget and forecast expenditure for fully approved projects in the 2020/21 financial year. The approved budget for 2020/21 is £47.448m (after re-profiling approved at P10 monitoring) and outturn for the financial year is £43.593m. There are additional schemes that have been identified as a priority for the Council, and, where available, capital resource has been earmarked against these schemes, which will be added to the Capital Programme and future detailed monitoring reports once satisfactory business cases have been approved by Executive Cabinet.

## SUMMARY

Table 1 on the next slide provides a high level summary of capital expenditure by service area. Services have spent £43.593m on capital investment in 2020/21, which is £3.855m less than the current capital budget for the year. This variation is spread across a number of areas, and is made up of a number of over/underspends on a number of specific schemes (£0.236m) less the re-profiling of expenditure in some other areas (£4.091m).

Table 2 shows the re-profiling that was requested at each monitoring period throughout the year and has been updated with the re-profiling that has been requested as at outturn. Proposed re-profiling of £4.091m of budgets into 2021/22 due to delays across a number of schemes. Some of these delays have arisen due to COVID-19.

Table 3 shows the resources funding the 2020/21 capital projects by service area. The resourcing structure is final and this has been approved by the Director of Finance. We make the best use of resources available at the end of the financial year as part of the year end financing decisions. After maximising the use of external funding from grants and contributions, £7.953m of corporate resource has been applied to finance the overall expenditure of £43.593m.

Detailed capital update reports for each Directorate area are included on the agenda of the Strategic Planning and Capital Monitoring Panel (SPCMP). This report provides a summary of the financial position against the overall programme but further details on scheme delivery can be found in the Directorate reports to SPCMP.

Key messages at outturn are as follows:

- Throughout the year there have been a number of requests for re-profiling of budgets into 2021/22 and 2022/23 due to delays across projects, much of which has been attributed to COVID. Re-profiling of £4.091m is requested in this report which when combined with amounts requested in previous reports this year equates to £34.982m of budget slippage.

# 2020/21 Capital Outturn Report

	2020/21 Budget	Outturn	Outturn Variation	Slippage	Outturn variation after slippage
	£000	£000	£000	£000	£000
<b>Growth (Appendix 4A)</b>					
Investment & Development	5,940	5,641	299	(421)	(122)
Corporate Landlord	369	303	66	(66)	0
Estates	12	11	1	(1)	0
Vision Tameside	234	426	(192)	165	(27)
<b>Operations and Neighbourhoods (Appendix 4B)</b>					
Engineers	6,982	6,548	434	(93)	341
Environmental Services	1,779	1,681	98	(97)	1
Transport (Fleet)	2,481	2,378	103	(127)	(24)
Stronger Communities	16	0	16	(16)	0
<b>Children's (Appendix 4C)</b>					
Education	7,630	5,281	2,349	(2,775)	(426)
Children	247	117	130	(129)	1
<b>Finance &amp; IT (Appendix 4D)</b>					
Finance	13,430	13,417	13	0	13
Digital Tameside	2,925	2,837	88	(68)	20
<b>Population Health (Appendix 4E)</b>					
Active Tameside	3,361	2,993	368	(381)	(13)
<b>Adults (Appendix 4F)</b>					
Adults	2,042	1,960	82	(82)	0
<b>Total</b>	<b>47,448</b>	<b>43,593</b>	<b>3,855</b>	<b>4,091</b>	<b>(236)</b>

**Table 1: Capital Outturn Statement 2020/21**

Service areas have spent £43.593m on capital investment in 2020/21, which is £3.855m less than the current capital budget for the year. This variation is spread across directorate, and is made up of a number of over/underspends on various schemes (£0.236m) less the re-profiling of expenditure in some other areas (£4.091m).

# 2020/21 Capital Re-Profiling

**Table 2: Re-profiling requested into 2021/22**

	2020/21 Re-profile Q1	2020/21 Re-profile P7	2020/21 Re-profile P10	2020/21 Re-profile Outturn
	£000	£000	£000	£000
<b>Growth</b>				
Investment & Development	2,003	752	1,692	421
Corporate Landlord	137	0	46	66
Estates	5,272	0	0	1
Vision Tameside	0	69	33	(165)
<b>Operations and Neighbourhoods</b>				
Engineering Services	4,589	425	1,971	93
Environmental Services	342	1,311	830	97
Transport	0	165	0	127
Stronger Communities	0	0	0	16
<b>Children's</b>				
Education	0	4,972	4,593	2,775
Children	0	370	(54)	129
<b>Finance &amp; IT</b>				
Finance	0	0	0	0
Digital Tameside	0	0	357	68
<b>Population Health</b>				
Active Tameside	0	500	0	381
<b>Adults</b>				
Adults	160	50	306	82
<b>Total</b>	<b>12,503</b>	<b>8,614</b>	<b>9,774</b>	<b>4,091</b>

## RE-PROFILING

Proposed re-profiling at outturn of £4.091m includes:

### Investment & Development:

- Re-profiling relates to a few schemes within the service. £0.298m will be re-profiled for Ashton Old Baths due to the completion of the scheme being delayed due to a temporary site closure at the start of the Covid pandemic and delays during the snagging process.
- The Droylsden Library project was developed late in the financial year and at pace in order to take advantage of time limited GMCA Brownfield Homes Grant funding. At the time of establishing the budget profile a cash flow forecast was unavailable. Grant funding has now been secured and the call on corporate resources reduced.
- Minor changes to the Denton Pool programme has affected milestone payments to the main contractor resulting in an in year underspend against budget. This will balance out in 2021/22

### Transport:

- A gritter was expected to be delivered in March 2021. The vehicle was delivered and paid for in April 2021

### Education:

- Delays across a number of schemes, with works expected to be completed in 2021/22

### Active Tameside:

- The Hyde Pool scheme commenced on site in February 2020 with completion now due at the end of April 2021, which is a projected delay of 5 weeks.

# 2020/21 Capital Financing

**Table 3: Capital Financing 2020/21**

The financing of the Capital programme is determined by the Director of Finance, making best use of resources available. After maximising the use of external funding from grants and contributions, and the use of borrowing only where this was approved as part of the scheme approval, £7.953m of corporate resource has been applied to finance the overall expenditure of £43.593m.

	<b>Borrowing</b>	<b>Grants</b>	<b>Contributions</b>	<b>Revenue Contribution</b>	<b>Capital Receipts &amp; Reserves</b>	<b>Total</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Growth</b>						
Investment & Development	0	2,226	0	60	3,355	5,641
Corporate Landlord	0	13	0	0	290	303
Estates	0	0	0	0	11	11
Vision Tameside	0	0	185	0	241	426
<b>Operations and Neighbourhoods</b>						
Engineers	0	4,208	0	8	2,331	6,548
Environmental Services	0	0	122	0	1,559	1,681
Transport (Fleet)	2,298	0	0	65	16	2,378
Stronger Communities	0	0	0	0	0	0
<b>Children</b>						
Education	0	4,855	0	426	0	5,281
Children	0	0	0	0	117	117
<b>Finance &amp; IT</b>						
Finance	13,417	0	0	0	0	13,417
Digital Tameside	1,017	1,787	0	0	33	2,837
<b>Population Health</b>						
Active Tameside	2,993	0	0	0	0	2,993
<b>Adults</b>						
Adults	0	1,960	0	0	0	1,960
<b>Total</b>	<b>19,725</b>	<b>15,049</b>	<b>307</b>	<b>559</b>	<b>7,953</b>	<b>43,593</b>



# Programme Summary – Before Re-profiling

## TOTAL APPROVED CAPITAL PROGRAMME- MARCH 2021

	2020/21 Budget (Approved) £000	2020/21 Outturn £000	2021/22 Budget (Approved) £000	2022/23 Budget (Approved) £000
<b>Growth</b>				
Investment & Development	5,940	5,641	14,285	606
Corporate Landlord	369	303	195	0
Estates	12	11	102	0
Vision Tameside	234	426	1,173	0
<b>Operations and Neighbourhoods</b>				
Engineering Services	6,982	6,548	13,239	0
Environmental Services	1,779	1,681	2,515	0
Transport	2,481	2,378	165	0
Stronger Communities	16	0	0	0
<b>Children's</b>				
Education	7,630	5,281	9,565	0
Children's	247	117	316	0
<b>Finance &amp; IT</b>				
Finance	13,430	13,417	0	0
Digital Tameside	2,925	2,837	357	0
<b>Population Health</b>				
Active Tameside	3,361	2,993	500	0
<b>Adults</b>				
Adults	2,042	1,960	1,177	0
<b>Total</b>	<b>47,448</b>	<b>43,593</b>	<b>43,589</b>	<b>606</b>

Services have spent £43.593m on capital investment in 2020/21, which is £3.855m less than the current capital budget for the year. This variation is spread across a number of areas, and is made up of a number of over/underspends on a number of specific schemes (£0.237m) less the re-profiling of expenditure in some other areas (£4.091m).

Re-profiled budgets are shown on the following page.



# Programme Summary- After Re-profiling

TOTAL APPROVED CAPITAL PROGRAMME- MARCH 2021				
	2020/21 Budget (Approved) £000	2020/21 Outturn £000	2021/22 Budget (Approved) £000	2022/23 Budget (Approved) £000
<b>Growth</b>				
Investment & Development	5,519	5,641	14,706	606
Corporate Landlord	303	303	261	0
Estates	11	11	103	0
Vision Tameside	399	426	1,008	0
<b>Operations and Neighbourhoods</b>				
Engineering Services	6,889	6,548	13,332	0
Environmental Services	1,682	1,681	2,612	0
Transport	2,354	2,378	292	0
Stronger Communities	0	0	16	0
<b>Children's</b>				
Education	4,855	5,281	12,340	0
Children's	118	117	445	0
<b>Finance &amp; IT</b>				
Finance	13,430	13,417	0	0
Digital Tameside	2,857	2,837	425	0
<b>Population Health</b>				
Active Tameside	2,980	2,993	881	0
<b>Adults</b>				
Adults	1,960	1,960	1,259	0
<b>Total</b>	<b>43,357</b>	<b>43,593</b>	<b>47,680</b>	<b>606</b>

After re-profiling the total approved capital programme for 20/21 will be £43.357, with expenditure of £43.593m, resulting in a net overspend of £0.236m as set out in table 1. Most of this overspend is funded from grants or borrowing, with £0.149m being a call on corporate resources. The budget for 21/22 will be £47.680m and 22/23 will be £0.606m. The approved programme does not include any previously earmarked schemes which have not been subject to Executive Cabinet approval.

As reported in the period 6 finance update report, approval will be sought for the following earmarked scheme in coming months:

- £0.499m Statutory Compliance (Corporate Landlord)

If approval is given by Executive Cabinet, it is expected that this scheme will fall into the 21/22 financial year.

# Financing from Capital Receipts and Reserves

The current anticipated level of capital receipts of £15.3m is based on the disposal of surplus assets approved by Executive Cabinet in September 2020. The current approved capital investment programme requires a minimum of £22.219m of capital receipts or reserves. Additional Statutory Compliance works are also expected to be approved requiring a further £0.499m of receipts or reserves, bringing the total call on corporate resources to £22.718m. Any additional priority earmarked schemes that are approved by Executive Cabinet will increase the amount of corporate funding needed for the capital programme.

Earmarked schemes previously included on the capital programme (and not reflected in the figures above) exceeded £40m. Assuming that the planned disposals proceed there is a forecast balance of £7.1m of capital receipts to fund future earmarked capital schemes, meaning the broader capital ambition of the Council is currently unaffordable until such time as additional capital receipts are generated. Many of the earmarked schemes were identified in 2017/18 and therefore now the subject of a detailed review and reprioritisation.

The Growth Directorate is reviewing the estate and developing a further pipeline of surplus sites for disposal. It is proposed that a full refresh of the Capital Programme is undertaken alongside this review of the estate. With the exception of the earmarked scheme identified on page 7, all other earmarked schemes will be removed from the programme and subject review. A refreshed and reprioritised Capital Programme will then be proposed for Member approval in Summer 2021.

## Forecast Corporate Funding:

Capital Reserves	£14,593
Anticipated Capital Receipts	£15,300
<b>Total</b>	<b>£29,893</b>

## Funding committed to approved schemes:

2020/21 approved programme	£7,953
2021-23 approved programme	£14,266
Statutory Compliance earmarked pot	£499
<b>Total</b>	<b>£22,718</b>
<b>Balance of forecast funding available</b>	<b>£7,175</b>

# Budgeted Financing for Future Years Approved Schemes

Budgeted Financing 2021/22 and 2022/23	Grants and Contributions	Revenue Contributions	Prudential Borrowing	Reserves & Receipts	Total
	£000s	£000s	£000s	£000s	£000s
<b>Growth</b>					
Corporate Landlord	261	-	-	-	261
Investment and Development Estates	12,244	312	-	2,755	15,311
Vision Tameside	-	-	-	103	103
	258	-	-	750	1,008
<b>Operations and Neighbourhoods</b>					
Engineers	6,418	-	-	6,914	13,332
Environmental Services	261	-	-	2,351	2,612
Stronger Communities	-	-	-	16	16
Transport	-	165	127	-	292
<b>Children</b>					
Children	-	-	-	445	445
Education	12,340	-	-	-	12,340
<b>Finance</b>					
Digital Tameside	-	-	344	81	425
Finance	-	-	-	-	-
<b>Population Health</b>					
Active Tameside	-	-	31	850	881
<b>Adults</b>					
Adults	1,259	-	-	-	1,259
<b>Total</b>	<b>33,041</b>	<b>477</b>	<b>502</b>	<b>14,266</b>	<b>48,286</b>

# Programme Changes & Summary

Changes to the Capital Programme	2020/21	2021/22	2022/23	Total
	£000	£000	£000	£000
<b>Period 10 Approved Capital Programme</b>	<b>56,338</b>	<b>30,106</b>	<b>606</b>	<b>87,050</b>
Period 10 Re-Profiling	(9,610)	9,610		0
<b>Changes per Executive Cabinet 10 February 2021</b>				
- Tameside One Void Detection (New Budget, receipts/reserves)	76	1,173		1,249
<b>Changes per Key Decision 25 February 2021</b>				
- Droylsden Library Relocation (New Budget, Grant and receipts/reserves)	500	1,700		2,200
<b>Changes per Executive Cabinet 24 March 2021</b>				
- COVID Walking and Cycling Initiatives (Additional Budget, Grant Funding)		985		985
- School Contributions (New Budget, Contributions)	98			98
<b>Other Changes</b>				
- Statutory Compliance P10 Re-profiling Correction (Corporate)	46	94		140
- Statutory Compliance Earmarked/Approved Correction (Corporate)		(79)		(79)
<b>Period 12 Fully Approved Capital Programme (Before Re-profiling)</b>	<b>47,448</b>	<b>43,589</b>	<b>606</b>	<b>91,643</b>
<b>Period 12 Proposed Re-profiling</b>	<b>(4,091)</b>	<b>4,091</b>		<b>0</b>
<b>Capital Programme After Re-Profiling</b>	<b>43,357</b>	<b>47,680</b>	<b>606</b>	<b>91,643</b>

# Prudential Indicators

	Limit	Actual	Amount within limit
	£000s	£000s	£000s
Operational Boundary for External Debt	202,431	151,160	(51,271)
Authorised Limit for External Debt	222,431	151,160	(71,271)

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

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	Limit	Actual	Amount within limit
	£000s	£000s	£000s
Upper Limit for fixed	191,128	21,334	(169,794)
Upper Limit for variable	63,709	(64,115)	(127,824)

- These limits are in respect of the Council's exposure to the effects of changes in interest rates.
- The limits reflect the net amounts of fixed/variable rate debt (i.e. fixed/variable loans less fixed/variable investments). These indicators allow the Council to manage the extent to which it is exposed to changes in interest rates.

	Limit	Actual	Amount within limit
	£000s	£000s	£000s
Capital Financing Requirement	191,128	191,128	-

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

# Prudential Indicators

	Limit	Actual	Amount within limit
	£000s	£000s	£000s
Capital expenditure	91,722	42,872	(48,850)

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

Gross borrowing and the capital financing requirement	CFR @ 31/03/20 + increase years 1,2,3	Gross borrowing	Amount within limit
	£000s	£000s	£000s
	191,128	151,160	(39,968)

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

Maturity structure for borrowing 2020/21		
Fixed rate		
Duration	Limit	Actual
Under 12 months	0% to 15%	6.87%
12 months and within 24 months	0% to 15%	0.81%
24 months and within 5 years	0% to 30%	2.25%
5 years and within 10 years	0% to 40%	2.35%
10 years and above	50% to 100%	87.73%

- These limits set out the amount of fixed rate borrowing maturing in each period expressed as a percentage of total fixed rate borrowing. Future borrowing will normally be for periods in excess of 10 years, although if longer term interest rates become excessive, shorter term borrowing may be used. Given the low current long term interest rates, it is felt it is acceptable to have a long maturity debt profile.

# Appendix 4A - Growth

Development & Investment Services Capital Programme						Re-profiled Budgets	
Capital Scheme	2020/21 Budget £000	Future Year Budgets £000	2020/21 Outturn £000	2020/21 Outturn Variation £000	Re-profiling to be approved £000	Re-profiled Budgets 2020/21 £000	Future Year Budgets £000
Ashton Town Hall Feasibility Study	200	137	139	61	(61)	139	198
Godley Hill Development and Access Road	110	0	170	(60)	0	110	0
Stalybridge HAZ	87	2,463	0	87	(87)	0	2,550
Demolition of Former Two Trees School	400	400	423	(23)	23	423	377
Longlands Mill	21	0	0	21	(21)	0	21
Playing Pitch Strategy	0	40	0	0	0	0	40
Godley Garden Village	775	9,177	734	41	(103)	672	9,280
Denton Pool Demolition	520	200	478	42	(42)	400	242
Droylsden Library Relocation	500	1,700	656	(156)	156	656	1,544
Hattersley Station Passenger Facilities	100	574	113	(13)	13	113	561
Ashton Old Baths Annex	3,227	200	2,929	298	(298)	2,929	498
<b>Total</b>	<b>5,940</b>	<b>14,891</b>	<b>5,641</b>	<b>299</b>	<b>(421)</b>	<b>5,519</b>	<b>15,312</b>

Estates Capital Programme						Re-profiled Budgets	
Capital Scheme	2020/21 Budget £000	Future Year Budgets £000	2020/21 Outturn £000	2020/21 Outturn Variation £000	Re-profiling to be approved £000	Re-profiled Budgets 2020/21 £000	Future Year Budgets £000
Mottram Showground (OPF)	12	102	11	1	(1)	11	103
<b>Total</b>	<b>12</b>	<b>102</b>	<b>11</b>	<b>1</b>	<b>(1)</b>	<b>11</b>	<b>103</b>

# Appendix 4A - Growth

Corporate Landlord Capital Programme						Re-profiled Budgets	
Capital Scheme	2020/21 Budget £000	Future Year Budgets £000	2020/21 Outturn £000	2020/21 Outturn Variation £000	Re-profiling to be approved £000	Re-profiled Budgets 2020/21 £000	Future Year Budgets £000
Retrofit (Basic Measures)	0	274	13	(13)	13	13	261
Statutory Compliance	369	0	290	79	(79)	290	79
<b>Total</b>	<b>369</b>	<b>274</b>	<b>303</b>	<b>66</b>	<b>(66)</b>	<b>303</b>	<b>340</b>

**Statutory Compliance** The Capital Programme includes a remaining earmarked budget of £0.420m at 31 March 2021 for statutory compliance work on Council properties. All related work that is to be funded via this budget is reported to the Strategic Planning and Capital Monitoring Panel retrospectively for approval as work is completed. The £ 0.079m slippage request is due to a lower than expected actual level of works carried out in 2020/21. The slippage sum will support all related works on Council properties during 2021/22 and future years.

Vision Tameside Capital Programme						Re-profiled Budgets	
Capital Scheme	2020/21 Budget £000	Future Year Budgets £000	2020/21 Outturn £000	2020/21 Outturn Variation £000	Re-profiling to be approved £000	Re-profiled Budgets 2020/21 £000	Future Year Budgets £000
Vision Tameside	0	0	185	(185)	0	0	0
Tameside One Void Detection	76	1,173	241	(165)	165	241	1,008
Document Scanning	158	0	0	158	0	158	0
<b>Total</b>	<b>234</b>	<b>1,173</b>	<b>426</b>	<b>(192)</b>	<b>165</b>	<b>399</b>	<b>1,008</b>

## Vision Tameside - Outturn Variation (£0.185m)

The overspend for Vision Tameside relates to the final settlement of the retention sums. The expenditure will be covered by income due from Tameside College and DWP. For 2020/21 Closure financing £0.020m has been financed through an external contribution and for the remainder a debtor has been raised for sums owed but not yet received.



# Appendix 4B - Operations & Neighbourhoods

Engineer's Capital Programme						Re-profiled Budgets	
Capital Scheme	2020/21 Budget £000	Future Year Budgets £000	2020/21 Outturn £000	2020/21 Outturn Variation £000	Re-profiling to be approved £000	Re-profiled Budgets 2020/21 £000	Future Year Budgets £000
MCF, Walking , Cycling & Other	1,392	9,863	1,232	160	186	1,206	9,677
Bridges, Structures & Inspections	372	373	219	153	(153)	219	526
Other Highways & Town Capital	368	305	305	63	(60)	308	365
Flood Prevention & Resilience	560	386	584	(24)	24	584	362
Street Lighting	1,390	2,436	1,350	40	(40)	1,350	2,476
Car Parks	0	0	8	(8)	0	0	0
Principal Highways & Town Capital	2,900	(124)	2,849	51	(51)	2,849	(73)
<b>Total</b>	<b>6,982</b>	<b>13,239</b>	<b>6,548</b>	<b>434</b>	<b>(93)</b>	<b>6,516</b>	<b>13,332</b>

## Car Parks - Outturn Variation (£0.008m)

This has been funded from revenue budgets.

Transport Capital Programme						Re-profiled Budgets	
Capital Scheme	2020/21 Budget £000	Future Year Budgets £000	2020/21 Outturn £000	2020/21 Outturn Variation £000	Re-profiling to be approved £000	Re-profiled Budgets 2020/21 £000	Future Year Budgets £000
Fleet Replacement Programme	2,481	165	2,354	127	(127)	2,354	292
Electrical Charging Points	0	0	25	(25)	0	0	0
<b>Total</b>	<b>2,481</b>	<b>165</b>	<b>2,378</b>	<b>103</b>	<b>(127)</b>	<b>2,354</b>	<b>292</b>

## Procurement of 58 Fleet Vehicles – Outturn Variation (£0.25m)

The cost and installation of the electrical charging point was underestimated. This has been funded from revenue budgets.

# Appendix 4B - Operations & Neighbourhoods

Environmental Services Capital Programme						Re-profiled Budgets	
Capital Scheme	2020/21 Budget £000	Future Year Budgets £000	2020/21 Outturn £000	2020/21 Outturn Variation £000	Re-profiling to be approved £000	Re-profiled Budgets 2020/21 £000	Future Year Budgets £000
Fairlea Denton and Greenside Lane Droylsden	799	0	747	52	(52)	747	52
Rocher Vale & Hulmes and Hardy Wood	6	0	6	0	0	6	0
Audenshaw Environmental Improvements	0	9	0	0	0	0	9
Egmont St Fencing	2	0	0	2	(2)	0	2
Infrastructure Improvements	2	0	1	0	0	2	0
Highway Tree Planting 2019	0	25	0	0	0	0	25
Greenspace Infrastructure	30	85	0	30	(30)	0	115
Hyde Park	0	13	0	0	0	0	13
King George's Park	0	6	6	(6)	6	6	0
Children's Playgrounds	180	412	168	12	(12)	168	424
Replacement of Cremators	683	1,808	687	(4)	4	687	1,804
Cemetery Boundary Walls	60	65	54	6	(6)	54	71
Sam Redfern Green	17	0	12	5	(5)	12	5
Oxford Park Play Area	0	40	0	0	0	0	40
Copparas Fields	0	52	0	0	0	0	52
<b>Total</b>	<b>1,779</b>	<b>2,515</b>	<b>1,681</b>	<b>97</b>	<b>(97)</b>	<b>1,682</b>	<b>2,612</b>

# Appendix 4C - Education

Education Capital Programme						Re-profiled Budgets	
Capital Scheme	2020/21 Budget £000	Future Year Budgets £000	2020/21 Outturn £000	2020/21 Outturn Variation £000	Re-profiling to be approved £000	Re-profiled Budgets 2020/21 £000	Future Year Budgets £000
Unallocated Funding Streams	2,428	0	771	1,657	(2,056)	372	2,056
Alder Community High School	200	858	190	10	(10)	190	868
Audenshaw High School	250	1,022	255	(5)	5	255	1,017
Aldwyn Primary School	428	2,696	389	39	(39)	389	2,735
Denton Community College	60	275	47	13	(13)	47	288
Cromwell High School	150	505	155	(5)	5	155	500
Discovery Academy	199	0	69	130	(130)	69	130
Hawthorn Primary Academy	250	311	172	78	(78)	172	389
Hyde Community College	1,525	0	1,547	(22)	0	1,525	0
Livingstone Primary	414	0	414	0	0	414	0
St Anne's Denton Primary	9	141	9	0	0	9	141
St Johns Dukinfield C of E Primary	200	1,032	195	5	(5)	195	1,037
Stalyhill Infants	110	110	0	110	(110)	0	220
Russell Scott Primary	258	0	258	0	0	258	0
Fire Safety	149	10	151	(2)	2	151	8
All Saints Catholic School	0	1,990	0	0	0	0	1,990
Rayner Stephens Academy (Astley)	100	373	2	98	(98)	2	471
Minor Schemes (Under £150k)	900	242	660	240	(245)	655	487
<b>Total</b>	<b>7,630</b>	<b>9,565</b>	<b>5,281</b>	<b>2,349</b>	<b>(2,775)</b>	<b>4,855</b>	<b>12,340</b>

# Appendix 4C – Children’s Social Care

Children’s Capital Programme						Re-profiled Budgets	
Capital Scheme	2020/21 Budget £000	Future Year Budgets £000	2020/21 Outturn £000	2020/21 Outturn Variation £000	Re- profiling to be approved £000	Re-profiled Budgets 2020/21 £000	Future Year Budgets £000
Assessment Centre	84	316	3	81	(81)	3	397
St Lawrence Road Denton	93	0	45	48	(48)	45	48
Fairfield CC	70	0	69	1	0	70	0
<b>Total</b>	<b>247</b>	<b>316</b>	<b>117</b>	<b>130</b>	<b>(129)</b>	<b>118</b>	<b>445</b>

# Appendix 4D - Finance & IT

Finance Capital Programme						Re-profiled Budgets	
Capital Scheme	2020/21 Budget £000	Future Year Budgets £000	2020/21 Outturn £000	2020/21 Outturn Variation £000	Re-profiling to be approved £000	Re-profiled Budgets 2020/21 £000	Future Year Budgets £000
Strategic Investment in Manchester Airport	3,730	0	3,740	(10)	0	3,730	0
Manchester Airport Project Mere	9,700	0	9,677	23	0	9,700	0
<b>Total</b>	<b>13,430</b>	<b>0</b>	<b>13,417</b>	<b>13</b>	<b>0</b>	<b>13,430</b>	<b>0</b>

Digital Tameside Capital Programme						Re-profiled Budgets	
Capital Scheme	2020/21 Budget £000	Future Year Budgets £000	2020/21 Outturn £000	2020/21 Outturn Variation £000	Re-profiling to be approved £000	Re-profiled Budgets 2020/21 £000	Future Year Budgets £000
Digital by Design	10	20	10	0	0	10	20
Tameside Digital Infrastructure	43	25	7	36	(36)	7	61
Laptop Replacement & Windows 10 Deployment	3	0	3	0	0	3	0
Microsoft Licencing	1,049	312	1,017	32	(32)	1,017	344
DCMS Fibre- Wave 2	1,820	0	1,799	21	0	1,820	0
<b>Total</b>	<b>2,925</b>	<b>357</b>	<b>2,837</b>	<b>88</b>	<b>(68)</b>	<b>2,857</b>	<b>425</b>

# Appendix 4E – Population Health

Population Health Capital Programme						Re-profiled Budgets	
Capital Scheme	2020/21 Budget £000	Future Year Budgets £000	2020/21 Outturn £000	2020/21 Outturn Variation £000	Re-profiling to be approved £000	Re-profiled Budgets 2020/21 £000	Future Year Budgets £000
Extension to Hyde Leisure Pool	3,108	500	2,727	381	(381)	2,727	881
Denton Wellness Centre	230	0	266	(36)	0	230	0
Active Medlock	13	0	0	13	0	13	0
Floodlight Replacement Scheme	10	0	0	10	0	10	0
<b>Total</b>	<b>3,361</b>	<b>500</b>	<b>2,993</b>	<b>368</b>	<b>(381)</b>	<b>2,980</b>	<b>881</b>

# Appendix 4F - Adults

Adults Capital Programme						Re-profiled Budgets	
Capital Scheme	2020/21 Budget £000	Future Year Budgets £000	2020/21 Outturn £000	2020/21 Outturn Variation £000	Re-profiling to be approved £000	Re-profiled Budgets 2020/21 £000	Future Year Budgets £000
Disabled Facilities Grant	1,649	583	1,591	58	(58)	1,591	641
Housing Assistance	10	168	0	10	(10)	0	178
4C Capital Grants Adults	120	0	120	0	0	120	0
Moving with Dignity	163	176	149	14	(14)	149	190
Disability Assessment Centre	0	250	0	0	0	0	250
Mount Street Hyde	100	0	100	0	0	100	0
<b>Total</b>	<b>2,042</b>	<b>1,177</b>	<b>1,960</b>	<b>82</b>	<b>(82)</b>	<b>1,960</b>	<b>1,259</b>

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# Appendix 5 - Dedicated Schools Grant 2020/21

The dedicated schools grant is allocated through a nationally determined formula to local authorities in 4 blocks, the forecast position for 2020/21 is outlined below:

- Schools Block - This is intended to fund mainstream (non-special) schools;
- Central Services Schools Block - provided to provide funding to Local Authorities to support carrying out statutory duties on behalf of schools;
- High Needs Block - This is to fund Special Schools, additional support in mainstream schools for Special Educational Needs (SEND) and other SEND placements / support;
- Early Years Block - This funds the free/extended entitlement & funding of places for 2, 3 and 4 year olds in school nurseries and Private, Voluntary and Independent (PVI) Sector settings.

DSG Funding Blocks	Estimated DSG Settlement £000	Block Transfer 2020/21 £000	Revised DSG 2020/21 £000	Distribution / Spend 2020/21 £000	Forecast Surplus / (Deficit) £000
Schools Block	169,918	(850)	169,068	168,772	296
Central School Services Block	953	0	953	947	6
High Needs Block (Pre/Post 16)	24,425	850	25,274	27,096	(1,822)
Early Years Block Confirmed Funding	17,261	0	17,261	16,559	703
Early Years Block Estimated Funding Adjustment	(293)	0	(293)	0	(293)
<b>Total</b>	<b>212,264</b>	<b>0</b>	<b>212,264</b>	<b>213,375</b>	<b>(1,110)</b>

The outturn position against the 2020/21 DSG settlement is included in the table above which includes an estimated adjustment for Early Years funding. It should be noted that the DSG allocation is adjusted throughout the financial year by the DfE for High Needs allocations to academies and out of borough adjustments and Early Years Funding based on take-up of places. Tameside MBC starts the financial year with a carried forward deficit of £0.557m on the High Needs Block brought forward from 2019/20 which will need to be addressed.

## Schools Block

There is a surplus of £0.072m on the schools block relating to rates rebates in relation to schools that recently converted to Academy status and actual rates charges being lower than estimated. This partly offset by rates revaluations (relating to 7 schools) resulting in an increase in the costs of £0.021m. There is a surplus of £0.244m relating to unallocated growth funding. The growth allocation is based on pupil numbers at the October 2020 census point and the figures have now been updated in line with the census data. Any surplus is proposed to contribute to the DSG reserve deficit.

## High Needs

The High Needs position for 2020/21 is an in- year deficit of £2.67m and after the 0.50% schools block transfer of £0.85m this reduces to £1.82m. This is an improved position since period 10 of £0.797m.

The significant changes in forecast since period 10 have been;

- Receipt of additional income and grants (relating to Pupil Premium, SEN Inclusion, Covid and increased income from OOB placements) £0.213m.
- The forecast included a number of commitments outstanding from previous years where invoices had not been received from providers. A full review of these has been completed which has resulted this year in writing-off commitments totalling £0.201m.
- Service redesign and active management of service spend in SEN Support Services (a post now funded from Early Years and savings on agency costs) and an underspend of Hospital Education totalling £0.087m, and additional in year adjustment to the budget by the DfE F £0.002m.
- The remainder of the reduction in costs is related to the reduction of both the number of placements and the cost of placements in both the Independent and Post 16 sector.

## Early Years

The Early Years block is projected to underspend in 2020/21. This is due to a reduction in participation due to lockdown and Covid19. At present, we are anticipating a £0.410m surplus as a result of the estimated adjustment to funding the DfE will make in November 2021.

In Spring 2021 the vast majority of providers remained open through the lockdown period, with a number of providers having temporary closures as a result of Covid19 and the requirements for self-isolation. The 2<sup>nd</sup> period of lockdown has seen lower levels of participation than anticipated and as a result there is an estimated reduction on funding of £0.293m expected for 2020/21.

In 2021/22 the allocation of Early Years funding will be different as it will be based on data collections in the Summer 2021, Autumn 2021 and Spring 2022 terms, rather than the Spring term data as has been the case in previous years. This will have an impact on the 2021/22 Early Years Funding for the council and will need to be monitored closely throughout the year to assess the impact of this change in how the funding is allocated. There is a risk that participation will increase after the data collection point and funding allocated will not be sufficient to cover the actual cost. This will be closely monitored throughout 2021/22 and updates will be reported to Schools Forum and Members.

## Central Services Schools Block

There is a small surplus on the central school services block of £0.006m due to the cost of licences being slightly less than estimated and Schools Forum costs being lower than budget as a result of remote meetings due to the covid 19 situation.

## DEDICATED SCHOOLS GRANT RESERVE POSITION

Prior year's dedicated schools grant is set aside in an earmarked reserve details of which are outlined in the table below for both the final year end position in 2019/20 and the position for 2020/21.

	2019/20 Surplus / (Deficit) £000	2020/21 Surplus / (Deficit) £000
<b>DSG Reserve Brought Forward</b>	<b>3,228</b>	<b>(557)</b>
Schools Block	114	296
Central Service Block		6
In year deficit on High Needs Block	(4,568)	(1,822)
In year surplus on Early Years	251	703
Estimated Early Years 2019-20 Adjustment (TBC June 2020)	296	
Early Years Block 2018-19 Adjustment	122	(18)
Estimated Early Years 2020-21 Adjustment (TBC Nov 2021)	0	(293)
<b>DSG Reserve Closing balance</b>	<b>(557)</b>	<b>(1,686)</b>

In 2019/20 there has been a reduction in the reserve, in the main this due to funding the overspend on the High Needs Block. There have been contributions to the reserve in year too, the most significant of these relating to surplus funds in the Early Years Block.

The 2020/21 cumulative deficit on DSG is £1.686m, mainly as a result of a continued pressure on High Needs but partly offset by surpluses on the other funding blocks. Under DfE regulations the authority have produced a deficit recovery plan which has been submitted to the DfE outlining how we expect to recover this deficit and manage spending over the next 3 years.

# Agenda Item 5

<b>Report To:</b>	<b>EXECUTIVE CABINET</b>
<b>Date:</b>	23 June 2021
<b>Reporting Officer:</b>	<p>Councillor Brenda Warrington – Executive Leader</p> <p>Councillor Leanne Feeley - Executive Member - Lifelong Learning, Equalities, Culture and Heritage</p> <p>Dr Ashwin Ramachandra - Co-Chair NHS Tameside &amp; Glossop Clinical Commissioning Group</p> <p>Dr Asad Ali - Co-Chair NHS Tameside &amp; Glossop Clinical Commissioning Group</p> <p>Sarah Threlfall - Assistant Director (Policy, Performance and Communications)</p>
<b>Subject:</b>	<b>ONE EQUALITY SCHEME ANNUAL REVIEW 2021 AND GENERAL EQUALITIES UPDATE</b>
<b>Report Summary:</b>	<p>This report forms two parts:</p> <p>Part One</p> <ul style="list-style-type: none"><li>- One Equality Scheme (2018-22) is the joint organisational scheme for Tameside &amp; Glossop Strategic Commission. This report provides an update on the annual review for 2021 which has been informed by practical examples and related projects from the past 12 months (<b>Appendix A</b>).</li></ul> <p>Part Two</p> <ul style="list-style-type: none"><li>- This report also provides an update on some key equality and diversity related projects that the Strategic Commission has delivered or been part of during the last 12 months. These also support our commitment to delivering on our equality objectives and ensuring we adhere to the requirements set out in the Public Sector Equality Duty.</li></ul>
<b>Recommendations:</b>	<p>It is recommended that Executive Cabinet:</p> <p>Part One</p> <ul style="list-style-type: none"><li>• Note the content of the report.</li><li>• Approve the attached draft of the One Equality Scheme Annual Review 2021 for publication (Appendix A) - – pending final approval at Executive Cabinet and Strategic Commissioning Board on 23 June.</li></ul> <p>Part Two</p> <ul style="list-style-type: none"><li>• Note the content of the equalities update</li></ul>
<b>Links to Corporate Plan:</b>	Equality and diversity work of the Strategic Commission is relevant to all priorities outlined in the Corporate Plan.
<b>Financial Implications:</b>	There are no direct financial implications arising from the contents of this report.
<b>Legal Implications:</b>	The Equality Act 2010 replaced previous anti-discrimination laws with a single Act intended to simplify the law and remove inconsistencies between the various pieces of equality related legislation. It also strengthened the law, to help tackle discrimination and inequality. In particular brought in The public sector Equality Duty (section 149 of the Act)

The Equality Duty applies to public bodies such as local authorities and others carrying out public functions. It supports good decision-making by ensuring public bodies consider how different people will be affected by their activities, helping them to deliver policies and services which are efficient and effective; accessible to all; and which meet different people's needs.

The Equality Duty is supported by specific duties which require public bodies to publish relevant, proportionate information demonstrating their compliance with the Equality Duty; and to set themselves specific, measurable equality objectives.

Publishing relevant equality information should form part of the Local Authorities transparency agenda by giving the public the information they need to hold public bodies to account for their performance on equality.

## **Risk Management**

This report fulfils the commitment for equality issues to be monitored on a regular basis. It also ensures awareness of the agenda across the Strategic Commission.

## **Access to Information:**

The background papers relating to this report can be inspected by contacting Jody Smith, Policy and Strategy Service Manager by:



Telephone: 0161 342 3170



e-mail: [jody.smith@tameside.gov.uk](mailto:jody.smith@tameside.gov.uk)

## **1. PURPOSE OF REPORT**

### **1.1 The report is in two parts:**

**Part One** provides an update on developments of the One Equality Scheme, as part of the annual review for 2021. It remains important that the case study of projects and examples of best practice are able to provide evidence in line with the schemes agreed and measurable objectives.

**Part Two** provides an update on some key equality and diversity related projects that the Strategic Commission has delivered or been part of during the last 12 months. These also support our commitment to delivering on our equality objectives and ensuring we adhere to the requirements set out in the Public Sector Equality Duty.

### **PART ONE**

## **2. BACKGROUND TO ONE EQUALITY SCHEME**

### **2.1 The public sector equality duty is laid out in section 149 of the Equality Act 2010. It states that a public authority must, in the exercise of its functions, have due regard to:**

- Eliminate discrimination, harassment, victimisation and any other conduct prohibited by or under the Act;
- Advance equality of opportunity between people who share a protected characteristic and those who do not share it;
- Foster good relations between people who share a protected characteristic and those who do not share it

### **2.2 One Equality Scheme (2018-22) was launched in 2018 as the first joint equality scheme for Tameside & Glossop Strategic Commission. A number of joint equality objectives were developed to ensure we fulfil our obligations under the Equality Act 2010 regulations, in that equality objectives must be published at intervals not greater than four years from the date of last publication.**

### **2.3 The Equality Act also states that public bodies must publish annual information to demonstrate compliance with the general duty, including information about the protected characteristic status of employees, and other persons affected by policies and practices.**

### **2.4 Annual updates to the One Equality Scheme will act as an ongoing position statement and our approach to equalities. The annual review builds upon work outlined in the One Equality Scheme (2018-22) and previous One Equality Scheme Annual Reviews (2019 and 2020); as well as providing new examples and evidence sources of achievements in respect of equality and diversity. Members of the following groups were invited to submit examples for inclusion: Tameside & Glossop Inequalities Reference Group, Tameside Independent Advisory Group, Tameside & Glossop Partnership Engagement Network and Engagement, Consultation & Equality Champions.**

## **3. RECOMMENDATIONS FOR ONE EQUALITY SCHEME**

### **3.1 It is recommended that Executive Board:**

1. Note the content of the report.
2. Approve the attached draft of the One Equality Scheme Annual Review 2021 for publication (Appendix A) – pending final approval at Executive Cabinet and Strategic Commissioning Board on 23 June.

## **PART TWO**

### **4. GENERAL EQUALITIES UPDATE**

- 4.1 This report also provides an update on some key equality and diversity related projects that the Strategic Commission has delivered or been part of during the last 12 months. These also support our commitment to delivering on our equality objectives and ensuring we adhere to the requirements set out in the Public Sector Equality Duty.

These are most notably:

- Covid-19 Equality Impact Assessments
- Inequalities Reference Group (IRG)
- All Equals Charter
- Race Equality Change Agents Programme (RECAP) Cohort 2
- Independent Advisory Group
- North West Black, Asian and Minority Ethnic Strategic Advisory Committee
- Workforce Race Equality Standards (WRES)
- Supporting our workforce through Covid-19

### **5. EQUALITY IMPACT ASSESSMENTS RELATING TO COVID-19**

- 5.1 Tameside & Glossop Strategic Commission has produced a number of corporate Equality Impact Assessments (EIAs) related to the Covid-19 pandemic. These EIAs are 'living documents' that will continue to be updated due to the changing nature of the pandemic and Covid-19 related legislation. Individual services will also undoubtedly have produced their own EIAs to assess the impact of Covid-19; the following are examples of the corporate EIAs that have been produced to date.
- 5.2 Tameside Covid-19 Humanitarian Response EIA - the Tameside Covid-19 humanitarian hub was established to provide food, medication and welfare support to residents during the pandemic. Tameside & Glossop Strategic Commission administered the hub in partnership with Action Together, social landlords and other Voluntary, Community, Faith and Social Enterprise sector organisations. To date the humanitarian hub has answered over 11,000 calls, supported over 2,200 vulnerable people, delivered nearly 3,000 food parcels, 500 prescriptions and arranged nearly 600 shopping buddy partnerships. The EIA reviews our local humanitarian response to help ensure people from different protected characteristic groups have been able to access the support they need.
- 5.3 Communications, Engagement and Listening during the Covid-19 pandemic EIA - the purpose of the EIA has been to assess whether outgoing communications have reached people from across different protected characteristic groups, and to understand various sources of feedback and lived experience insight gathered from local residents during the pandemic.
- 5.4 Wider Impact of Covid-19 on Tameside and Glossop EIA - this EIA has a wide scope and will continue to develop as the long-term impacts of Covid-19 are realised. The physical, mental, economic and social impacts of Covid-19 on Tameside and Glossop are considered and how they relate to the services Tameside & Glossop Strategic Commission provide; including primary care, mental health services, adult social care, children's social care, education, welfare rights, debt advice, development and environmental services. This EIA was an initial assessment of the wider impact of Covid-19 on protected characteristic groups across Tameside and Glossop. It may serve as the foundation for further and specific research and assessment.
- 5.5 Tameside & Glossop Covid-19 Vaccination Programme – the purpose of this EIA is to assess the accessibility of the Covid-19 Vaccination Programme and its impact upon protected



characteristic groups in Tameside and Glossop. The EIA considers access to vaccination centre sites, communications and messaging promoting the uptake of the vaccine, and varying rates of vaccine uptake between areas and different groups. To date over 100,000 residents in Tameside & Glossop have received the Covid-19 vaccine.

## **6. INEQUALITIES REFERENCE GROUP (IRG)**

- 6.1 The Tameside & Glossop Inequalities Reference Group (IRG) was established in November 2020 in response to how the coronavirus pandemic, and the wider governmental and societal response to this, has brought equalities (and indeed inequalities) into sharp focus. We acknowledge that as we move from crisis management to recovery we need to ensure we are utilising evidence and research, alongside the experience of our own communities, to do all we can to reduce inequalities in Tameside & Glossop. The Inequalities Reference Group enables public sector organisations in Tameside & Glossop to work together to ensure this happens.
- 6.2 The purpose of IRG is to provide a forum to enable the sharing of ideas on carrying out our responsibilities under the Equality Act 2010 and the Public Sector Equality Duty – with the ultimate aim of reducing inequality across Tameside & Glossop. Whilst the group is not a decision making body, it makes recommendations for action via existing governance structures and steers action to address inequalities.
- 6.3 The group is chaired by Councillor Leanne Feeley, Executive Member for Lifelong Learning, Equalities, Culture and Heritage. Membership of the group is made up of representatives from a range of public sector and VCSE organisations across the area, including:
- Action Together
  - Children in Care Council
  - Diversity Matters North West
  - Infinity Initiatives
  - LGBT Foundation
  - Maternity Voices Partnership
  - People First Tameside
  - Tameside & Glossop Clinical Commissioning Group
  - Tameside & Glossop Integrated Care NHS Foundation Trust
  - Tameside Council (including elected members)
  - Tameside Independent Advisory Group
  - Tameside Youth Council
  - Tameside, Oldham and Glossop MIND
  - The Anthony Seddon Fund
  - The Bureau (Glossop)
- 6.4 The group meet on a quarterly basis to share progress on inequalities work, discuss emerging issues and discuss chosen areas of focus. Current areas of focus include:
- Community Cohesion
  - Digital Inclusion
  - Emotional wellbeing (isolation and loneliness)
  - Reducing barriers to accessing information
  - Voice of people with learning disabilities
  - Voice of people with physical disabilities
  - Young people
- 6.5 Our local approach aligns with the wider work in Greater Manchester regarding equalities and inequalities. In October 2020 an independent Greater Manchester Inequality Commission was launched to explore the causes of inequality through academic research and stakeholder engagement. The Commission is designed to act as a critical friend for

Greater Manchester, be challenging and radical. The Commission released its first report in March 2020, outlining a vision to enable good lives for all in Greater Manchester and a series of recommendations to be adopted. Key recommendations include:

- Put wellbeing and equality goals at the heart of the Greater Manchester Strategy
- Create a People's Taskforce to put power into people's hands at every level of Greater Manchester and a People's Assembly to contribute to priority setting
- Establish an independent Anti-Discrimination body to tackle breaches of the Equality Act.
- Develop a GMCA Race Equality Strategy
- Set an ambitious target for every employer in Greater Manchester to pay the living wage and offer living hours by 2030
- Create a Community Wealth Hub
- Move towards universal basic services in which education, health, childcare, adult social care, housing, transport and digital connectivity are provided to all

6.6 In addition, a Tackling Inequalities Board, made up of senior leaders and equality representatives of public services in Greater Manchester, has been established to provide leadership of activity to address inequality, support collaboration and challenge policy makers. This is chaired by Tameside Council's Executive Leader, Councillor Brenda Warrington.

6.7 A series of Greater Manchester Equality Panels have also been established to represent a number of different protected characteristic groups to champion community inclusion and social justice, advise the Mayor of Greater Manchester and the GM Lead for Ageing and Equalities (Councillor Brenda Warrington, Executive Leader) on the challenges faced by people linked to their identity. Their role is to proactively support and challenge the Combined Authority and its regional partners to develop effective solutions to tackle inequality and increase equity. There are currently six established panels with a further one proposed:

- Youth Combined Authority
- Disabled People's Panel
- Race Equality Panel
- LGBTQ+ Panel
- Women and Girls' Panel
- Faith Advisory Panel
- Older People's Panel (proposed)

## **7. ALL EQUALS CHARTER**

7.1 The All Equals Charter is designed to create a consistent standard to equality, diversity and inclusion for organisations and businesses across Greater Manchester. Launched by Manchester Pride, it comprises of a set of values and commitments that participating organisations must adhere to and be regularly assessed on. It focuses on policies and processes in place that support LGBT+ staff and anyone that comes into contact with the organisation.

7.2 As part of adopting the Charter, organisations undergo a self-assessment process supported by Manchester Pride. This evaluates the policies an organisation already has in place and where there are opportunities for development and improvement for LGBT+ residents, service users and colleagues. Manchester Pride works as a 'critical friend' throughout and provide feedback and ideas for action.

7.3 Participating organisations receive a 'grade'. There are a possible four grades – Entry Level, Foundation, Good Practice and Role Model. Participating organisations will be

accredited for one year, after which point the process renews. In 2020 Tameside & Glossop Strategic Commission participated in the beta-testing phase of the Charter alongside nine other organisations. The self-assessment process took place over three weeks during which time information was gathered regarding the Council and CCG's policies and processes in place across five 'categories': challenging prejudice and discrimination, workforce, services, policy and decision - making and working with partners.

- 7.4 Overall, Tameside & Glossop Strategic Commission were assessed as **Good Practice**. Feedback from Manchester Pride informed an action plan to help us fulfil the commitments of the Charter. Actions that have been delivered upon during the last year include:
- Development of a [new landing page](#) for Equality and Diversity on the Tameside Council website to make information targeted at people with protected characteristics more visible and accessible
  - A calendar of celebratory / significant days is currently in development to support the organisation as a whole to mark events recognised by people with protected characteristics
  - A customer satisfaction survey (for those who have interacted with customer services) now collects demographic data for the purpose of monitoring the experiences of people with protected characteristics when interacting with public services
- 7.5 Tameside & Glossop Strategic Commission are currently in the process of engaging with Manchester Pride on plans for re-assessment of our accreditation for 2021.

## **8. RACE EQUALITY CHANGE AGENTS PROGRAMME (RECAP)**

- 8.1 The Race Equality Change Agents Programme (RECAP) Cohort Two started on 28 January 2021.
- 8.2 The programme has been delivered as part of a wider commissioned race equality programme delivered by the Northern Care Alliance. Organisations involved include Greater Manchester Fire & Rescue Service, Greater Manchester Police, North West Ambulance Service, along with all NHS Organisations, Local Authorities and Transport for Manchester are amongst the many services in Greater Manchester's public and third sector to sign up to a collective agreement to tackle race inequality in the workplace in 2018.
- 8.3 Tameside & Glossop Strategic Commission had one colleague from People and Workforce Development participate in Cohort One of the programme in 2020. A colleague from Policy, Performance & Communications has now commenced on Cohort Two of the programme.
- 8.4 The programme is based on the foundation that research shows staff from black and minority ethnic backgrounds do not progress at the same rate to higher graded posts or leadership positions; they experience a greater level of bullying behaviour and are more likely to experience disciplinary action. Discrimination is not only harmful to the individual, but also to the wider public sector. Evidence shows that having a more representative workforce, and diversity at senior leadership levels, results in better outcomes for the public. It also creates a more inclusive and engaged workforce, who want to give of their best so that the public get a better service.
- 8.5 This work has been directed by the Northern Care Alliance in conjunction with the Workforce Race Equality Standard (WRES). The learning and measurement indicators of this programme will be used to measure improvements across all public sector organisations in Greater Manchester.
- 8.6 The objective of our local Cohort Two project is to improve and develop workforce reporting of staff ethnicity, with a view to improving the organisation's insight into its workforce. This

will better enable us to monitor trends and identify barriers faced by colleagues of an ethnic minority background.

## **9 INDEPENDENT ADVISORY GROUP**

- 9.1 Independent Advisory Groups have been developed nationally by police forces and police authorities to provide independent advice in understanding the role and impact of the police in diverse communities. The aim of the IAG is to assist in: improving the services provided by partners to all communities; building public confidence in these services; and ensuring that services respond sensitively to the needs of communities when critical incidents occur.
- 9.2 In Tameside we are seeking to do this in a more co-operative way, and have established an IAG for the Community Safety Partnership as a whole. This recognises the way in which a range of partner organisations in the Borough work together, and with local people, to create safer communities and build good community relations.
- 9.3 The IAG aims to achieve this by enabling partners to receive constructive independent advice from a group of people who are broadly reflective of the diversity of the Borough.
- 9.4 The IAG meet on a weekly basis to discuss issues such as community cohesion in Tameside and act as independent advisors to the Community Safety Partnership. Membership of the IAG is voluntary and the group is chaired by Reverend Joanna Farnworth.
- 9.5 Tameside IAG has performed a crucial role during the Covid-19 pandemic – acting as a conduit for sharing important Covid-19 related messages with both community leaders and residents from minority ethnic backgrounds. Members of the IAG have visited local Mosques and other places of worship to share Covid-19 information and available support, ensuring that messages are communicated with local residents in the most effective way possible. IAG members have also arranged meetings with local undertakers from all backgrounds to share details in relation to Covid-19 burials.

## **10 BLACK ASIAN & MINORITY ETHNIC STRATEGIC ASSEMBLY – STATEMENT FOR TAMESIDE & GLOSSOP**

- 10.1 The North West Black, Asian and Minority Ethnic Strategic Advisory Committee is a region-wide assembly of nominees from across the NHS and partners who meet on a quarterly basis to act as an advisory group on the actions needed to effectively address the challenges faced by staff and wider communities.
- 10.2 It is their ambition that the NHS in the North West be anti-racist and at the forefront of tackling racism and the health inequalities experienced by people in communities, brought into stark relief by the pandemic. It seeks to influence decisions made in the NHS and develop action strategies to help dismantle racism within the North West NHS and partner organisations. This will be done through three main themes:
  - Minimise the risks posed by Covid-19 to our Black, Asian and Minority Ethnic colleagues
  - Address underlying racism within our structures, which prevents our Black, Asian and Minority Ethnic colleagues from fulfilling their potential
  - Tackle the inequalities of access, which mean that our Black, Asian and Minority ethnic communities have poorer health and health outcomes
- 10.3 As part of the Strategic Assembly's approach, CCGs across the North West were required to complete a response to their mission statement, detailing the different ways in which their organisation are committed to the goals of the Strategic Assembly. The response submitted

by Tameside & Glossop Strategic Commission to the Strategic Assembly is attached at **Appendix B**.

## **11 WORKFORCE RACE EQUALITY STANDARD (WRES)**

- 11.1 The aim of the WRES is to support NHS organisations to make sure employees from Black, Asian and Minority Ethnic backgrounds have equal access to career opportunities and receive fair treatment in the workplace.
- 11.2 Tameside and Glossop Clinical Commissioning Group (T&GCCG) has two roles in relation to the WRES:
- As a commissioner the CCGs Improvement and Assessment Framework requires CCGs to give assurance to NHS England that providers are implementing and using WRES, and action plans should be part of the contract monitoring process.
  - As an employer each CCG must use and analyse the WRES data to improve workplace experience and representation at all levels for staff from ethnic minority backgrounds as well as other characteristics under the Equality Act 2010. The CCG should also produce and publish a report using the WRES reporting template, and produce a WRES action plan.
- 11.3 In August 2020 a WRES report for NHS Tameside & Glossop Clinical Commissioning Group was submitted to NHS England. An associated action plan has also been produced and is updated on a quarterly basis. Both the WRES report and a copy of the 2020 / 21 action plan for Tameside & Glossop can be found on the CCG website at <https://www.tamesideandglossopccg.org/corporate/equality-and-diversity/workforce-race-equality-standards>
- 11.4 In addition, Tameside & Glossop Strategic Commission also submits workforce race equality data on a quarterly basis which feeds into a Greater Manchester wide WRES for all public sector organisations in the region. This provides a benchmark to measure how Greater Manchester is tackling workplace race inequality across the wider public sector.

## **12 SUPPORTING OUR WORKFORCE THROUGH COVID-19**

- 12.1 Our workforce is our most important asset as an organisation, so supporting them through Covid-19 has been a major focus of the last 12 months. The significant changes to the way we work has been challenging for everyone in the organisation, resulting in a suite of support available for staff. Enabling staff to continue to be flexible with their working hours has also been key, particularly for those working at home with parental and caring responsibilities. Effective communication has also been crucial – whole workforce briefing sessions were held to ensure staff had the information they needed and the opportunity to ask questions.
- 12.2 To understand the needs and views of staff working through the pandemic, a workforce-wide survey was undertaken across Tameside & Glossop Strategic Commission. At the time, 51% of colleagues working from home said that it had been better for them, most thought they were able to work more flexibly, and nearly 80% felt that they had been well supported by their manager through the pandemic. Demographic information was also collected through the survey, enabling the views of staff from different protected characteristic groups to be compared and issues impacting specific groups to be identified. Key insights by demographic include:
- Male (94%) and female (96%) respondents both felt that they had worked more flexibly or with the same flexibility during the pandemic. Both male (85%) and female (87%) respondents also reported feeling supported or extremely supported by their managers.

- Respondents from ethnic minority backgrounds (59%) were more likely than white respondents (51%) to say that working from home had been better for them than being in an office.
- Respondents under-20 were less likely to feel positively about working from home during the pandemic, with 40% disagreeing that working from home was better for them (compared to only 8% of respondents aged 60-65). Furthermore, 75% of respondents under-20 would not choose to work from home permanently, compared to only 18% of respondents aged 60-65.
- Respondents with disabilities were more likely than non-disabled respondents to feel there were barriers to accessing support from Mental Health First Aiders (18% compared to 7%). More disabled respondents felt that their physical (33%) and mental wellbeing (39%) was worse than prior to the pandemic (compared to 26% and 34% respectively for non-disabled respondents).
- Over half of respondents with caring responsibilities (51%) stated that working from home had been better for them.

12.3 Managing staff wellbeing has been important throughout the pandemic. To equip our workforce with the tools they need to manage their wellbeing, 'Wellbeing: It Starts with You' sessions were delivered to embed good wellbeing practices into the working day. Alongside Tameside & Glossop Healthy Minds, a number of emotional wellbeing workshops were also delivered to manage wellbeing through the winter months. These interactive and supportive sessions looked at why the coronavirus pandemic can have such a prominent effect on people's mental health and shared Cognitive Behavioural Therapy (CBT) based techniques to help attendees to manage any anxiety and low mood. A dedicated webpage for both Council and CCG colleagues with guidance on different ways to increase connections and support mental wellbeing was also created.

## **13. RECOMMENDATION**

13.1 As set out at the front of the report.

# ONE EQUALITY SCHEME

Annual Review 2021

We are pleased to introduce the annual review of our One Equality Scheme for 2021. Tameside & Glossop Strategic Commission first launched the joint scheme in 2018 and we continue to work hard to ensure that all of our integrated and standalone services meet all equality obligations.

The annual update for 2021 aims to provide a summary of the activity taking place across Tameside & Glossop to improve service standards and outcomes for local people.

Equality and diversity goes far beyond the nine protected characteristics, and at a local level this is complemented by the priorities set within our Corporate Plan. These priorities are embedded within our One Equality Scheme through a set of objectives that we use to measure and monitor our progress.

We are proud to showcase the continued commitment, achievements and projects the Strategic Commission has delivered and supported over a challenging 12 months. Equality and equity have been at the heart of our response to the Covid-19 pandemic and remains a key focus as we work to recover and Build Back Better.



**Councillor Brenda Warrington**  
Executive Leader of Tameside Council



**Councillor Leanne Feeley**  
Executive Member - Lifelong Learning, Equalities, Culture and Heritage



**Dr Asad Ali**  
Co-Chair, NHS Tameside & Glossop Clinical Commissioning Group



**Dr Ashwin Ramachandra**  
Co-Chair, NHS Tameside & Glossop Clinical Commissioning Group



The One Equality Scheme has created a platform that enables us to successfully deliver a shared vision and approach to the equality and diversity of residents, patients and service users across Tameside and Glossop.

The scheme sets out the commitment of Tameside Council and NHS Tameside & Glossop Clinical Commissioning Group to reduce the impact of inequality and enhance the equity of access to a wide range of services and support. It remains important that all work in this area is embedded within policy review and development.

Our commitment to embedding equality and diversity into everything we do can only be achieved by listening to what our residents and patients tell us. A range of effective consultation and engagement methods are in place at a local level to gather the views and experiences of residents and patients – this insight is then used to improve outcomes for individuals and families. Promoting a greater level of openness and transparency allows us to review and strengthen all existing systems and partnerships.

The [Tameside & Glossop Engagement Strategy](#) provides a level of commitment required to ensure all stakeholders are central to shaping the way we design, commission and deliver the best possible services. The success of how we do this is assessed by the extent to which:

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

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

The scheme will be reviewed on an annual basis to ensure we are making progress against the agreed objectives and statutory requirements. The scheme delivers on a number of areas, which together provides a picture of the Strategic Commission and its approach to improving equality and diversity across Tameside and Glossop.

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

Our previous One Equality Scheme Annual Reviews can be accessed [here](#) for 2020 and [here](#) for 2019.



# OUR EQUALITY OBJECTIVES (2018-2022)

The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017, states that we must publish specific and measurable equality objectives, and subsequently at intervals of no more than four years. The equality objectives of Tameside & Glossop Strategic Commission cover five key themes.

#### **a. Reducing inequality and improving outcomes**

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

#### **b. Meeting our obligations under the Equality Act 2010**

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

#### **c. Equality training, development and awareness**

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

#### **d. Consultation and engagement**

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

#### **e. Understanding Service Use and Access**

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

## Reduce Inequalities & Improve Outcomes

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

## Meeting our obligations under the Equality Act 2010

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

## Equality Training, Development and Awareness

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

## Consultation & Engagement

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

## Information, Intelligence & Need - Understanding Service Use & Access

- 12** Use a range of intelligence gathering, customer monitoring and insight tools, together with specific pieces of analysis, to inform both our understanding of residents, service users, service delivery and design, and to develop services that provide a varied, flexible and accessible offer. Where possible, work with partner organisations to maximise the data available to provide deeper insight into understanding our local communities (whilst remaining mindful of data protection standards).
- 13** To encourage and promote the use of customer monitoring and disaggregation of data by equality group (where practical)..
- 14** Use a variety of tailored communication methods to increase the accessibility and understanding of council and CCG services that allows our different customers, residents and service users to make informed choices.

# A PICTURE OF TAMESIDE & GLOSSOP

Our One Equality Scheme connects a wide range of population data for Tameside and Glossop, much of which relates directly to the protected characteristics such as age, sex, religion and disability.

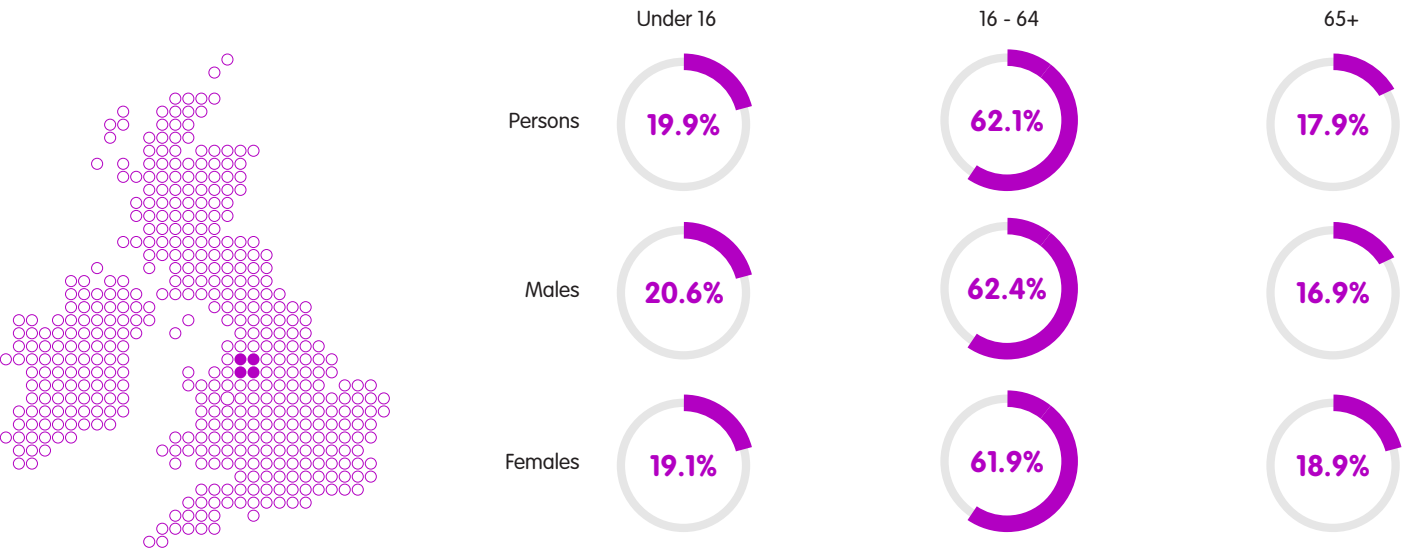
Although the breakdown of our population is in line with the national picture across many protected characteristic groups, there are some groups where our local population differs. For example, in Tameside and Glossop we have a higher proportion of residents who state that their day to day activities are limited - 20.5% compared to 17.6% nationally. We have slightly less people reporting to be in good health – 78.2% compared to 81.4% nationally. Unsurprisingly this is reflected in our healthy life expectancy figures and mortality rates (as outlined in the following infographics).

The implications of these differences are wide ranging – not just in terms of outcomes for our local population but also financially in helping to address these differences. Tameside Council and NHS Tameside & Glossop Clinical Commissioning Group are committed to ensuring all residents lead long, fulfilling and healthy lives – **'Our People, Our Place, Our Plan'** is key to achieving this

# Sex & Age

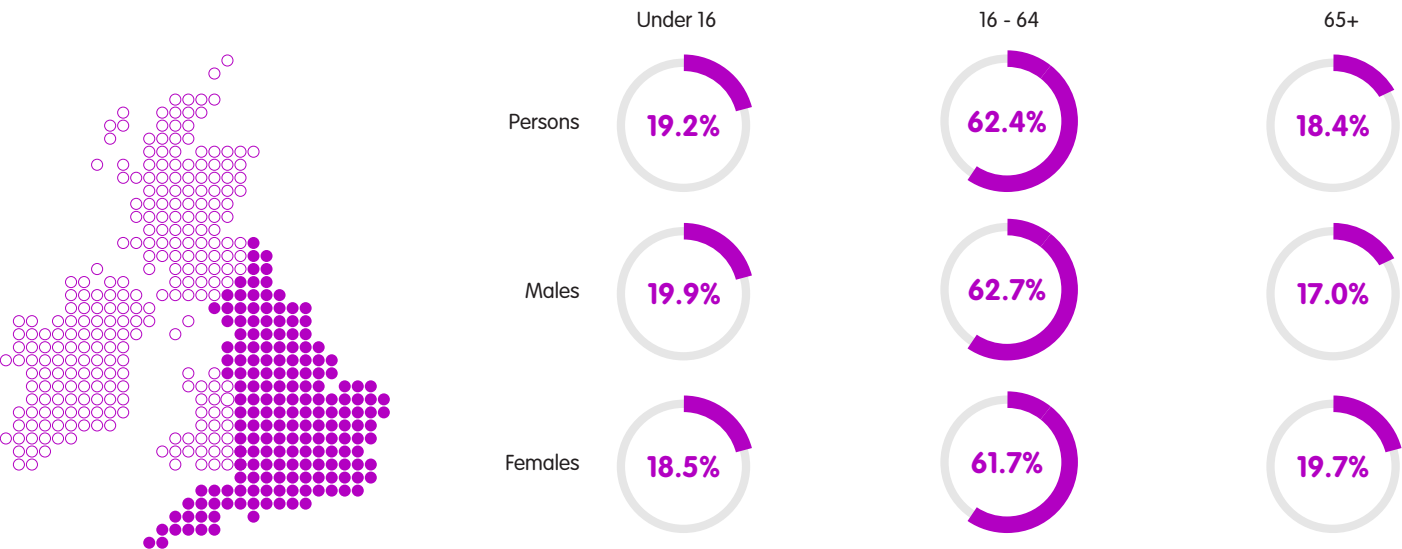
## Tameside and Glossop Population by Age Group

Source: 2019 Mid-Year Population Estimates (ONS)



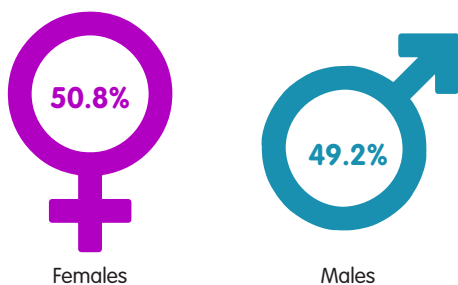
## England Population by Age Group

Source: 2019 Mid-Year Population Estimates (ONS)



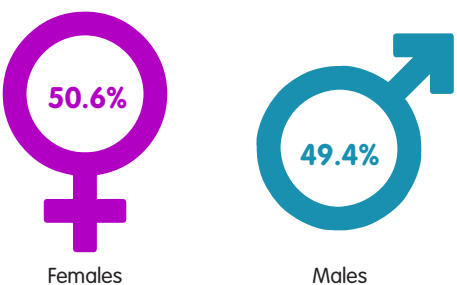
## Tameside and Glossop Population by Sex

Source: 2019 Mid-Year Population Estimates (ONS)



## England Population by Sex

Source: 2019 Mid-Year Population Estimates (ONS)



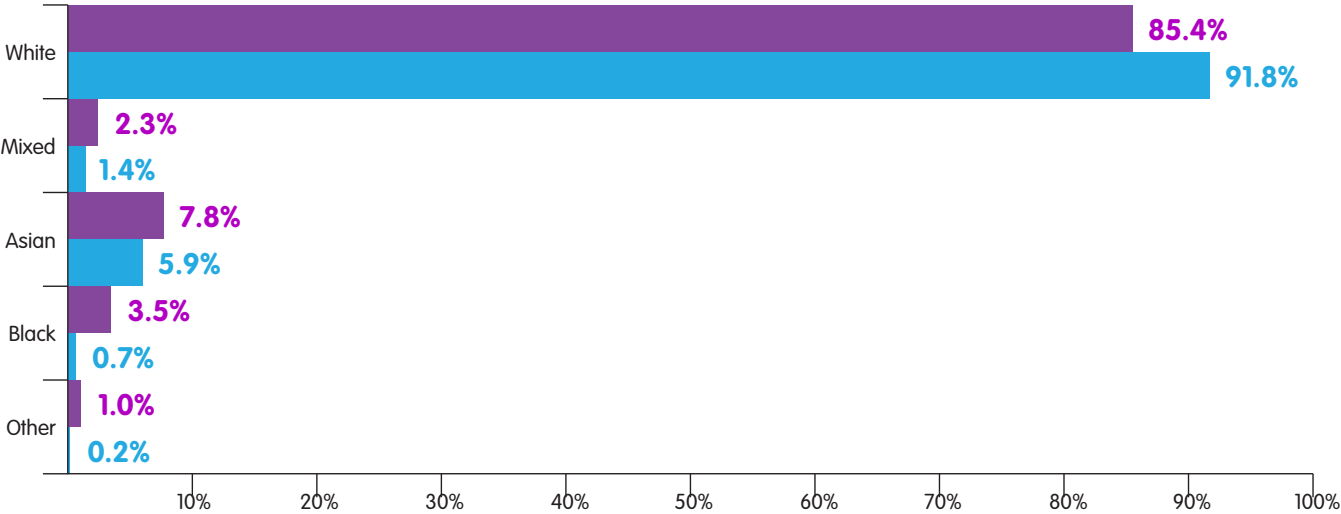


# Ethnic Groups

## Ethnic Population in Tameside and Glossop and England

Source: Census 2011

England Tameside and Glossop

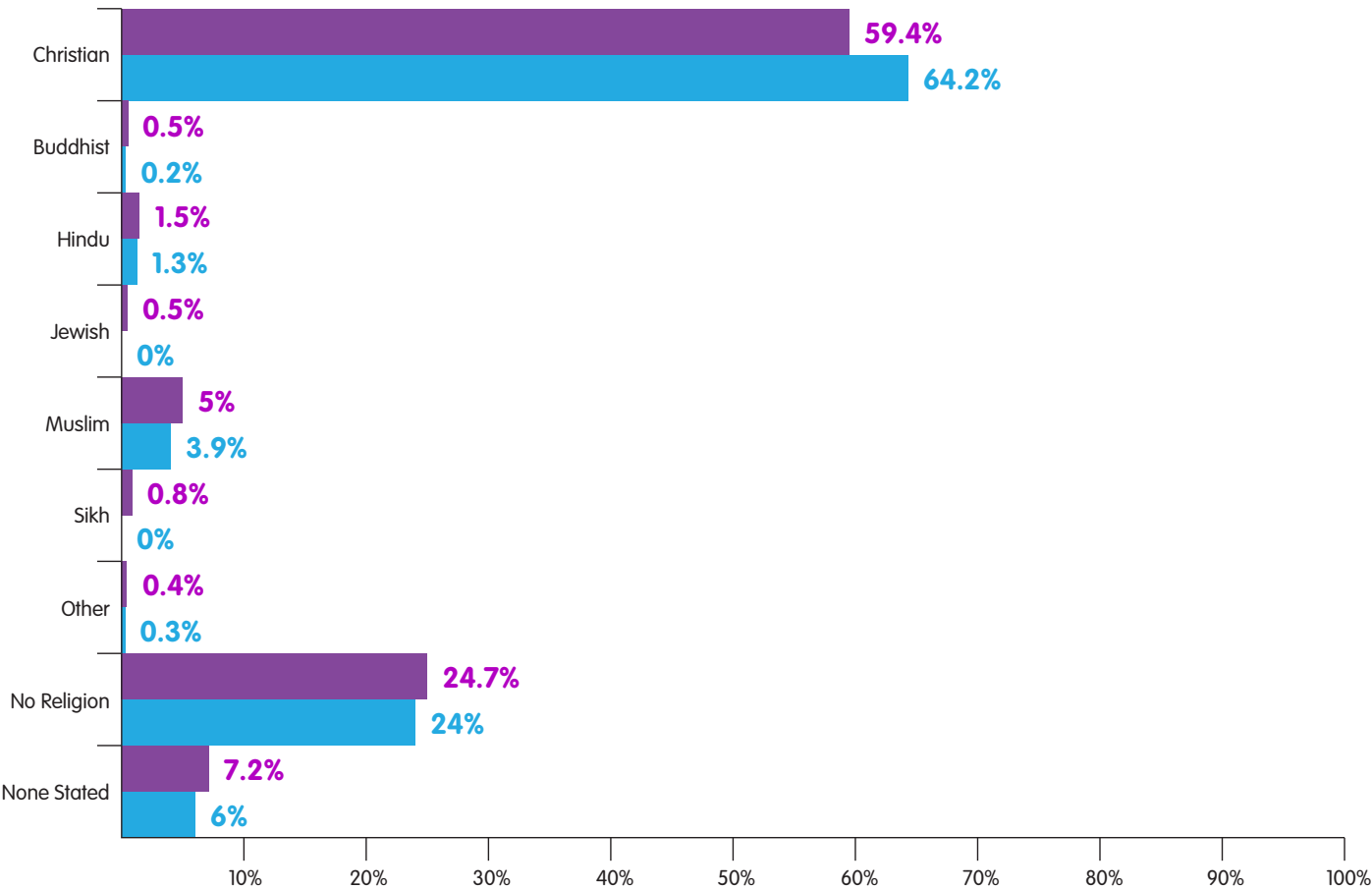


# Religion

## Religious Denominations in Tameside and Glossop and England

Source: Census 2011

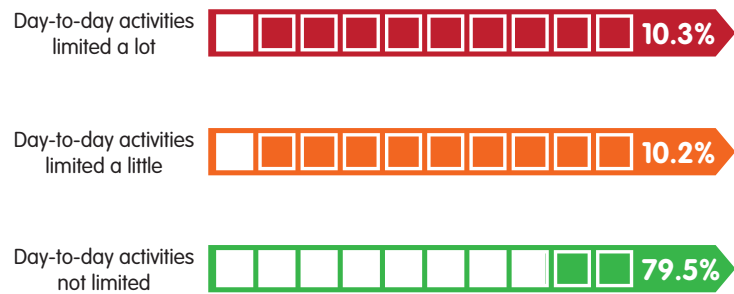
England Tameside and Glossop



# Disability

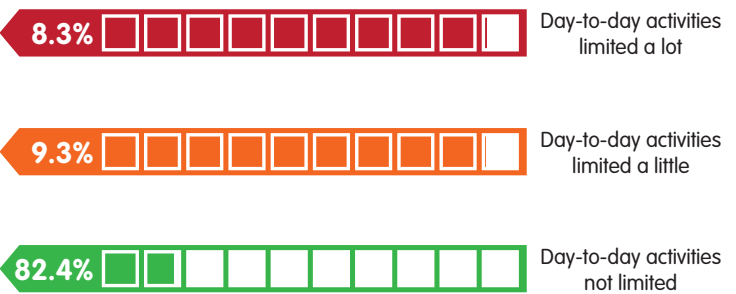
## Tameside and Glossop

Source: Census 2011



## England

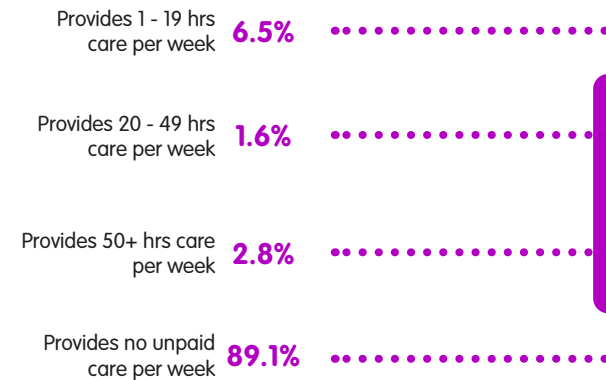
Source: Census 2011



# Carers

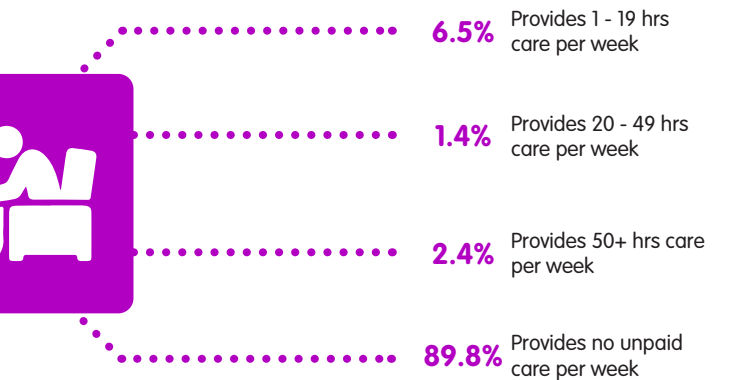
## Provision of Unpaid Care in Tameside and Gossop

Source: Census 2011



## Provision of Unpaid Care in England

Source: Census 2011



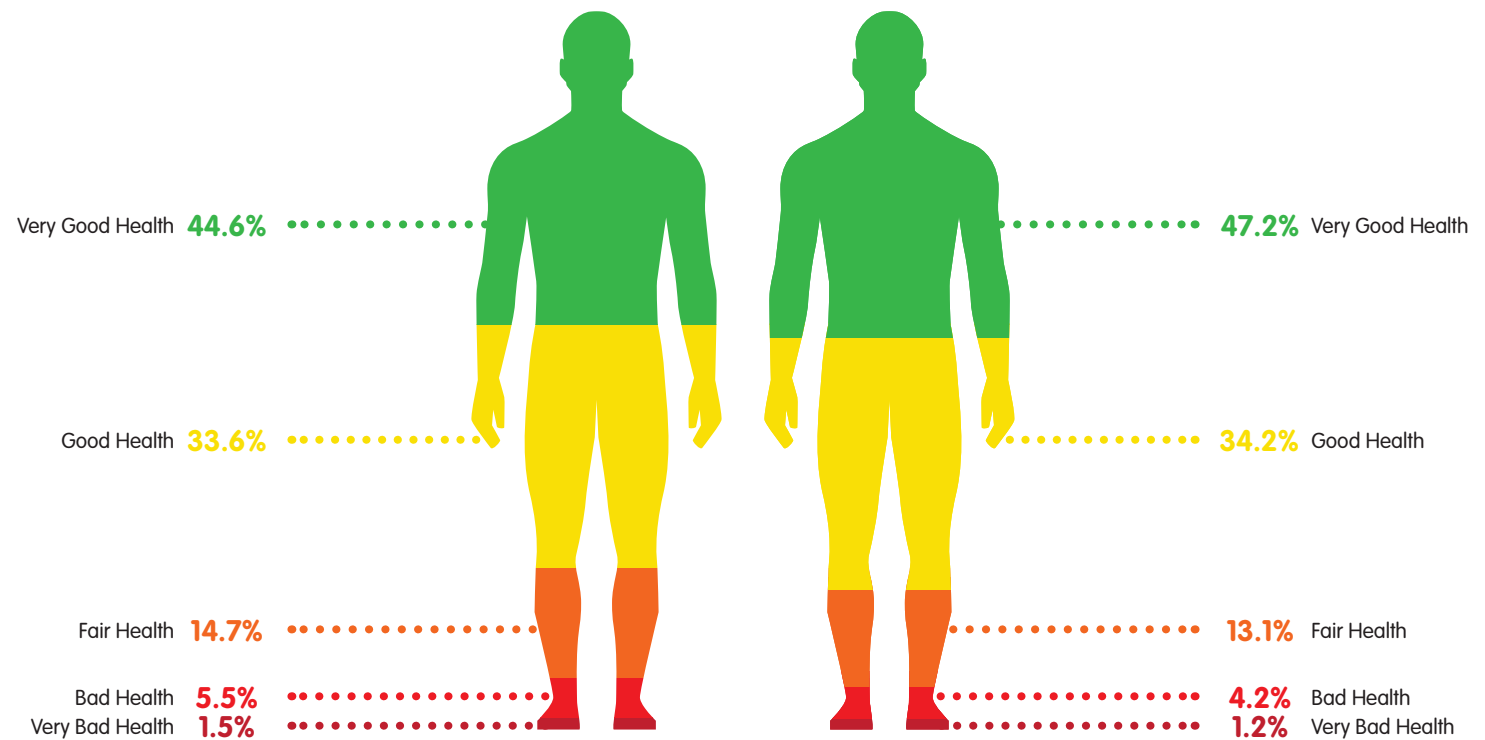
# General Health

## Tameside and Glossop

Source: Census 2011

## England

Source: Census 2011



## Tameside and Glossop Life Expectancy

(2017-2019)

## England Life Expectancy

(2017-2019)



## Tameside and Glossop Healthy Life Expectancy

(2017-2019)

## England Healthy Life Expectancy

(2017-2019)

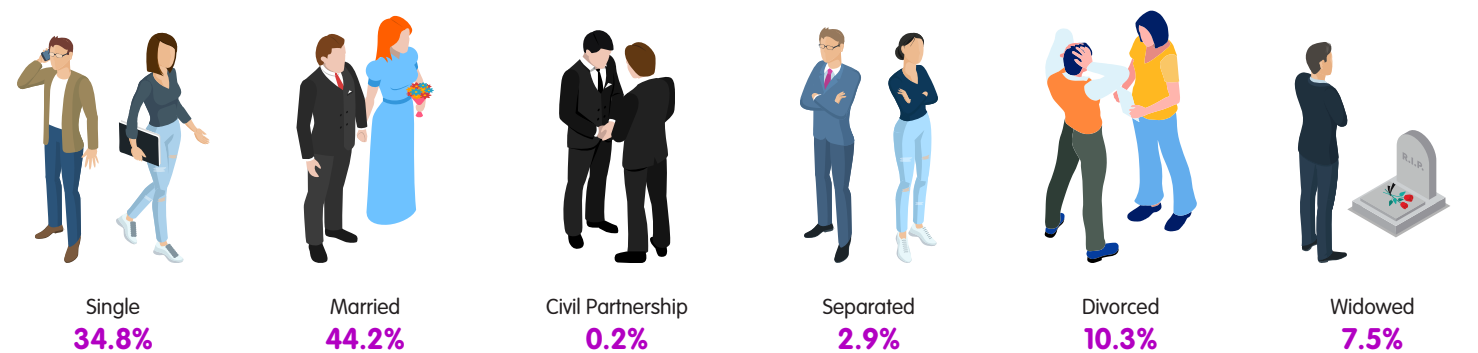




# Marital Status

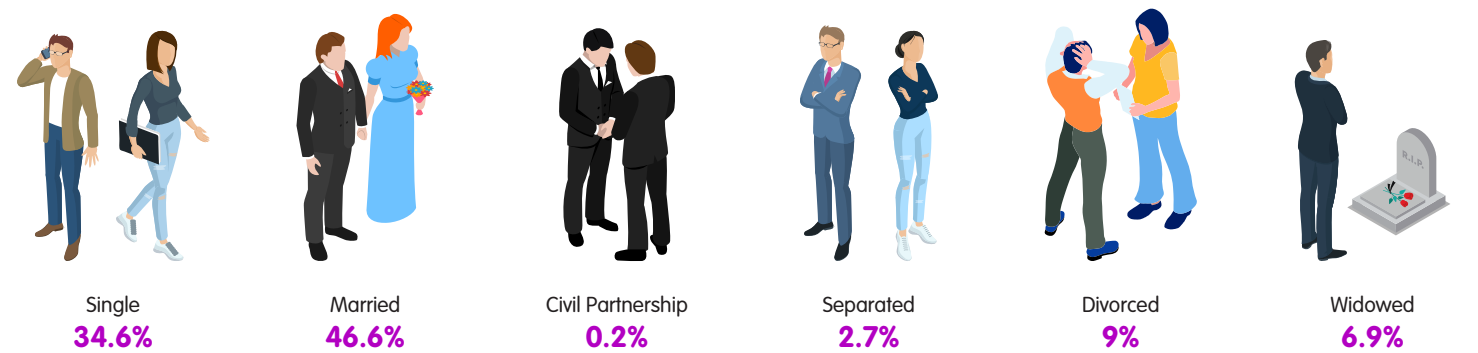
## Marital Status of Tameside and Glossop Residents

Source: Census 2011



## Marital Status of England Residents

Source: Census 2011



# OUR CORPORATE PRIORITIES

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

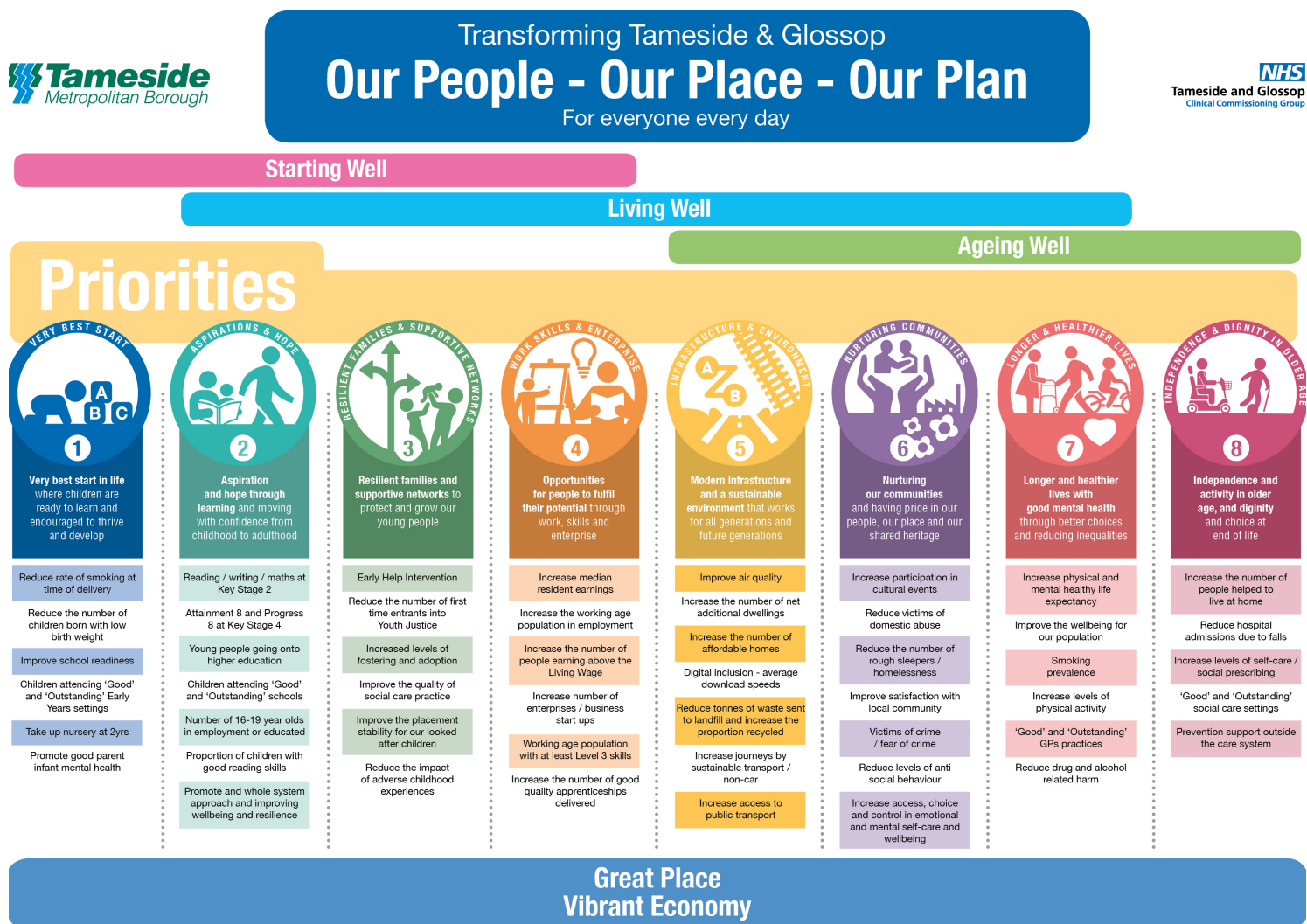
- Starting Well
- Living Well
- Ageing Well

The model is also underpinned by two visions:

- Great Place
- Inclusive Growth

## Corporate Plan

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



# CHALLENGES OF COVID-19



## Challenges of COVID-19

The Covid-19 pandemic has made the last 12 months extremely challenging not only for everyone in Tameside & Glossop, but nationally and globally. Every service provided by the Strategic Commission has been impacted in some way, driving the organisation to adapt its normal approaches. This has included services moving online, improving and expanding channels of communication, or establishing completely new services such as in the case of the humanitarian hub.

The Covid-19 humanitarian hub was set up to provide help and support to residents in need during the pandemic – whether that be in terms of food, medication or welfare support, or another ongoing need that arose as a result of Covid-19 (e.g. financial assistance).

The hub is very much a partnership approach – Tameside Council and Tameside & Glossop Clinical Commissioning Group working together with the VCSE sector through our partnership with Action Together and with other partner organisations such as social landlords.



date the humanitarian hub has provided support to over



**2,200 people**  
Vulnerable People



**500**  
Prescriptions delivered



**3,000**  
Food Parcels



Answer approximately  
**11,000 calls**



**600**  
Arranged Shopping Buddies

Existing services have become even more vital through the pandemic, with more local people relying on support from the Strategic Commission in some form.

Over the last 12 months, the Welfare Rights service has assisted 2,162 residents with requests for food parcels and advice on benefits and debt, and Exchequer Services have supported the administration of Business Rates relief paid to 4,739 businesses and Business Grants to over 4,000 businesses. Our Children's Service has supported schools, sending 49 emails to head teachers with Covid-19 updates, holding 22 Scenario Planning Task and Finish Group meetings, delivering 964 laptops to disadvantaged children and issuing 3,996 vouchers for Free School Meals. From April 2020 to January 2021 Tameside & Glossop GP practices have delivered 879,718 appointments, including 449,429 (or 51.1%) face to face appointments and 15,706 home visits.



The strong relationship between the Strategic Commission and the local voluntary and





community enterprise sector allowed the impacts of Covid-19 to be tackled together and a broad range of expertise to be drawn on. This meant that the response to Covid-19 in Tameside & Glossop was far more effective than if organisations had worked in isolation. In some cases the approach enabled organisations to collaborate and offer more holistic support to residents who were experiencing multiple issues.

This partnership approach is also in place for tackling inequalities, with the recently established Tameside & Glossop Inequalities Reference Group (IRG). IRG was established in November 2020 in response to how the coronavirus pandemic, and the wider governmental and societal response to this, has brought equalities (and indeed inequalities) into sharp focus. As we move from crisis management to recovery we need to ensure we are utilising evidence and research, alongside the experience of our own communities, to do all we can to reduce inequalities in Tameside & Glossop. IRG enables public sector organisations in Tameside & Glossop to work together to ensure this happens.

Although the pandemic has affected everyone in society in some way, there are groups within society who have experienced a more significant impact as a result of the outbreak. This is particularly true for older people, people with disabilities, those with multiple comorbidities, those in certain occupational roles, people in the most deprived communities, and those within our ethnic minority communities.

Tackling inequalities and ensuring equitable access to services has therefore been at the heart of the Strategic Commission's response to Covid-19. In this annual update of the One Equality Scheme more details will be provided on how the Strategic Commission has responded to the challenges of Covid-19 and how we will look to build back better and fairer.



## ACHIEVEING OUR OBJECTIVES

The following are examples of projects delivered by Tameside and Glossop Strategic Commission which highlight some of the good work across a wide range of service areas and equality groups.

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

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

### Case Studies

#### **Vaccinating our most vulnerable**

Our Covid-19 vaccination programme prioritises the most vulnerable in our society. To this end, we offered vaccinations to people who were supported into accommodation after previously being homeless. The Community Safety and Homeless team worked with the CCG and GPs to set up a vaccination centre at our community hub, the Town House. The service is doing a fantastic job with currently no rough sleepers in the borough and over 50 people supported into accommodation. All of these people were offered the vaccine in February, as well as the volunteers who work with them, with the team and volunteers driving people to the Town House.

Those who are at risk of rough sleeping or with no permanent address are some of society's most vulnerable and are a big risk in contracting and passing on Covid-19 and need our support.





## Covid-19 Vaccine centres

Ensuring that all of our Covid-19 vaccination sites are fully accessible has been vital to the rapid roll out of the vaccine. To date, over 100,000 Tameside & Glossop residents have received their first Covid-19 vaccine.

All of the vaccination sites/premises in Tameside and Glossop are fully accessible to the public by public transport, and by car. All of the sites/premises have access either via a ramp or are on a flat level, and all have circulation space wide enough for wheelchair users plus an accompanying person. All of the vaccination sites/premises have marshals and a standard operating procedure in place to cater for a variety of needs should there be particular bespoke requirements.

This includes marshals and staff on each site who can support a patient with transfer to a wheelchair and a wheelchair is kept on each site for use when required.

Patients who may fall into the morbidly obese category can also be catered for more easily by receiving their vaccination at the Hyde site which is a drive through model due to the risk and suitability of facilities to cater for this particular cohort of people.

Other key points to note in relation to physical accessibility at our Covid-19 vaccination sites include:

- All of our five primary care networks / neighbourhoods across Tameside and Glossop are vaccination sites/premises which is important to ensure there are fewer barriers for our harder to reach communities - reducing inequalities between different communities
- Patients can receive their vaccination at any of the sites/premises, regardless of which Primary Care Network their registered GP is in. This can reduce traveling times and allow people to make use of the drive-through facility at Hyde if required.
- Voluntary and Community sector organisations have been mobilised to support transporting patients from their homes to the vaccination sites to address potential transport issues.
- For patients in care homes and whom are housebound, vaccinators will travel to their homes to vaccinate them, ensuring the most vulnerable patients will receive their vaccination.

## GP Access during Covid-19

Ensuring that services have remained accessible throughout the pandemic has been a huge effort, often requiring normal approaches to be adapted. Throughout the pandemic, all GP practices in Tameside and Glossop have remained open to provide care for patients, in different ways. From April 2020 to January 2021



Tameside & Glossop GP practices have delivered 879,718 appointments, including 449,429 (or 51.1%) face to face appointments and 15,706 home visits. These numbers are even more impressive given that practices are also delivering the largest vaccine roll out programme in history. GP appointments are still being given face to face if clinically needed to ensure that all our patients have access to the health care they need.

### Digital Wellbeing Tameside & Glossop Project

The Covid-19 pandemic has highlighted the stark impact of digital exclusion in Tameside & Glossop. The Tameside and Glossop Digital Wellbeing Project – led by PCrefurb and Tameside & Glossop CCG – aims to help people who do not have access to technology. The project provides refurbished devices to people along with training to support them with using their devices to access day-to-day activities that improve health and wellbeing. The project has trained a network of Digital Champions, who help people to develop their skills and confidence in using devices to access online services. To date the project has refurbished and redistributed over 80 donated devices and trained up nine Digital Champions.



### Digital devices for disadvantaged children

Ensuring that children have access to digital devices and a reliable internet connection has been particularly vital during the Covid-19 pandemic. The Strategic Commission has coordinated making digital devices available for the most disadvantaged children in Tameside who don't have a computer at home. In partnership with schools and social workers, equipment has been delivered to eligible children and homes. So far the partnership have delivered nearly 1000 laptops and tablets for pupils who have a social worker and 144 laptops for disadvantaged Year 10 children, as well as 184 4G wireless routers.

### Free Town Centre Wi-Fi

SWIFT Wi-Fi is a free on-the-go Wi-Fi network that is available to anyone with a device in each of Tameside's nine towns. Users only need to sign up once to get online in any of Tameside's towns.

### CCG rated as outstanding

Tameside & Glossop Clinical Commissioning Group received a headline rating of 'Outstanding' in the CCG's annual assessment for 2019/20 for the second year running.

Key areas of strength and areas of good practice where the CCG's performance is in the best quartile in England are:

- Diabetes patients that have achieved all the NICE recommended treatment targets
- Provision of high quality care: primary medical services
- People with an urgent GP referral having first definitive treatment for cancer within 62 days of referral
- Improving Access to Psychological Therapies: recovery
- Estimated diagnosis rate for people with dementia
- Percentage of patients waiting 6 weeks or more for a diagnostic test
- Utilisation of the NHS e-referral service to enable choice at first routine elective referral



We were also rated 'Green' in our End of Year final finance and 'Green Star' – the highest rating – in our End of Year final Quality of Leadership rating. In addition, the CCG was awarded the Green Star rating for Patient & Community Engagement for the second year running, one of only 40 areas in the country to receive the highest possible score.

### Digital hospital appointments available

Tameside & Glossop Integrated Care Foundation Trust launched their [Attend Anywhere](#) service, which is a video consultation platform where patients can receive outpatient consultations with their care-giver remotely via a video conferencing platform.

Online appointments aren't always going to be appropriate for all patients, but where it is, they are an ideal alternative to a face to face appointment. This also helps the care journey by reducing the amount of time needed to attend an appointment and saving on expenses such as parking or having to use public transport.

### Tameside Council's Homelessness Team – Town Hub

Tameside Council's Homelessness Team have overseen a significant drop in rough sleeping in the borough. Between 2018 & 2019, Tameside recorded the highest percentage drop in rough sleeping in England from 42 down to just five – a reduction of 86%. A rough sleeper count on Thursday 9 July 2020 found no-one sleeping rough in Tameside. This is first time in almost 10 years that a rough sleeper count in the borough returned a zero result. A count in March 2021 also found no-one sleeping rough in the borough.

The team have achieved these outstanding reductions through an innovative approach. One example is the Town House in Ashton-under-Lyne – a centre that is not just an overnight hostel, but also a community hub providing wrap around care and support to people who are homeless and/or are vulnerable. The rough sleeping team based at the Town House will offer service users help with drug and alcohol addiction, mental and physical health problems, welfare rights, domestic abuse, vulnerability and even simple life skills such as cooking and personal hygiene.



### Poverty Truth Commission

The Strategic Commission are supporting the Tameside Poverty Truth Commission coordinated by Greater Manchester Poverty Action. The Poverty Truth Commission aims to involve people with experience of poverty in making decisions about tackling poverty. People in Tameside with lived experience of poverty will work alongside civic and business leaders to influence decision-making and share their stories. Working groups will be established to focus on a number of identified poverty related issues, steered by people with lived experience. By connecting civic and business leaders with ordinary people who have experience of poverty, decisions can be better informed and more effective.

### Independent Advisory Group

The Independent Advisory Group (IAG) meet on a weekly basis to discuss issues such as community cohesion in Tameside and act as independent advisors to the Community Safety Partnership. Membership of the IAG is voluntary and the group is chaired by the Strategic Commission's Community Cohesion Officer. The IAG aims to assist in improving services provided by the Community Safety Partnership to all communities, build public confidence in these services and ensure that these services respond sensitively to the needs to communities when incidents occur. The IAG does this by giving constructive, independent advice on strategy and policy to the Community Safety Partnership, assisting with communicating with communities, and providing support in managing critical incidents.

Our IAG has performed a crucial role during the pandemic – acting as a conduit for sharing important Covid-19 related messages with both community leaders and residents from minority ethnic backgrounds. Members of the IAG visited local Mosques and other places of worship to spread Covid-19 information and available support, and arranged meetings with local undertakers from all backgrounds to share details in relation to Covid-19 burials.



### Macmillan Welfare Rights team

The Welfare Rights team partnered with Macmillan Cancer Support to secure almost £2m of funding in the last year to support local people and families living with cancer. A dedicated Macmillan Welfare Rights Officer helps people who are diagnosed with cancer to make claims for benefits and follows through any changes of circumstances such as a patient or carer having to give up work. The officer also supports families with funeral and bereavement benefits. The flexibility and hard work by the Macmillan officer and the wider welfare rights team means they have continued to successfully reach out to people with cancer during the pandemic, securing additional benefits and grants for them in their time of greatest need.

**MACMILLAN  
CANCER SUPPORT**

### Alcohol Awareness Week

It is all too easy for our drinking to creep up, particularly during the pandemic. In support of [Alcohol Awareness Week](#), we encouraged people to speak up and think about the [link between alcohol and mental health](#). Staff shared their stories of drinking and of how they subsequently got the right support.

### The Tameside Citizen

Our free residents' magazine [The Citizen](#) is distributed to more than 100,000 households and businesses in Tameside three times a year.

We ran a survey to ensure that the magazine is reaching people and the information within it is relevant.

The Citizen is important for ensuring residents, especially those without online access, feel involved and informed in the council's work and support services as well as what is happening around the borough.



### Tameside Covid-19 Autism Support Pack

The Strategic Commission's Autism Team are aiming to reinforce the help and support available to those in Tameside with Autism, adapting the service to combat uncertainty posed by coronavirus and lockdown. This has included producing a Tameside Covid-19 [Autism Support Pack](#). The support pack includes information on the diagnosis and referral process, along with a range of resources that can help support people with autism and their carers.

### Active Tameside's "Everybody Can"

Active Tameside's innovative "Everybody Can" scheme for people with complex needs starts supporting people from the age of three and has a person-centred approach that promotes independence. It gives a voice to young people and young adults in social care by providing opportunities for community interaction. It teaches life skills and improves health and wellbeing through sport and yoga. Some sessions feature pets and there are visits to allotments.

The Everybody Can scheme was adapted to take place during Covid-19 restrictions, providing a safe place for people with complex needs to exercise and interact with other people throughout lockdowns. Both participants and their families said being able to attend Everybody Can was absolutely vital for their wellbeing, potentially avoiding crisis scenarios that may have occurred at home. The Active Tameside team have even been able to provide basic personal care services, such as haircuts and shaving. The scheme was even covered by ITV News - a clip from the programme can be viewed [here](#).



### Improving playgrounds

Playgrounds are one of the Strategic Commission's best assets. They are free to use, open every day, and provide the perfect opportunity for children to get out into the fresh air. That's why the Council has agreed to invest £600,000 in them over the next two years. Making sure our play areas are in top condition helps us to increase physical activity in the area, which is a key element of our corporate plan.



the overall health of the borough is to be improved, people need to be enabled to exercise. The work - which includes replacing some equipment and safety surfacing, painting railings, new bins and benches, and footpath repairs – also supports our efforts to create a more attractive borough that is a welcoming place to live and work.

### Library events go online

As the successful [Tameside Loves Reading](#) campaign shows, literacy is of central importance to our organisation. Through mentors, libraries and numerous events we are passionate about encouraging a love of reading.

The annual readers and writers' festival and the ever-popular [Story Makers](#) sessions went online last year due to the pandemic. The festival - entitled [Digital Words](#) - offered a chance to meet some of the UK's most popular authors as well as a family poetry show and writing workshops. Story Makers, which returned for a fourth time with a new theme of "Be Kind".



The success of these virtual events led to the establishment of Tameside's first children's book festival – Ready, Steady, Read. Using Zoom, almost 3000 children and 240 adults from 22 schools were able to engage with authors, illustrators and storytellers to enhance their experience of children's literature. The festival also went some way to replacing school visits to libraries, which have been prevented by lockdowns. Going online only made library events more accessible, with many people able to participate from home.

### Digital Museums and Galleries

The Museums and Galleries Service created online content for schools that linked with both Tameside's heritage and the national curriculum. The educational packages were freely available to all schools in Tameside and consisted of short films, curriculum linked resources, images of objects and items from Tameside's museums, galleries and local studies collections. Over 800 visits were made to the resources pages since it was launched to schools in June 2020. The Museums and Galleries Service also created online exhibitions relating to our natural history collection to ensure they were still accessible throughout lockdowns. Over 1500 visits were made to the webpages.

### Tameside Music Service at Home

Tameside Music Service (TMS) created content for online sessions available every weekday to help entertain and educate during lockdowns. TMS at Home is designed to be suitable for all ages, so that everyone can join in.



The new sessions include:

- Tutor Takeover
- Student Spotlight
- Songs for Little Ones
- Song writing Sessions
- Pots + Pans = Percussion
- Tameside Youth Choir, which is held via Zoom on a weekly basis.

### Team Around Approach video

The Team Around Approach involves several agencies coming together to ensure that problems and worries are dealt with at the earliest opportunity and that families have all the support they require. It's part of the organisation's Early Help strategy - ensuring that every child is given the care and attention they need to thrive and develop. The team produced a video to raise awareness of the initiative with families that may be in need of support. The video also showcases the importance of partnership working. It can be watched [here](#) or alongside details about the initiative on our [website](#).

### Support for the LGBT+ community

Face to face, online and over the phone support have been available for Lesbian, Gay, Bi-Sexual and Transgender+ (LGBT+) people, schools and youth services in Tameside throughout the pandemic.

Weekly LGBT+ support groups run by Tameside Council for young and older people take place twice a week. Residents can choose to take part over the phone or face to face adhering to strict Government socially distanced guidelines. One to one sessions have also been available.



### LGBT+ Adoption & Fostering Week

Two of our foster carers – Katie and Joanne – helped to highlight the annual LGBT+ Adoption and Fostering Week. You can listen to Katie and Joanne and other local authority foster carers share their incredible experiences [here](#). People who foster for their local authority give local children the chance to experience a stable and loving family life and to remain within their local area. This means that local authority foster carers are helping children to stay close to friends and family, and to remain in the same schools, at what can be a very unsettling time in their lives. We need foster carers from all backgrounds to look after children of all ages.

### Tameside Digital Pride 2020

Tameside Pride moved online in 2020 for the annual celebration of diversity, tolerance and equality. Over 150 attendees joined in with the virtual evening that was streamed through the Tameside Pride [website](#) and via Facebook. The event raised money for local charities and Tameside Hospital.



## National recognition / award shortlisting

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

### 2021

#### 11 March 2021

iNetwork Innovation Awards		
Effective Information Sharing & Security Award Winner	NAFN Data and Intelligence Services (Tameside MBC)	Winner
iStandUK Award	NAFN Data and Intelligence Services (Tameside MBC)	Shortlisted
Covid-19 Response Recognition	NAFN Data and Intelligence Services (Tameside MBC)	Shortlisted

### 2020

#### 4 September 2020

HSJ Value Awards		
Specialist Service Redesign Initiative	Place Based Paediatrics	Winner
Acute Service Redesign Initiative	Integrated Urgent Care Team - Home First	Winner
Acute Service Redesign Initiative	The introduction of an interactive appointment reminder service to reduce Outpatients DNA's	Shortlisted
Acute Service Redesign Initiative	Improving System Flow - Tameside and Glossop System Approach to reducing Stranded and Super Stranded Patients	Shortlisted
Acute Service Redesign Initiative	Place Based Paediatrics	Shortlisted
Primary Care or Community Service Redesign Initiative	District Nursing Service Redesign – A service fit for the future	Shortlisted
System or Commissioner Led Service Redesign Initiative	Living Well at Home Redesign through collaborative care planning	Shortlisted
System or Commissioner Led Service Redesign Initiative	Tackling Social Demand in General Practice through a collaborative asset based approach	Shortlisted
Cancer Care Initiative of the Year	Creating a psychological therapy service for people living with cancer	Shortlisted
Cardiovascular Care Initiative of the Year	Stroke/Atrial Fibrillation Project	Shortlisted
Diabetes Care Initiative of the Year	A review of administration of insulin in the community setting – pilot scheme to for care home staff to deliver insulin injections, supported by District Nursing	Shortlisted
Respiratory Care Initiative of the Year	COPD Therapy Review Service	Shortlisted
Clinical Support Services Award	First Contact Practitioner	Shortlisted
Clinical Support Services Award	Establishment of a local gram negative blood stream infection group to improve knowledge of blood stream infection (GNBSi) and basic measures to reduce in risk in the community setting in care homes and the wider community	Shortlisted
Operations and Performance Initiative of the Year	New models of care using a data driven service transformational approach	Shortlisted
Finance Team of the Year	Generating Efficiencies through Engagement	Shortlisted
HSJ Value Award of the Year	CARE TOGETHER - an integrated approach to health and care in Tameside & Glossop to improve population health	Shortlisted

14 September 2020

### Patient Experience Network National Awards

Integration and Continuity of Care	Partnership Engagement Network	Shortlisted
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1 October 2020

### HPMA HR In Excellence Awards

The University of Bradford Award for Cross-Sector Working	GM Blended Roles Programme	Winner
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2 October 2020

### Municipal Journal (MJ) Awards

Rising Star	Katie Sheriff, Payments Manager	Winner
Innovation in Property and Asset Management	Tameside Council's Markets Team	Winner

28 October 2020

### Local Government Chronicle (LGC) Awards

Driving Efficiency Through Technology	Digital Health Centre	Winner
Public/Public Partnership	GM wide OD Directors collaboration	Winner
Children's Services	Children's Homes	Shortlisted
Digital Impact	TDIC, AOD, free WiFi, Hack, Coder DoJo, Duke of York etc.	Shortlisted
Business Transformation	GM Regulatory - GM local authorities with GMFRS	Shortlisted
Future Places	Vision Tameside incorporating Tameside One, Market Square, Transport Interchange, TDIC, Ashton Old Baths, free WiFi, Denton Wellness (plus others, e.g. Hyde Pool), Science Park etc.	Shortlisted
Public/Public Partnership	Veteran Friendly Approach to Primary Care	Shortlisted

28 October 2020

### Local Government Chronicle (LGC) Awards

Driving Efficiency Through Technology	Digital Health Centre	Winner
Public/Public Partnership	GM wide OD Directors collaboration	Winner
Children's Services	Children's Homes	Shortlisted
Digital Impact	TDIC, AOD, free WiFi, Hack, Coder DoJo, Duke of York etc.	Shortlisted
Business Transformation	GM Regulatory - GM local authorities with GMFRS	Shortlisted
Future Places	Vision Tameside incorporating Tameside One, Market Square, Transport Interchange, TDIC, Ashton Old Baths, free WiFi, Denton Wellness (plus others, e.g. Hyde Pool), Science Park etc.	Shortlisted
Public/Public Partnership	Veteran Friendly Approach to Primary Care	Shortlisted

## 10 November 2020

### HSJ Patient Safety Awards

Urgent and Trauma Care Safety Initiative	Integrated Urgent Care Delivered at Home - Delivering Crisis Response with 2 hours and re-ablement within 2 days (Tameside and Glossop ICFT and Tameside MBC)	Winner
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## 26 November 2020

### Smarter Working Live Awards

Asset Management Innovation	Tameside One	Winner
Special Recognition	Tameside One	Shortlisted

### North West Regional Construction Awards

Sub-regional Project of the Year Award – Manchester	Tameside Wellness Centre	Shortlisted
Sub-regional Project of the Year Award – Manchester	Tameside One	Shortlisted
Sub-regional Project of the Year Award – Manchester	Ashton-under-Lyne Interchange	Shortlisted
Integration & Collaborative Project Award	Ashton-under-Lyne Interchange	Shortlisted

## 2 December 2020

### LAPF Investment Awards

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

## Case Studies

### **Inequalities Reference Group**

Tameside & Glossop Inequalities Reference Group was established in November 2020, in response to how the coronavirus pandemic, and the wider governmental and societal response to this, has brought equalities (and indeed inequalities) into sharp focus. As we move from crisis management to recovery we need to ensure we are utilising evidence and research, alongside the experience of our own communities, to do all we can to reduce inequalities in Tameside & Glossop. IRG enables public sector organisations in Tameside & Glossop to work together to ensure this happens.

The group is chaired by Councillor Leanne Feeley, Executive Member for Lifelong Learning, Equalities, Culture and Heritage. Membership of the group is made up of representatives from a range of public sector and VCSE organisations across the area, including:

- Action Together
- Children in Care Council
- Diversity Matters North West
- Infinity Initiatives
- LGBT Foundation
- Maternity Voices Partnership
- People First Tameside
- Tameside & Glossop Clinical Commissioning Group
- Tameside & Glossop Integrated Care NHS Foundation Trust
- Tameside Council (including elected members)
- Tameside Independent Advisory Group
- Tameside Youth Council
- Tameside, Oldham and Glossop MIND
- The Anthony Seddon Fund
- The Bureau (Glossop)

The group meet on a quarterly basis to share progress on inequalities work, discuss emerging issues and discuss chosen areas of focus. Current areas of focus include:

- Community Cohesion
- Digital Inclusion
- Emotional wellbeing (isolation and loneliness)
- Reducing barriers to accessing information
- Voice of people with learning disabilities
- Voice of people with physical disabilities
- Young people

Our local approach aligns with the wider work in Greater Manchester regarding equalities. In October 2020 an independent Inequality Commission was launched to explore the causes of inequality across the region through academic research and stakeholder engagement. The Commission is designed to act as a critical friend for Greater Manchester, be challenging and radical. The Commission released its first report in March 2020, outlining a vision to enable good lives for all in Greater Manchester and a series of recommendations to be adopted.

Key recommendations include:

- Put wellbeing and equality goals at the heart of the Greater Manchester Strategy
- Create a People's Taskforce to put power into people's hands at every level of Greater Manchester and a People's Assembly to contribute to priority setting
- Establish an independent Anti-Discrimination body to tackle breaches of the Equality Act.
- Develop a GMCA Race Equality Strategy
- Set an ambitious target for every employer in Greater Manchester to pay the living wage and offer living hours by 2030
- Create a Community Wealth Hub
- Move towards universal basic services in which education, health, childcare, adult social care, housing, transport and digital connectivity are provided to all

A Tackling Inequalities Board, made up of senior leaders and equality representatives of public services in Greater Manchester, has also been established to provide leadership of activity to address inequality, support collaboration and challenge policy makers. The Tackling Inequalities Board is chaired by Councillor Brenda Warrington, Executive Leader of Tameside Council.

A series of Greater Manchester Equality Panels have also been established to represent a number of different protected characteristic groups. These panels champion community inclusion and social justice and advise the Mayor of Greater Manchester and the Greater Manchester Lead for Ageing and Equalities (Councillor Brenda Warrington) on the challenges faced by people linked to their identity. Their role is to proactively support and challenge the Combined Authority and its regional partners to develop effective solutions to tackle inequality and increase equity. There are currently six established panels with a further one proposed:

- Youth Combined Authority
- Disabled People's Panel
- Race Equality Panel
- LGBTQ+ Panel
- Women and Girls' Panel
- Faith Equality Panel
- Older People's Panel (proposed)

### Workforce data

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

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

### Gender pay gap

All public sector employers with over 250 employees are required to publish information about gender pay gaps annually by 31 March each year. A full analysis of the figures for the council's gender pay gap for the year 2020/21 can be found [here](#).

Tameside's mean gender pay gap is +1.52% meaning that on average females have lower pay than males. The positive mean percentage reflects that men on average earn more due to there being more men populating the senior jobs within the Local Authority. Whilst this demonstrates there is a gender pay gap of +1.52%, this does compare favourably with the national gender pay gap of +15.5%.

Overall there is 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. However the median gender pay gap is -6.14% highlighting that females, on average earn more than males. This higher median percentage reflects that more females populate jobs that are in the middle pay range (pay grades F to H).

Tameside's low gender pay gap has been achieved through a variety of means, in particularly:

- Promotion of flexible working and family friendly procedures
- Application of a rigorous process for job evaluation and payment principles

We will continue to monitor our workforce, empower talent at all levels and support flexible working approaches to enable people to grow and develop within the organisation

## Equality Impact Assessments

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

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

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



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



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

## Case Studies

### Oliver McGowan Learning Disability and Autism Training

Throughout January, February and March 2021, all Council and CCG staff were offered the opportunity to take part in the Oliver McGowan awareness training in both Learning Disabilities and Autism.

The training involves a series of e-learning modules and tests, followed by two tutorials. The tutorials are facilitated by Tameside Council and Pennine Care staff, with Greater Manchester residents who are autistic or have a learning disability leading the sessions.

The training raises awareness of how organisations should be serving autistic people and people with learning disabilities.



### Workforce Race Equality Standard (WRES)

The aim of the WRES is to support NHS organisations to make sure employees from ethnic minority backgrounds have equal access to career opportunities and receive fair treatment in the workplace. NHS Tameside and Glossop Clinical Commissioning Group (T&GCCG) has two roles in relation to the WRES:

- As a commissioner the CCGs Improvement and Assessment framework requires CCGs to give assurance to NHS England that providers are implementing and using WRES, and action plans should be part of the contract monitoring process.
- As an employer each CCG must use and analyse the WRES data to improve workplace experience and representation at all levels for staff from all ethnic backgrounds as well as other characteristics under the Equality Act 2010. The CCG should also produce and publish a report using the WRES reporting template, and produce a WRES action plan.

In August 2020 a WRES report for NHS Tameside & Glossop Clinical Commissioning Group was submitted to NHS England. An associated action plan has also been produced and is updated on a quarterly basis. Both the WRES report and copy of the action plan for 2020 / 21 can be found [here](#).

### Greater Manchester Workforce Race Equality Standard (WRES)

Tameside & Glossop Strategic Commission also submits workforce race equality data on a quarterly basis that feeds into a Greater Manchester wide WRES for all public sector organisations in the region. This provides a benchmark to measure how Greater Manchester is tackling workplace race inequality. The Strategic Commission reports on metrics such as:

- Percentage of staff from an ethnic minority background at each pay level of the organisation mapped against overall staff in the organisation. (Including Executive Board Members)



- Likelihood of British Asian Minority Ethnic staff shortlisted and appointed after shortlisting compared with white staff
- Annual measurement of the ethnicity pay gap
- Likelihood of staff from an ethnic minority background being investigated through formal disciplinary process compared to White staff
- Likelihood of staff from an ethnic minority background being dismissed after entering formal disciplinary process compared to White staff

### Modern Day Slavery training

Vulnerable people can be at risk of modern day slavery, so it is important that our workforce are equipped with the skills to identify the issue and know how it can be tackled. Staff participated in a Modern Day Slavery training event, delivered by Programme Challenger, with Tameside Council staff inputting into its development. The training covered the basics of modern day slavery, before moving to focus on 'spotting the signs' and the link between slavery and other risk factors. Greater Manchester level data on trafficking – a form of modern day slavery – was shared and the power of data in tackling the issue was highlighted.

### Race Equality Change Agents

The **Greater Manchester Race Equality Change Agents Programme** (RECAP) was launched by Greater Manchester Combined Authority (GMCA) along with the NHS in Greater Manchester. The programme aims to create cohorts of 'Change Agents' – volunteers from the public sector who want to make a change in their organisation to contribute toward racial equality.

RECAP is a 6-month programme, with volunteers attending monthly seminar sessions and weekly drop in sessions that support a race-equality based project in their own organisation. A number of Tameside & Glossop Strategic Commission staff members have been encouraged to complete the programme, and in the process have helped to implement projects within the organisation, such as establishing the REACH Staff Network and increasing the number of people who state their ethnicity on their profiles

The second cohort of the programme is currently underway, with Strategic Commission staff again in the process of designing projects to promote race-equality in the organisation.

### REACH Network

A Tameside and Glossop REACH Network has recently been established. The Network is chaired by a member of staff nominated by the network themselves.

The network have developed a work plan for 2021, which includes providing a forum where staff members from an ethnic minority background can share experiences and discuss difficult situations in confidence, ensuring that induction and training processes meet staff needs and develop an equality and diversity training package for all staff. The work plan will



be implemented during the course of 2021.

### **Disability Confident accreditation**

The Strategic Commission have been reaccredited with Disability Confident, which recognises how we are thinking differently about disability and taking action to improve how we recruit, retain and develop disabled people. Being Disability Confident is a unique opportunity to lead the way in our community and discover people who bring valuable skills and experience to our organisation.

As a Disability Confident Employer we:

- have undertaken and successfully completed the Disability Confident self-assessment
- are taking all of the core actions to be a Disability Confident employer
- are offering at least one activity to get the right people for our business and at least one activity to keep and develop our people.

### **Mindful Employer Charter accreditation**

We have been reaccredited with Mindful Employer for Employers Positive about Mental Health'. This charter helps us as an organisation to be recognised as an employer that is working towards better mental health in the workplace. As an employer, we recognise that people experiencing mental ill health continue to report stigma and discrimination at work. Having signed the 'Charter for Employers Positive about Mental Health', we are committed to creating a supportive and open culture, where colleagues feel able to talk about mental health confidently, and aspire to appropriately support the mental wellbeing of all staff.



As an employer, we have made an on-going commitment to:

- Provide non-judgemental and proactive support to staff experiencing mental ill health.
- Not make assumptions about a person with a mental health condition and their ability to work.
- Be positive and enabling towards all employees and job applicants with a mental health condition.
- Support line managers in managing mental health in the workplace.
- Ensure we are fair in the recruitment of new staff in accordance with the Equality Act (2010).
- Make it clear that people who have experienced mental ill health will not be discriminated against, and that disclosure of a mental health problem will enable both the employee and employer to assess and provide the right level of support or adjustment.

### **New Mandatory Equalities, Diversity and Inclusion eLearning training**

As part of the Councils and CCG's commitment to combating discrimination and overcoming discriminatory barriers, we launched two new mandatory eLearning courses to emphasise the importance and value of Equality, Diversity and Inclusion to raise awareness of the impact of Unconscious Bias and how we can strive to combat this.

The first module – Equality and Diversity – focusses on inclusion and the benefits it brings to the workplace. The course discusses protected characteristics and explains the problems surrounding prejudice and discrimination. The second module – Unconscious Bias – gives a clear insight into the development and impact of unconscious bias, and provides an understanding of the benefits of awareness.

## Supporting Menopause at Work

Studies have shown that menopause symptoms can have a significant impact on attendance and performance in the workplace, which is why the Strategic Commission has developed a guide to Supporting the Menopause at Work. This guide will support those employees going through menopause, whilst offering practical guidance for line managers on how to hold open and honest discussions and improve workplace environments.

The guide has been complemented by menopause awareness sessions delivered to staff. The sessions received excellent feedback and future sessions will be held to further build up awareness.

## All Equals Charter

In February 2020, Tameside & Glossop Strategic Commission received accreditation from the Manchester Pride charity as a 'Good Practice' organisation following our implementation of the All Equals Charter. This is a reflection of our commitment as an organisation to providing accessible and good quality services to all residents and members of our workforce - including people of all sexualities and gender identities. We were the first local authority and CCG to adopt the charter, which sets out a series of principles, values and commitments to inclusion that we must enshrine to support the inclusion and equality of the LGBT+ community, both as employees and residents of the communities we serve. Representatives from Manchester Pride praised our comprehensive and up to date policies on preventing hate and discrimination; our LGBT+ focus in campaigns and; consideration of the LGBT+ community in change processes. The grade was assigned by the charity, who helped us to devise an action plan on how we can improve the inclusion of people of all sexualities and gender identities. Tameside & Glossop Strategic Commission were invited to speak on a panel at the Manchester Pride Conference to share learning as a 'good practice' organisation in our commitment to inclusion for LGBT+ staff and residents.

Accreditation is an annual process and we are already working with Manchester Pride to undertake the self-assessment process again to identify our progress and set further goals for 2021. We are in a unique position to lead the way for promoting LGBT+ equality across the region and support Pride's goal of making Greater Manchester a welcoming place for everyone.

## Greater Manchester Good Employment Charter

Tameside & Glossop Strategic Commission is a member of the Greater Manchester Good Employment Charter. This recognises our organisation's commitment to providing work that is secure, flexible and fairly paid, ensuring our employees are developed, well-managed and engaged, with their health and wellbeing a top priority. The charter is the first of its kind in the UK and aims to improve employment standards across Greater Manchester, and as a member we are among the local employers leading the #GoodEmployment movement.



## Safe & Sound Decision Making Training

Tameside & Glossop Strategic Commission continue to build on its approach to evidence-based decision making, ensuring that requirements are met in terms of equality and diversity, quality and consultation, and engagement (including ongoing patient participation).

When undertaking a change in service provision and/or a commissioned contract, targeted work is required to ensure any decision to change that service/contract is done so supported by an evidence base that has regard to the law and the impact on quality, equalities, and the public, patients and service users. The ongoing work referred to above is the starting point but additional information gathering, analysis and impact assessment is also required. The approach has three elements and is designed to ensure there is an appropriate understanding of impact before any change is made. In order to do this it is appropriate to:

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



## Building Leadership for Inclusion Programme

The Building Leadership for Inclusion Programme aims to develop a cohort of leadership across Greater Manchester responsible for addressing race equality in their organisation. Tracy Brennand, Assistant Director for People and Workforce Development, represents the Strategic Commission on the programme. Monthly sessions and Action Learning Sets are held to support leaders to process their learning and put into action the ideas they develop.

## Tackling low mood and anxiety through winter

Managing wellbeing has been important throughout the pandemic, but even more so during winter lockdowns. To equip our workforce with the tools they need to manage their wellbeing, we ran 'Wellbeing: It Starts with you' sessions to embed good wellbeing practices into the working day. Alongside [Healthy Minds](#), we also delivered a number of emotional wellbeing workshops to manage wellbeing through the winter months.

These interactive and supportive sessions begin by looking at why the coronavirus pandemic can have such a prominent effect on people's mental health. Trained Health Practitioners shared how the darker days and longer nights can impact mental health and shared tips on how to manage through the winter months. Cognitive Behavioural Therapy (CBT) based techniques were also shared, which can help attendees to manage any anxiety and low mood through winter.



## Supporting our workforce through Covid-19

Our workforce is our most important asset as an organisation, so supporting them through Covid-19 has been a major focus of the last 12 months. The significant changes to the way we work has been challenging for everyone in the organisation, so we've made sure that there is a suite of support available for staff. Enabling staff to continue to be flexible with their working hours has also been key, particularly for those working at home with parental responsibilities. Communication has also been key – whole workforce briefing sessions were held to ensure staff had the information they needed and the opportunity to ask questions.

To understand the needs and views of staff working through the pandemic, we conducted a workforce-wide survey. At the time, 51% of those staff working from home said that it had been better for them, most staff thought they were able to work more flexibly, and nearly 80% felt that they had been well supported by their manager through the pandemic. Demographic information was also collected through the survey, enabling the views of staff from different protected characteristic groups to be compared and issues affecting specific groups to be identified. Key insights by demographic include:

- Male (94%) and female (96%) respondents both felt that they had worked more flexibly or with the same flexibility during the pandemic. Both male (85%) and female (87%) respondents also reported feeling supported or extremely supported by their manager.

- Respondents from an ethnic minority background (59%) were more likely than white respondents (51%) to say that working from home had been better for them than being in an office.
- Respondents under-20 were less likely to feel positively about working from home during the pandemic, with 40% disagreeing that working from home was better for them (compared to only 8% of respondents aged 60-65). Furthermore, 75% of respondents under-20 would not choose to work from home permanently, compared to only 18% of respondents aged 60-65.
- Respondents with disabilities were more likely than non-disabled respondents to feel there were barriers to accessing support from Mental Health First Aiders (18% compared to 7%). More disabled respondents felt that their physical (33%) and mental wellbeing (39%) was worse than prior to the pandemic (compared to 26% and 34% respectively for non-disabled respondents).
- Over half of respondents with caring responsibilities (51%) stated that working from home had been better for them.

### Workplace Wellbeing

The importance of talking about mental health, particularly as we all face current challenges cannot be overstated. The Organisational and Workforce Development Team have created a dedicated page for the Council and CCG with guidance on the different ways we can increase our connections. For people who are feeling vulnerable or distressed, having a strong sense of connection is an important part of suicide prevention. A guide was also produced to aid our workforce in supporting others and spotting the signs.

### Greater Manchester Wellbeing Toolkit

The Greater Manchester Wellbeing Toolkit was launched to help support staff to be at their best. The interactive online toolkit provides support on keeping well physically, practically and psychologically, as well as top tips on how others can be supported and the help that is available.





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

### Case Studies

#### Engagement and Consultation in 2020/21

- Delivered the joint Budget Conversation exercise for Tameside and Glossop Strategic Commission.
- Tameside & Glossop CCG achieved a Green Star rating for the Patient & Community Engagement indicator in the CCG Annual Assessment for the second year running, one of only 40 organisations to receive the highest possible score.
- Facilitated over 60 thematic engagement projects
- Received over 4000 engagement contacts during 2020/21 (excluding attendance at virtual events).
- Delivered five bespoke virtual engagement sessions regarding the impact of Covid-19 during the Summer of 2020. One session was specifically for children and young people.
- Delivered two virtual PEN Conferences, with over 150 attendees.
- Supported 34 engagement projects at Greater Manchester level.
- Promoted 27 national consultations where the topic was of relevance or could have an impact on Tameside and Glossop.

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



**Tameside & Glossop  
Partnership Engagement  
Network (PEN)**

Examples of local consultations undertaken by the Strategic Commission in 2020/21 include:

- Impact of Covid-19 and Building Back Better
- Walking and Cycling to Allow Safer Social Distancing
- Low Carbon and Environment Strategy
- Special Educational Needs and Disability Service Questionnaire
- Reopening the High Street Safely
- Budget Conversation 2021/22
- Active Tameside consultation
- Community Safety Strategy
- Inclusive Growth Strategy
- Droylsden Library

### **Impact of Covid-19 and Building Back Better**

The Strategic Commission conducted a survey to gather resident's experiences of the pandemic and their views on how we can Build Back Better as an area. The survey ran from 31 July to 1 September 2020 and received 455 responses in total.

The survey was complemented by five virtual engagement sessions, with over 55 participants attending across all sessions. Participants included members of the public, stakeholders, partners, and voluntary, community and faith sectors, alongside representatives from Tameside Council, NHS Tameside and Glossop Clinical Commissioning Group and Tameside and Glossop Integrated Care NHS Foundation Trust.

Each session was facilitated by a local leader and focussed on a specific Covid-19 related topic. Participants were invited to have their say on the topic of the session, drawing on their personal experiences of the pandemic in their capacity as a local resident, patients, service user or other stakeholder. The specific topics were

- How do we get services back open safely?
- What have been the impacts on the most vulnerable members of our community and what is the learning for the future in terms of inequalities?
- Living with Covid-19 and preventing future outbreaks
- How do we do things differently in the future based on our experiences of Covid-19?
- Bespoke Young Person's engagement session
- Key themes from the survey and the virtual engagement sessions included:
- Clear, effective and locally targeted communication is important
- Mental health and social isolation was a key concern

- Concerns around digital exclusion – participants spoke about the positives of digital services but warned about the risks of excluding people with no access.
- Ability for people to access services, particularly GP practices and other health services
- Vaccinations – both for flu and Covid-19 – were a key focus for many participants
- A report with more information about this engagement work during Covid-19 can be found [here](#).

### Tameside Covid-19 Community champions

Keeping residents fully informed throughout the pandemic has been vital to limiting the spread of Covid-19 in the area. The Covid-19 Community Champions Network was established to provide residents and workforces with the coronavirus information they need to lead the way in their community. Community champions play a key role in acting as message carriers and leading by good example. To enable this, the Council ensures that timely and accurate information is shared with community champions to support them to respond to and reassure residents within their community. The network runs two sessions each week (one during the working day and the other in the evening) over Zoom to share information and good practice.



These sessions are:

- **Community champions information sessions:** An update on the data and Tameside's current position, as well as the opportunity for questions & answers.
- **Community champions catch-up sessions:** An informal conversation about what is/isn't working, queries from participants and sharing of good practice and ideas.

To date, 242 people have signed up to be a community champion, with numerous organisations represented. The network has continued to grow since it was launched

You can sign up to become a Community Champion [here](#).





## The Budget Conversation 2021/22

Together the Council and CCG are responsible for a huge range of services, spending £974 million a year on supporting local people and businesses. For 2021/22 we had to agree a budget that would deliver on our priorities and produce savings. It was estimated that the organisation needed to save over £60million in 2021, largely due to the costs of Covid-19.

We wanted to find out the public's views on how the organisation should spend the money available. The Budget Conversation was held from 2 November 2020 to 6 January 2021, consisting of an online survey and virtual public engagement sessions. In addition, over 20 dedicated virtual engagement sessions were held with a variety

of community groups including Ashton Sixth Form College, Tameside College, People First Tameside, Tameside Carers Group and Tameside Youth Council.



The feedback gathered was used to advise the setting of the Council and CCG's budget for 2021/22.

Common themes and priorities for spending from responses included:

- Adult social care
- Children's social care
- Education
- GP / Health Services
- Infrastructure / street maintenance

Participants were also asked for suggestions of how to deliver services more efficiently, save money or raise revenue.

Top responses include:

- Improve estate efficiency
- Involve community
- Reduce staff costs
- Reduced cost of Councillors
- Better integration of services

A full breakdown of the Budget Conversation analysis can be found [here](#).

## Walking & Cycling Consultations

There has been a range of walking and cycling consultations over the last 12 months, with the UK Government providing multiple rounds of funding for active travel schemes throughout the pandemic.

### New walking & cycling measures to allow safe social distancing

- 21 May 2020 – 2 June 2020
- A survey asked people for their views on creating safer pavements and areas of walking and cycling. This often meant extended pavements for better social distancing – including the installation of cycle lanes on the pavement of Lord Sheldon Way.
- 462 responses were received, with generally supportive feedback. However, many comments related to how the scheme on Lord Sheldon Way could be improved.

More information about the consultation and responses can be found in the You Said, We Did document [here](#).



### Creating quieter and safer residential streets to support walking and cycling

- 6 October 2020 – 16 November 2020
- A survey asked people about our proposals for “quiet street/active neighbourhoods” schemes on two streets. These schemes restrict access to vehicles to reduce rat-running, so children can play in streets or use them for safer walking and cycling.
- 31 responses were received, with feedback being overwhelmingly positive. There were a number of requests for the schemes to be further rolled out across Tameside.

### Creating “Pop-Up” Cycle Lanes to Support Safe Walking and Cycling - A635

- 20 November 2020 – 21 January 2021
- A survey asked people for their views on the temporary “pop-up” cycle lane installed on the A635 Manchester Road.
- 197 responses were received in total. Key concerns from respondents focussed on loss of access to on street parking. Following this feedback, the decision was made to remove the temporary scheme.

### Reopening the High Street Safely

The Council were allocated a sum of money from the UK Government to assist with the re-opening of the high street in summer 2020. A survey was conducted to gather people's views about returning to local high streets and any suggestions that they may have for making town centres safer.

278 responses were received in total. Key concerns raised by respondents included non-adherence to guidance and a perceived lack of enforcement of social distancing regulations. Respondents also thought that more signs and messaging were needed in town centres. These responses were used to inform the business and communication plans. For example, social media messaging was used more often as respondents indicated that this was their preferred way to receive information about Covid-19. More information about the consultation can be viewed [here](#).



### Inclusive Growth Strategy

The Council consulted on a borough-wide [Inclusive Growth Strategy](#) for 12 weeks between November 2020 and January 2021. Following engagement with residents and partner organisations, the strategy was launched in March 2021. It lays out 13 key aims for how growth is delivered, which will ensure that Tameside can build back better from Covid-19, recovering in a way that brings a fairer economy for all. The strategy details the borough's existing strengths and how these can be built on, allowing Tameside to take advantage of the opportunities offered by its location and historic specialisms to improve the lives of residents, help grow local businesses and address economic challenges.

# INCLUSIVE GROWTH STRATEGY 2021-26





## Partnership Engagement Network (PEN)

The Partnership Engagement Network (PEN) exists to provide the public and partners with a structured method of engaging with and influencing the work of public services in Tameside and Glossop. The Network was created by the Council, CCG and Tameside Hospital (ICFT) with support from individuals from a variety of backgrounds including the voluntary sector and patient participation groups.

The traditional PEN approach to engagement has been adapted to adhere to national restrictions, with in-person events shifted to online. This appeared to have no impact on the number of participants, and in some cases enabled people to attend who would not normally be able to.

PEN conferences took place virtually in November 2020 and March 2021, with over 150 member of the public, patients and partners attending in total. Presentations at the conferences have covered Census 2021, Covid-19 Engagement, Equalities in Greater Manchester and various 'You said, we did' topics. Over 20 workshops were held across the three conferences, with topics ranging from Spiritual Care Strategy to Clean Air Plan. Feedback reports from all PEN events can be found [here](#).

Monthly update emails are sent to PEN members to keep them up to date with engagement opportunities at local, regional and national levels.



If you would like to sign-up to become a member of the PEN Family, and be kept informed about consultation and engagement opportunities across Tameside and Glossop, you can do so by clicking [here](#).

## Cooperative Tameside

Tameside Council is a member of the Co-operative Councils Innovation Network, demonstrating our continual ambition to transform our public services from a top-down system to an approach involving collective action, co-operation, empowerment and enterprise. Where possible we embrace this model of collaborative working to draw on the strengths of our local communities.



This is the case with our innovative Living Well at Home project. The integrated approach has prevented around 1,000 avoidable visits to A&E and saved 2,000 GP appointments over the last year thanks to the use of video calls and other digital technology. The service is used within 44 care homes across the area, and other patients use it to communicate with medical staff from their own homes. For example, if a patient has not taken their medication at home, then a nurse will be alerted by the system and make contact to check if the patient is well.

## LISTENing in Tameside

We know our children and young people are passionate about what is important to them and as a Co-operative Council we have developed a co-production framework. LISTEN is our commitment when commissioning local services and designing individual support with children and young people, complementary to the Tameside Voice of the Child Strategy.

Our children and young people have asked us to:

- Always use our imagination
- Include everybody
- Prioritise the environment
- Be open minded
- Make things look modern
- Help them to understand things better



Children and young people will be engaged and involved in changes to services and policy from the very start. We will let children and young people know about opportunities for them to be involved, for example - local events, groups, workshops, feedback, surveys and volunteering. A Co-production Advisory Group brings professionals and young people together.

## Coproducing with Children and Young People

Enabling people to influence services that affect them is key to ensuring that those services are effective and appropriate as possible. Children and young people were involved in the coproduction of the emotional health and wellbeing community offer. A project called Wellbeing Champions was established to engage with children and young people through a series of workshops. These workshops aimed to produce a new offer for emotional and mental wellbeing, with a focus on prevention and early intervention.

Nine workshops took place between September 2020 and January 2021, with over 50 participants in attendance at each.

Workshops focussed on exploring the challenges and opportunities of support for young people, developing a set of shared principles and developing a model for delivery. Participants ranged from children and young people with or without lived experience of mental health conditions, parents and carers, and a range of stakeholders and providers. The coproduction process aligned with the LISTENing Framework, ensuring that children and young people had the opportunity to influence the services that affect them.

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

## Case Studies

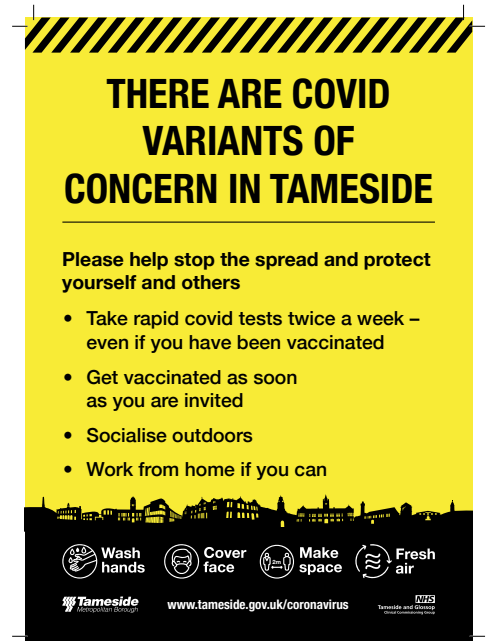
Gathering information and intelligence enables us to have a greater understanding of local need. An important component of understanding the use and demand on our services is the demographic intelligence which takes place at a ward level across the borough. One key part of this is the periodic production of wellbeing profiles, which are a useful for services to understand where they may need to allocate resources.

Tableau shows how different areas in Tameside and Glossop performed in the English Indices of Deprivation and an interactive scorecard to measure our performance against the Corporate Plan. The transition to a Tableau platform has provided an opportunity to increase the accessibility of intelligence by moving to a 'self-serve' process for services to access demographic and performance information.

## Covid-19 Intelligence

Information and intelligence has been central to the Strategic Commission's response to the Covid-19 pandemic. Using data has enabled the organisation to understand the situation and target action accordingly.

Various dashboards have been created that enable data to be regularly updated and reported on in a visual way. Dashboards are updated on a daily basis and include information on case rates, hospital admissions, deaths from Covid-19 and vaccinations administered. They can also provide a breakdown by geography and demography, allowing trends in certain areas or communities to be identified at the earliest opportunity. For example, daily Covid-19 case rate is broken down by ethnicity, ensuring any increases within specific communities can be spotted and action taken. Dashboards also enable comparison to data from other local authorities and national level statistics. This is useful to observe how Tameside & Glossop compares to the national picture.



## Targeted Covid-19 Outreach

To ensure that messages and information about Covid-19 were heard by all of our residents, communications were targeted at specific audiences who may not have engaged with other channels of communication. Targeted engagement to date includes:

- Door to door distribution of leaflets that have been translated into the different languages spoken in Tameside.
- Created multiple language versions of all physical media (e.g. posters/flyers/railing banners)
- We used community specific channels such as the online TV channel Probash Bangla to share information on key topics such as test and trace and access to business support. Probash Bangla has three Tameside Presenters and covers five different languages.



- Local mosque radio stations have been used to spread information within the local Islamic communities.
- Weekly virtual meetings were held with local mosques during the first lockdown. This allowed the organisation to share details relating to local mobile testing sites, funding opportunities and any changes to the Covid-19 restrictions. This information could then be disseminated into each mosque's community.
- Visits were made to local mosques to promote the uptake of Covid-19 vaccinations in ethnic minority groups in Tameside. Local GPs visited the Jamia Mosque and Islamic Centre in Hyde to deliver talks about the Covid-19 vaccine, whilst medical professionals produced Covid-19 information in Bangla. Videos of the talks can be viewed [here](#) and [here](#).
- Visits were also made to the Indian Temple and Holy Trinity Church and Community Centre (both in Ashton) to share key Covid-19 information.
- Used social media to target messaging at key demographics including young people and younger residents from an ethnic minority backgrounds.
- Diversity Champions Group: Following the communications focus group with people from ethnic minority backgrounds, a weekly group session was established. Representatives from places of worship, community groups and relevant third sector organisations are in regular attendance. Information is shared regularly regarding the vaccine with council Public Health and communications staff attending weekly to give updates and answer questions, including a focus on the vaccine programme and how uptake can be maximised.
- Vaccination GP translated videos: Videos made by various local GPs from different practices with key vaccine safety messaging, including translated videos in Gujarati, Bengali, Hindi and Urdu. Circulated to Diversity Champions group and shared widely within the community via WhatsApp groups etc.
- Partnership railing banners and correx boards to increase vaccine confidence, including featured logos of partnership organisations e.g. Diversity Matters North West, Caribbean and African Health Network, West African Development. These will be displayed in areas which have shown to have a concentration of lower vaccine uptake rates.
- All Covid-19 and vaccine communications have also been shared with the Tameside and Glossop Communications Network (includes Housing Associations, Tameside College, T&GICFT and more) who support people living in the most deprived areas
- Covid-19 symptoms, testing and vaccine included in The Citizen magazine delivered to every household in the borough
- Community Champions newsletters have been produced to spread information about Covid-19 and the range of support available to residents through the pandemic. 5000 hard copies were distributed via partners including Age UK, Libraries, Places of Worship, Community Centres, Active Tameside, Jigsaw, Neighbourhoods and District Nursing to then disseminate to older residents who may not have access to the internet. An example of these newsletters can be viewed [here](#)





## Evidence and Intelligence Based Services

When we are planning and commissioning services we require a strong evidence base. We use various dashboards and scorecards to display relevant data and to ensure any challenges or inequalities are addressed, and to create profiles for each ward within Tameside & Glossop.

Using these profiles allows us to better commission services by focussing on needs identified within a specific area, examples of which include:

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

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

## Census 2021

Census 2021 is the first time people have been asked to complete the census digitally by default. Tameside & Glossop Strategic Commission have helped to provide support and assistance to residents that have found completing the census difficult. This support ranged from telephone bookings to in-person appointments and was complemented by an extensive media campaign. This campaign was a clear success, with the Office for National Statistics (ONS) ranking Tameside Council as the best Local Authority in England & Wales for media impact in engaging residents with the census.

The Census is important in providing a complete picture of the residents of Tameside & Glossop. Information from the census is used to plan the delivery of services and ensure that the different needs of various communities can be met. With a rapidly changing population demographic, this information is particularly important in Tameside & Glossop. Findings from Census 2021 should begin to be published in late 2021.



**It's less than three weeks to census day (21 March) and if we want the best services it's vital we all take part.**

Do you know anyone who needs help to fill in their form online? If so, get them to call Tameside Census Support on **0161 342 2031** for free, friendly advice.

**#census2021**

**it's about us  
census 2021**

 **tameside.gov.uk/census2021** 

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## Communications channels

In order to communicate with residents of Tameside & Glossop, we use traditional methods of communication alongside more innovative methods, including:

- Tameside Citizen – a quarterly publication with all relevant news, events, information and advice delivered to every household in the borough.
- Local newspapers – the Strategic Commission uses local press such as the Tameside Reporter and Glossop Chronicle to make residents aware of appropriate news and updates relating to council and health services.
- Social media – the Strategic Commission operate on a number of social media platforms, with a combined 59,000 followers (March 2020). Social media is used to share information as well as acting as a single point where residents can get in touch with general enquiries and receive advice and support.
- Digital advertising – in order to reach a wider audience, we use digital advertising on campaigns such as recruitment of social workers or foster careers on external sites as well as our own.

## Lung Cancer

The CCG's Co-Chair, Dr Ashwin Ramachandra spoke to Tameside Radio encouraging local people to contact their GP practice if they had a cough for three weeks or more that wasn't Covid-19, as it could be a sign of lung cancer.

While a cough for three weeks or more is probably nothing serious, it could be a sign of something that needs treatment. If it is cancer, finding it early makes it more treatable and can save lives. Cancer services remain an absolute priority for the NHS. Thanks to the efforts of NHS staff, cancer services have been maintained throughout the pandemic so treatment can continue safely. Any decision to reschedule cancer treatment will be a last resort.

More information can be found on the [CCG website](#).

## Keeping well in winter

We joined a fantastic Greater Manchester-wide campaign to support older people to keep well through the winter. In order to reach older people who are not online, our public health team have worked together with 53 partners throughout the borough, and distributed nearly 8,000 booklets to our elderly residents. The booklets should ensure that the most vulnerable members of our communities are receiving the advice and information they need.

The booklets, along with other resources including a short film, can be viewed and downloaded [here](#).



## Supporting vulnerable children

The Strategic Commission have supported the Home Office's new '**Something's Not Right**' campaign to help secondary children in England who may have suffered a range of harms, such as sexual and physical abuse, during lockdown. The campaign, which we've also shared with schools in Tameside, aims to build awareness of the support services available to victims and encourage disclosure of abuse to a trusted adult.



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## **North West Black, Asian and Minority Ethnic Strategic Advisory Committee**

### **Tameside and Glossop Strategic Commission (Tameside Council and NHS Tameside and Glossop CCG) response to the Assembly Statement**

#### **Question 1**

***The Assembly has set out its vision, mission and objectives, to support the NHS in the North West to be anti-racist; please describe your own organisation's commitment to achieving this?***

NHS Tameside and Glossop Clinical Commissioning Group and Tameside Council together form Tameside and Glossop Strategic Commission. Integration of commissioning means the services we provide on behalf of local people are more effective, more impactful and deliver better value for public money.

Tameside & Glossop Strategic Commission are committed to reducing inequality and improving the lives of the most vulnerable members of our community – including those from different ethnic backgrounds.

The creation of the Strategic Commission has provided the opportunity to jointly set out our approach to equality and diversity for all our residents, patients and service users across Tameside and Glossop for the first time. Our [One Equality Scheme](#) sets out the equality objectives for both organisations – a key objective being our aim to reduce inequalities and improve outcomes for all. We want Tameside & Glossop to be an area where our ethos of equality is embedded into everything we do, ensuring that provision of services does not discriminate and that discrimination in all forms is challenged.

#### **Inequalities Reference Group**

Tameside & Glossop Inequalities Reference Group was established in November 2020, providing a forum to enable the sharing of ideas on carrying out our responsibilities under the Equality Act 2010 and the Public Sector Equality Duty – with the ultimate aim of reducing inequality across Tameside & Glossop. Whilst the group is not a decision making body, it makes recommendations for action via existing governance structures and steers action to address inequalities via a number of work streams.

Membership of the group is made up of representatives from a range of public sector and VCSE organisations across the area. The group has selected a number of areas of focus:

- Community Cohesion
- Digital Inclusion
- Emotional wellbeing (isolation and loneliness)
- Reducing barriers to accessing information
- Voice of people with learning disabilities
- Voice of people with physical disabilities
- Young people

Of these areas of focus, community cohesion and reducing barriers to accessing information are particularly relevant to our anti-racism position. Community cohesion will focus on connecting different communities across Tameside and Glossop, enabling them to grow in harmony rather than in conflict. To do so, current racial tensions between communities will

be addressed. Reducing barriers to accessing information will look at ensuring equitable access to information and services for all groups and communities in the area, which will involve proactively tackling racially discriminatory structures and processes that may exist.

### **Tameside Independent Advisory Group (IAG)**

The Independent Advisory Group meet on a weekly basis to discuss issues such as community cohesion in Tameside and act as a scrutiny panel for Police Stop and Search and other police related issues. The Strategic Commission's Community Cohesion Officer chairs the IAG group.

### **Involving Lived Experience**

The Tameside and Glossop humanitarian response to Covid-19 has been a main priority over the last 12 months, but we have also focused on understanding the lived experiences of our residents, patients, carers and service users, from across different protected characteristic groups. This is essential to enable us to understand the needs of people living in our communities. Over the course of 2021 we will be developing a flexible model and approach to engaging and involving people who are experts by experience which will provide us with more insight to deliver the most equitable services possible.

### **The People Plan**

From a workforce perspective, the Strategic Commission's People Plan plays a critical role in embedding an anti-racism approach and in addressing race-related issues within our workforce.

The People Plan is underpinned by our STRIVE values of Support, Trust, Respect, Integrity, Value difference and Engage. The plan outlines priorities such as having a workforce that is representative of the area and supporting a vibrant, innovative and inclusive culture.

Strategic objectives and measures related to race in the People Plan include:

- Increase the diversity of the workforce
- Have creative recruitment processes to ensure that we reach a diverse audience
- Increase the diversity profile of applicants
- Celebrate diversity and promote equality within our workforce
- Diversity profile of the workforce reflects the community we support
- Employee engagement is measured, evaluated and acted upon

### **Question 2**

***Please share the key points from feedback you have had from staff within your organisation, which has helped you to shape this commitment:***

The Strategic Commission wants to enable staff to actively share their feedback to inform change. Indeed, the People Plan detailed above stresses the importance of workforce engagement to promoting health, wellbeing and equality at work. Our employees represent the communities and patients we serve, therefore it is essential that disadvantaged and disconnected groups have access to forums through which they can give feedback on their own personal experiences.

Employee network groups are a useful mechanism for such experiences alongside a supportive structure and the appropriate governance.



### **BAME Staff Network**

A Tameside and Glossop BAME Staff Network has been established and is chaired by a member of staff nominated by the network themselves. The network have developed a work plan for 2021, with colleagues from Human Resources, Workforce Development and the Policy team attending network meetings when requested to support on various pieces of work. The work plan will be implemented during the course of 2021.

### **Covid-19 Whole Staff Survey**

A whole staff survey was conducted during the summer of 2020 to establish how staff were finding working during the pandemic and lockdown. Demographic data was collected as part of this survey, allowing results to be analysed by protected characteristic group. Some key results from the survey in relation to race include:

- 66% of BAME respondents had only worked from home during the pandemic, slightly higher than white respondents (62%)
- 20% of white respondents disagreed that working from home had been better for them, compared to 8% of BAME respondents
- Both white and BAME respondents felt that they were able to work more flexibly through Covid-19 than they were before (95% and 97% respectively)
- 54% of BAME respondents stated that there were no barriers to them working as flexibly as they liked, compared to 44% of white respondents
- 60% of BAME respondents felt that they wanted to take time out from work for personal commitments in the future, compared to 50% of white respondents
- Both groups felt that work life balance was better
- There was no difference between groups in accessing support (e.g. from Mental Health First Aiders or Line Manager)

The Strategic Commission are also currently looking to procure an employee engagement tool which will allow us to ask pulse questions to staff on varying topics.

### **All Staff Briefing Sessions**

A number of all-staff briefing sessions have been offered during the Covid-19 pandemic. These briefing sessions have been led by the Chief Executive, or other members of the Single Leadership Team, and have provided up to date information on Covid-19 data and developments to participants. They have also offered the opportunity for questions and queries from the workforce. The briefings are run virtually through Zoom and are available to all staff members.

### **Question 3**

***Please give an overview of what you are going to do differently as a senior leadership team, in order to put this commitment in to action***

Our Single Leadership Team is committed to delivering equitable services for all communities across Tameside & Glossop.

The Executive leader of Tameside Council, Councillor Brenda Warrington, is the Greater Manchester lead for Equalities and Age Friendly Manchester. Councillor Warrington chairs the Greater Manchester Tackling Inequalities Board. During the recent Race Equality Week Councillor Warrington stated:

“The Covid-19 pandemic and Black Lives Matter movement have shone a light on the long-standing inequalities and the discrimination that exist in our society. We have to do more to increase equity and to improve relationships across our communities and within public services.”

Detailed below are just some examples of the steps currently in place through to help us achieve this.

### **Workforce Race Equality Standard (WRES)**

Tameside & Glossop are committed to addressing any inequalities that exist for colleagues and residents and welcome the WRES as a tool to show where improvements may be needed so as to establish and maintain inclusive workplaces for all.

The Workforce Race Equality Standard (WRES) has been developed by NHS England as a tool to measure improvements in the workforce with respect to Black & Minority Ethnic (BME) staff. The WRES tool comprises a total of nine indicators split across Workforce Data, National NHS Staff Survey and Trust Board Representation.

Tameside & Glossop's WRES data can be accessed [here](#).

### **NHS England Inclusive Leadership Programme**

The Strategic Commission's Human Resources Director recently participated in the NHS Leadership Academy's Building Leadership for Inclusion Programme. The three main aims of the programme are to:

- Identify what needs to be focused on, learned, noticed and spoken about by leaders in organisations to effectively address discrimination and most importantly, to prevent discrimination from happening in the first place.
- Describing and determining how leadership mind sets, knowledge, strategies and action can support, secure and sustain progress on inclusion.
- Identify ways leadership development can play a key role in building the necessary leadership capabilities for creating inclusive cultures through leadership development.

As a Strategic Commission we are committed to continue to work with colleagues from the Leadership Academy to embed the aims of the Leadership for Inclusion Programme within our organisation during 2021.

### **Greater Manchester Race Equality Change Agents Programme**

The [Greater Manchester Race Equality Change Agents Programme](#) (RECAP) is hosted by Northern Care Alliance and is attended by volunteers from the public sector who want to make a change in their organisation to contribute toward racial equality.

RECAP is a 6-month programme, with volunteers attending monthly seminar sessions and weekly drop in sessions that support a race-equality based project in their own organisation. A number of Tameside & Glossop Strategic Commission staff members have been encouraged to complete the programme, and in the process have helped to implement projects within the organisation such as the aforementioned BAME Staff Network.

The second cohort of the programme is currently underway, with Strategic Commission staff again in the process of designing projects to promote race-equality in the organisation.



## **Implementation of Workforce Inequalities Training**

During 2021 the delivery of mandatory Equality & Diversity, Unconscious Bias and Let's Talk Race workforce training will be rolled out across the Strategic Commission. All staff and managers will be expected to complete a refresh of the training annually. Face to face training is also being developed, which will be delivered digitally to enhance our mandatory e-learning offer.

There will also be professional development opportunities and support with progression backed by the launch of management and leadership development programmes, which will be discussed during Annual Development Reviews (ADRs). We will also be introducing a new competency framework ensuring all staff and managers are equipped with the necessary skills, knowledge and behaviours to support a more diverse and inclusive workforce.

## **Tameside and Glossop Strategic Commission Corporate Plan**

['Our People Our Place Our Plan'](#) outlines our aims and aspirations for the area, its people and how we commit to work for everyone, every day.

The plan is structured by life course – Starting Well, Living Well and Ageing Well, underpinned by the idea of ensuring that Tameside & Glossop is a Great Place, and has a Vibrant Economy. Within each life course we have identified a set of goals that set out what we want to achieve for people in the area throughout their life.

The plan is supported by a list of our public service reform principles that define the ways of working we will take on to achieve those goals. The principles are Greater Manchester-wide idea that we have adopted locally and will redefine our relationship with residents – doing with, not to.

## **Question 4**

***Given where we are with the second wave of the pandemic, please give an overview of how you are going to focus on some immediate challenges facing our BAME colleagues and communities e.g. the health and wellbeing of staff, in particular building on risk assessments for BAME staff:***

### **Risk Assessments**

During the Covid-19 pandemic all staff working in Tameside and Glossop were asked to complete risk assessments supported by their relevant line manager. The risk assessment aims to highlight if staff have any direct contact with members of the public or if the member of staff is involved in care giving themselves.

Within the risk assessment there is a specific section that refers to BAME staff and male BAME staff over the age of 55, who have been shown to be at a higher risk of Covid-19. This helps to ensure that risks have been identified and that arrangements are put in place to reduce the risks posed to them by Covid-19 when undertaking their work activity.

### **Take up of the flu and the Covid-19 vaccines by staff in particular BAME staff**

The Chief Executive / Accountable Officer of the Strategic Commission communicates an All Staff Weekly Brief, which includes progress on both the flu and the Covid-19 vaccination programme.

Weekly Briefs have highlighted those groups where uptake of the Covid-19 vaccine has been slow and signposted to vaccine safety videos for staff to share with colleagues and local residents. Weekly Briefs have also promoted the availability of free flu vaccinations for Strategic Commission staff.

The Community Champions Network (covered in more detail below) is also a driving force in supporting increased uptake of the vaccine – including amongst our BAME colleagues and communities. All colleagues across the Strategic Commission have been encouraged to sign up to the network, where up to date information about Covid-19 and vaccine progress is shared. A high proportion of our workforce live in Tameside & Glossop, so many of our targeted communications and messaging will also be relevant to them.

### **Primary Care – GP Practice**

As part of the Primary Care Quality Outcomes Framework practices are required to complete a population risk stratification and are asked to identify those patients most at risk of an adverse reaction to Covid-19 and to proactively review their care. This includes our BAME, communities which are in the 20% of our most deprived neighbourhoods and those who haven't had a review from their GP in the last 12 months.

### **Ensuring BAME communities are not disproportionately impacted by any temporary changes to services; and that as services are brought back on line, health inequalities are not made worse**

On an ongoing basis service leads, commissioners and contract managers from the Tameside and Glossop Strategic Commission are required to engage with local residents/patients when undertaking a change in service provision and/or a contract. Targeted work is then required to ensure any decision to change that service or contract is done so in a safe way and supported by an evidence base that has regard to the law and the impact on equalities, quality and the public, patients and service users.

Information is collated and analysed from service users to ensure they have sufficient evidence to understand the impact, quality and effectiveness of the service and/or contract.

### **Equality Impact Assessments (EIAs)**

Equality Impact Assessments (EIAs) are an important tool in monitoring and demonstrating how the Strategic Commission has paid and is paying due regard to the public sector equality duty, and the NHS Equality Act 2010.

The EIA process allows the Strategic Commission to consider the ways in which our services are delivered and how this might impact upon the various individuals and groups who use a particular service. In doing this, we are able to identify any potential barriers to access and offer mitigations to these. EIAs help us to better understand the needs of service users, and help raise awareness of the different considerations that need to be taken account of when making decisions.

A number of EIAs related to the Covid-19 pandemic have been produced. These EIAs cover; Impact of Covid-19; Communications, Listening and Engagement; Tameside Humanitarian Response to Covid-19; and Vaccination Centres. These have helped to address key challenges that Covid-19 has raised for people from protected characteristic groups, including ethnic minority backgrounds, in Tameside & Glossop.

### **Partnership Engagement Network**

The [Partnership Engagement Network \(PEN\)](#) was established jointly by the Tameside and Glossop Strategic Commission (Tameside Council/NHS Tameside and Glossop Clinical Commissioning Group) and Tameside & Glossop Integrated Care NHS Foundation Trust.

Set up in the autumn of 2017 the Partnership Engagement Network is part of a multi-agency approach to provide the public and our partners with an identified and structured method to influence the work of public services and to proactively feed in issues and ideas. Members of our PEN family are made up of the different demographics from within our local communities, ensuring that everyone has the opportunity to have their voices heard on a variety of programmes of work being undertaken at that time.

## **Support for your BAME staff networks and effective communications**

### **Tameside and Glossop BAME Staff Network**

During 2020 a Tameside and Glossop BAME Staff Network was established, led by a chairperson nominated by the network members themselves. During the development of the BAME Staff Network members have been encouraged to self-manage, and to develop their own work plan for 2021. The Strategic Commission has offered support, when required, with the development of a TOR, time given to meet, and includes representatives from the Strategic Commission's Policy & Communications and HR teams who attend on an ad-hoc basis upon request from network members. The work plan for 2021 will be taken forward by the members themselves supported by colleagues from relevant departments.

### **Question 5**

***What are you proud of; what initiatives or programmes have you put in place to tackle health inequalities and take positive action against racism:***

### **Engagement & Communications**

Over the last 12 months the organisation has undertaken a number of insight pieces to inform our understanding of the challenges, issues and barriers which relate to inequality. Below are some examples of the work we have done to date in partnership with local people, and community/voluntary and faith sector organisations within our locality:

- In July/August 2020, members of the public, key stakeholders, partners, and voluntary, community and faith sectors, alongside representatives from the Strategic Commission and NHS Tameside and Glossop Integrated Care Foundation Trust met virtually for the first virtual [Partnership Engagement Network sessions of 2020](#). The sessions were intended to be predominantly listening exercises – building on attendees' experiences during the Covid19 pandemic, both as individuals/professionals and parts of organisations. A number of key messages emerged from this insight work – a key one being around the disproportionate impact that Covid-19 has had on BAME members of our community - with particular emphasis on our Muslim community and people for whom English is not their first language.
- In November 2020 representatives from Tameside and Glossop Strategic Commission and NHS Tameside and Glossop Integrated Care Foundation Trust along with public, patients, service users, stakeholders, partners, voluntary, community and faith sectors came together for the first virtual [Partnership Engagement Network Conference \(PEN\) Conference](#) where there were over 70 participants in total. Participants heard feedback on the virtual engagement

sessions that had taken place during the summer focussing on the impact of Covid-19, followed by a presentation on preventing transmission of the virus. Participants also listened to a presentation on upcoming major projects and consultations locally and across Greater Manchester, before taking part in two rounds of workshops on a range of local issues.

During the Covid-19 pandemic, the Strategic Commission has delivered various targeted communications aimed at specific cohorts of people within our communities. Outlined below are some examples:

- Our websites are regularly updated with FAQs and updates with regard to the roll out of the Covid-19 vaccination programme. The information includes support regarding vaccine hesitancy, and information on getting to appointments.
- Our websites include a toolbar to translate pages into various languages and colour formats, and have a read aloud option.
- A range of COVID-19 vaccination public health materials e.g. leaflets, posters, translated materials, and social media campaigns have been circulated via our key networks including our Community Champions Networks, and BAME Leaders group (information about these groups is detailed further below).
- Case studies from people in our communities including those from BAME backgrounds who have been vaccinated, have been shared to encourage others to get the vaccine.
- Targeted social media using Facebook advertising with key words to support vaccine case studies to BAME residents.
- Videos have been made by various local GPs across the borough communicating key vaccine safety messaging, the videos have also been translated in Gujarati, Bengali, Hindi and Urdu, and circulated via our BAME Leaders group.
- Virtual meetings have been held with local places of worship to discuss Covid-19 information and relevant guidance and support.
- Sessions on Covid-19 guidance and available support have been delivered in-person have been delivered at a number of local mosques.
- Key vaccination programme information can be seen in both static and video format including subtitles and voice-overs across the Strategic Commission's social media platforms
- Newsletters are produced which include a vaccine programme update alongside other public health and wellbeing information. The newsletters are distributed to our local partners and via community buildings e.g. Age UK, Libraries, Places of Worship, Community Centre's, Active Tameside, Jigsaw, Neighbourhoods and via our District Nursing teams who disseminate to older residents who may not have access to the internet [www.tameside.gov.uk/publichealth/olderpeople](http://www.tameside.gov.uk/publichealth/olderpeople)

The messaging ensures that nobody is left behind when it comes to receiving the vaccine and signposts to multi-lingual / British Sign Language GP vaccine videos. There is also specific messaging which targets uptake of those who are more hesitant to receive the vaccine.

Our data shows that proportionally we have a lower uptake of the vaccine amongst our BAME communities in Tameside and Glossop. A resident from our Hyde locality shared her positive experience of receiving the vaccine to help encourage others to do the same – see infographic below:





Tameside & Glossop Strategic Commission also regularly update FAQs on our websites [www.tameside.gov.uk/covidvaccine](http://www.tameside.gov.uk/covidvaccine)

A wealth of information has been shared including, but not exclusively, around vaccine safety. Videos have been produced that are presented by our local GPs in multiple languages. A video was also shared from the Co-Chair of Tameside & Glossop CCG, Dr Asad Ali, which was targeted and shared widely in the hope that it would help resonate with some of our BAME communities. The video can be viewed [here](#).

In February 2021, a local GP visited the Jamia Mosque and Islamic Centre as part of the ongoing work to support take up of the vaccine among our ethnic minority communities. A video of the visit can be viewed [here](#). A local Physician Associate working for the Hyde Primary Care Network also produced an information video in Bangla for the local community – this video can be viewed [here](#).

Information from the British Islamic Medical Association confirming that taking the vaccine will not break the fast during Ramadan, was also shared with social media materials on vaccine safety and rollout in English and other prominent languages, British Sign Language and easy read materials.

### **BAME Leaders Group**

Following on from a BAME Covid-19 focus group, a weekly group session has now been established. Representatives from places of worship, community groups and relevant third sector organisations regularly attend. Information is shared regarding the vaccine programme and how uptake can be maximised within our BAME communities. Officers from the Strategic Commission, and our Public Health team attend weekly to give updates and answer any questions.

### **Covid-19 Community Champions Network**

The [Tameside Covid-19 Community Champions](#) network has been established to provide residents and members of our workforce (many of whom are also residents of Tameside & Glossop) with information they need to target messaging within their own communities. Community Champions have played a vital role throughout the pandemic and act as advocates within their localities. The Strategic Commission work alongside the Community Champions Network to ensure timely and accurate information is shared with the network,

supporting members to communicate the right information and to reassure other residents within their communities.

Two hour-long sessions are held each week (one during the working day and the other in the evening) over Zoom. There are two types of sessions:

- Information sessions: updates on the data and Tameside's current position, as well as the opportunity for a questions & answers.
- Catch-up sessions: informal conversations about what is/isn't working, queries from participants and sharing of good practice and ideas.

Both types of session are supported by the Strategic Commission's Head of Communications and Director of Population Health / Public Health Consultant. Both sessions have include weekly vaccination updates, and Q&A sessions with vaccination programme leads and the CCG Director of Commissioning and Head of Primary Care.

To date, 237 people have signed up to be community champions with various organisations and community groups represented from across our entire locality. Demographic information of community champions related to race/ethnicity is provided in the table below. Positively there is a higher representation of BAME residents on the Community Champions Network compared to Tameside & Glossop overall (White 91.8% / BAME 8.2%).

<b>Ethnicity</b>	<b>%</b>
White British	86
Asian/Asian British: Pakistani	4
Asian/Asian British: Indian	5
Asian/Asian British: Bangladeshi	2
Mixed/multiple ethnic groups: White & Black Caribbean	2
Black/African/Caribbean/Black British: African	1
White Irish	1

The Strategic Commission has recently secured over £350,000 in funding for the Community Champions programme from MHCLG, with plans to continue to grow the network and eventually branch out beyond Covid-19.

### **BAME Inequalities – Monitoring Long Term Conditions**

The Strategic Commission are currently embarking upon a programme of work to understand the long-term condition status, and the inequalities that exist, of our local BAME population. We are currently in the early stages of the project and will be using the initial information from the Covid-19 pandemic to establish a baseline. Once we have the data we will be able to investigate the levels of these inequalities and develop a programme of work specifically targeted around our local BAME communities to reduce them.

<b>Report to:</b>	<b>EXECUTIVE CABINET</b>
<b>Date:</b>	23 June 2021
<b>Executive Member:</b>	Cllr Bill Fairfoull Deputy Executive Leader (Children and Families)
<b>Reporting Officer:</b>	Richard Hancock – Director of Childrens Services
<b>Subject:</b>	<b>OFSTED FOCUSED VISIT TO TAMESIDE CHILDREN'S SERVICES</b>
<b>Report Summary:</b>	<p>This report sets out a brief update on the improvement journey of Tameside's Childrens Social Care services, with particular reference to the progress on delivery of the 7 Sustainability Projects, the impact of Covid on the children's systems and the findings of the recent our Ofsted Focused Visit and our proposed response to this and plans to drive further improvement for the children of Tameside.</p> <p>The report set out our approach to improvement and specifically details the planned refocusing of existing capacity and the additional focussed capacity/investment required to address the issues identified through the Ofsted Focused Visit.</p> <p>Her Majesty's Chief Inspector of Education, Children's Services and Skills is leading Ofsted's work into how England's social care system has delivered child-centred practice and care within the context of the restrictions placed on society during the COVID-19 (coronavirus) pandemic. This report is in part to respond to a letter, which is embargoed until the 25 June 2021 when it will be published on the Ofsted website at: <a href="#">Ofsted   Tameside Metropolitan Borough Council</a> and therefore is exempt from publication with this report. The letter summarises the findings of a focused visit to Tameside children's services on 12 and 13 May 2021. The methodology for this visit was in line with the inspection of local authority children's services (ILACS) framework. However, the delivery model was adapted to reflect the COVID-19 context. This visit was carried out fully by remote means. Inspectors used video calls for discussions with local authority staff, carers, key stakeholders and children. They also looked at local authority performance management and quality assurance information and children's case records.</p>
<b>Recommendations:</b>	<p>That Strategic Commissioning Board support and recommend to Cabinet and Council where appropriate:</p> <ol style="list-style-type: none"><li>1. Acknowledge the Ofsted letter published at <b>Appendix 1</b>(which is embargoed until the 25 June 2021) and summarises the findings of a focused visit to Tameside children's services on 12 and 13 May 2021 and approve the delivery of the proposals outlined in the report including the Rapid Improvement Plan proposal and fruition of 7 Sustainability projects by way of response to this and to drive further improvement for the children of Tameside; and</li><li>2. Recommend to Council the provision of additional budget of £461,410 in year 1 (2021/22) and £504,538 in year 2 (2022/23) and virement of the existing budget of £1,537,224 over two years (2021/23) to deliver the plans set out in the report and more specifically the budget requirements as detailed in <b>Appendix 2</b>.</li></ol>

**Corporate Plan:**

This supports the Corporate Plan across a number of strands, Starting and Living Well and specifically Very Best Start and Resilient Families and Support Networks.

**Policy Implications:**

There are no direct policy implications

**Financial Implications:**

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

The financial implications of this report is a 2 year realignment of existing staffing establishment resources and request for additional investment to cover the additional capacity needed to deliver service improvements £965,947.

	<b>Total Cost</b>	<b>Repurposed Staffing Budget</b>	<b>Additional Investment</b>
Year 1	1,251,586	790,176	461,410
Year 2	1,251,586	747,048	504,538
<b>Total</b>	<b>2,503,171</b>	<b>1,537,224</b>	<b>965,947</b>

This non-recurrent funding will need to be approved from the Council's Medium Term Financial Strategy Reserve.

A full breakdown of staffing costs can be found at **Appendix 2**.

The financial implications of 4.5 of this report, Proposition 1 Delivery of a Rapid Improvement Plan, Item number 9 have not been included in this report as the options paper and cost benefits appraisal will need to be carried out to assess if there are any financial implications of any recommendations.

**Legal Implications:**

(Authorised by the Borough Solicitor)

The Council is required to deliver efficient and effective services otherwise known as best value within its statutory duty to deliver a balanced budget. Demand and Covid have had an adverse impact on the budget and we must ensure that we are able to demonstrate that in meeting our statutory duty of safeguarding we are doing so on a best value basis. The proposals outlined in this report are intended to ensure that we have the basics in place to do this and there needs to be careful monitoring to ensure we are delivering both on those plans and our vfm test. Importantly we need to consider any benchmarking data and where necessary making appropriate

**Risk Management:**

The implementation of this plan will be overseen by the Children's Leadership Team with regular to Executive Board.

**Background Information:**

<b>Appendix 1</b>	An Ofsted letter has been received under embargo and will be published by 25 June 2021 so is exempt from publication at the date of the meeting
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The background papers relating to this report can be inspected by contacting Richard Hancock



Telephone: 0161 342 3554



e-mail: [Richard.hancock@tameside.gov.uk](mailto:Richard.hancock@tameside.gov.uk)



## 1. INTRODUCTION

- 1.1 The Improvement Programme in Children's services continues to make progress. A policy of investing in Early Help and strengthening basic procedures and practices continues to support stability. However the impact of Covid our own self- assessment and recent feedback from Ofsted have confirmed where further improvements are required which presents the organisation with an opportunity to accelerate this work and to further stabilise and improve the service as it continues to support children and families, including dealing with the impact of the pandemic.
- 1.2 The Ofsted Covid Monitoring/Focused Visit in May 2021 has highlighted a number of issues in children's services, which are impacting negatively on improving outcomes for children and whilst these were largely recognised and reported in our self-assessment, the pace of progress needs to increase. The visit also highlighted positive progress and good work with children, but also presents the organisation with a number of challenges which it must address. The key overarching issues are detailed in the report.
- 1.3 **Capacity** issues within the service at every level were reported by the inspectors, creating a challenge for social workers and others in having time to do the work they need to do at the quality that we would wish. High caseloads impact on our ability to recruit and especially retain Social Workers. Without reducing caseloads for Social Workers in Tameside we shall continue to experience high staff turnover which makes it a greater challenge to improve quality and ensure better outcomes for Tameside children. Capacity also needs to be increased/released at management level to drive service improvement. Management capacity at the current time is too focused on managing the business day to day.
- 1.4 There are particularly issues in our Multi Agency Safeguarding Hub and Care Leaver services which Ofsted noted, but they also reported high caseloads more widely across the locality teams. An increase in capacity is needed to create manageable caseloads across all parts of the system. This will enable us to mitigate the impact of Covid and support ongoing improvement in quality. The workloads of social workers and of personal assistants in all teams needs to be at a level which enables meaningful relationships to be built with children and young people and deliver effective support to them, including those young people leaving care and whom we support post 18.
- 1.5 The organisation needs to agree an acceptable caseload for individual social workers and resource the service to meet this threshold.
- 1.6 Access to sufficient and suitable **placements** to ensure children are able to live in places that best meet their needs is key to ensuring that we support our cared for children to achieve positive outcomes and this an integral part of our 7 point Improvement Plan detailed later in this report.
- 1.7 The service has had a strong focus on compliance. Ofsted emphasised the need for a real shift in terms of focussing on what children are experiencing (the child's lived experience) as well as compliance. There needs to be a greater emphasis on what that means for the children. This links in to the **quality assurance** work we do and a need to look at performance data and use this to examine what sits behind the data and understand what that means for children. In short, a shift in balance from compliance to quality of practice is required. This is also linked to capacity. The building blocks are in place but greater capacity is needed to drive improvement, align performance and QA work and to take these messages to staff.
- 1.8 Another significant area impacting is **management oversight** and line of sight to practice. They highlighted that the challenge they did see from managers was often about completion of work not what was actually happening for children or the quality or impact for the child. Specific examples were raised in MASH and Pre-Proceedings work. Our monitoring

framework for children's requires review to ensure that it takes a quality first approach focusing on audit and quality assurance activity, voice of the child work, compliments and complaints and feedback/ input from partners and that the learning and improvement loop is more effective and better closed.

- 1.9 A cultural shift is needed to move forward from a compliance culture. The basics (compliance) are there but this needs shifting to a departmental focus on quality.
- 1.10 **Work with partners** - Lots of positive feedback was reported between CSC and Schools and this has been enhanced and improved by the Covid period. Health partnerships though was identified to requiring some development in certain areas.
- 1.11 A letter at **Appendix 1** has been received under embargo and will be published by 25 June 2021. An Inspection of Local Authority Childrens Services or further focused visit is expected to take place relatively soon. This will test progress against the points raised in this inspection as well as progress more generally.

## 2. IMPROVEMENT PLANNING

- 2.1 Progress has been made in delivering the improvement programme for Children. Below is a brief update on Phase One of the Seven Sustainability Projects and a proposal for Phase Two, including in this is our response to Ofsted's findings.
- 2.2 The delivery of the 7 Sustainability projects are key to not only improvements in term of the quality of practice but they are fundamental to improving the outcomes for children. The delivery of the 7 Sustainability projects have been identified as a corporate priority and will support the safe reduction in the number of children who are cared for by the Local Authority. Below is a brief update on these projects.

<b>1. EARLY HELP &amp; PREVENTION AT A NEIGHBOURHOOD LEVEL</b>	Partially delivered
Create multi-disciplinary neighbourhood teams providing wrap around support for children and families	
<b>2. FAMILY INTERVENTION SERVICE</b>	Delivered
Establish a Family Support Service to provide practical support and diversionary work to prevent admissions – de-escalating risk, across the continuum of need	
<b>3. TEAM AROUND THE SETTING</b>	Almost fully delivered
Speed up and enhance the role out the current Team Around the School model to all schools, colleges and nurseries (including PVI's)	
<b>4. DUTY / LOCALITY RESTRUCTURE</b>	
Stage 1. Restructure the duty and locality teams to remove a step in the process and establish a locality footprint.	Delivered
Stage 2. Move to true locality working with teams based in each of the four neighbourhoods holding a neighbourhood based cohort / caseload	Stage 2 dependent on project 1
<b>5. POSITIVE FUTURES (RESPIRE / ASSESSMENT)</b>	Partially delivered
Deliver a respite / short break facility, an assessment unit and emergency/short break fostering, supported by an outreach team/key workers. Objective to prevent placement breakdown, and to allow children to remain at home and avoid admission into care. Works alongside Edge of Care and Family Support Service – target 11years plus.	
<b>6. FOSTERING SERVICE IMPROVEMENT</b>	Partially delivered
Increase the number of foster carers through a new model tailored to current need, cohort demographics and an enhanced payment and support model. Increase number of children with more complex needs fostered in Tameside	

<b>7. PLACEMENTS REVIEW &amp; SUFFICIENCY</b>	<b>Partially delivered</b>
Review all placements to ensure children are in the right placement.	
Reviewing our current in house residential provision to ensure it is being used effectively to support our most vulnerable cared for children.	

### **3. AN OVERVIEW IN BRIEF**

#### **3.1 Demand and Capacity**

- Pre-pandemic we had seen demand on children's services reducing consistently over 18/24 months – contacts, referrals, children in need, child protection open cases.
- The impact of our Early Help activity can be tracked against this.
- We predicted though that the impact of the pandemic would be felt later in children's
- Demand (particularly at the front door and in our child protection numbers) has now risen and particular challenges are evident in the complexity of work coming through.
- Our work on the 7 projects has mitigated against a more significant rise in statutory demand.
- We have not so far, organisationally invested in responding to this Covid impact.
- The Ofsted visit was at the point this was becoming acute, further compounded by a sustained period of staff recruitment difficulties/high agency use over the preceding 12 months.
- There are examples of many local areas who have felt the impact of the pandemic more acutely including rising CfC numbers, (a national trend) alongside the front door and CP.
- Our Ofsted inspection had highlighted the need to increase capacity to address this and to drive further improvement

#### **3.2 Improvement**

- The seven improvement priorities have been partly delivered and have supported stabilisation and the mitigation of the impact of the pandemic.
- Some additional focus is needed to complete delivery including estates elements.
- The next phase of improvement activity will require a move away from focusing on performance and recruitment to an increased focus on quality and retention, which will also involve a response to pandemic related pressure as the two cannot be separated.

#### **3.3 What we are proposing?**

- A 2 year realignment of existing staffing establishment resources alongside an additional annual investment to deliver additional capacity, to drive our improvement journey to the next phase, to address Covid related pressures and the issues highlighted by Ofsted.

#### **3.4 What we are investing in?**

- Responding to the additional pressure created by the pandemic to ensure that children get the support they need
- Embedding improvement work to date and driving further gains
- Moving to next phase of improvement activity- focusing on the quality of delivery and staff retention.
- Targeted Social Work and Leaving Care capacity, plus service wide improved QA, oversight and support to newly qualified staff, improved consistency in our evidence based model of delivery and enhanced first points of contact with services.

#### **3.5 What will this give us?**

- Stabilising and reducing numbers of Cared for Children ( including supporting the resolution of historical legacy issues which bring significant cost as children age – transition and post 18)
- Less expensive placements/more appropriate and balanced placement mix.
- Improved outcomes for children and families
- Better relationships between social workers and children/ families

- Further improved prevention and early intervention
- Constant focus on delivery and managing numbers to ensure investment pays back and delivers improvement
- A review at two years

#### **4. PHASE TWO CHILDREN'S SUSTAINABILITY AND IMPROVEMENT**

- 4.1 We now need a concerted and LA wide focus on delivering the remaining elements of the seven sustainability projects (including associated and linked activity) together with a robust response to Ofsted's findings, which are closely linked, in order to build on the work to date and provide a clear direction of travel in terms of ongoing improvement for our children and the associated cost reduction.

##### **Capacity**

- 4.2 As detailed earlier in the report an increase in capacity is needed to create manageable caseloads across all parts of the system.
- 4.3 Much of this is already factored into structures and budgets, but recruitment into these roles needs to be expedited. Where additional resource is requested it is proposed that this is for a period of two years and then reviewed.
- 4.4 In addition to increasing capacity in children's services legal services are also seeking an increase in capacity. Legal services is currently considerably overstretched in providing support to children's services especially due to the challenges children's services have in relation to the volume of work and consistency in quality of the social working practice. As a result a significant proportion of the legal officers' time is spent in providing additional support to the front line social workers and their managers. Further to help to drive and embed improvement, legal services has been providing a comprehensive suite of training for children's services, which it proposed to continue and further develop through the improvement period.
- 4.5 The average case load for a child care lawyer is 10-12 based on the complexity of the matters but given the ongoing support required in order to improve consistency in the quality of practice and drive improvement it is proposed that the case load for a child care lawyer be no more than 8. This increase in capacity should also help to support children's services discharges work stream.
- 4.6 The legal services team is structured so that the lawyers are supported by legal officers and administrative officers. Again the reduction in case load and the increase support which will be required to help drive the improvement plan will therefore not only require additional support from a lawyer but also from an additional legal officer and administrative officer.
- 4.7 This increase in capacity should help support the service in delivering the improvements set out in the capacity section of this report. It is also hoped that this will improve the recruitment and retention of child care legal officers. Currently there is a shortage of quality child care lawyers and legal officers which makes both recruitment and retention a challenge. It is hoped that by having a more manageable case load candidates will be attracted to apply to Tameside and be part of the improvement drive

##### **Proposition 1 Delivery of a Rapid Improvement Plan**

- 4.8 To contain the impact of Covid, deliver the next phase of improvement activity and address the issues highlighted by Ofsted, which will improve outcomes for children and families while keeping Cared for Children's numbers manageable and affordable a series of improvement activities are required which will require short term investment as set out below.

Action	Detail	Timescale	Lead
1. Undertake a review of all children CIN or CP for over 9 months.	This will be completed via regular challenge panels and audits focused to the impact on the child	3 months	TM / HOS QA and Safeguarding and HOS CP/CIN
2. Undertake a review of all children being considered for pre- proceedings	Audit/ monthly case review meeting attendance at Legal Gateway	To start within 4 weeks to be imbedded in to day to day practice – commence June	TM
3. Undertake a review of Audit Processes- to focus on the experience of the child. Including Audit Moderation Embed Signs of Safety with an increased focus on the lived experience, impact on and outcomes for children. Close the learning loop	To start within 4 weeks and developed via a QA/audit workshop.	To be developed over next 2 months	TM HOS and SUMs
	Consultation and the views of children and young people to be part of this process Rapid review of wider staffing and capacity requirements to deliver the move from compliance to quality of practice.	completed	
4. A systematic review of how quality is reflected in reporting and strategic oversight framework			GG/ DH
5. A rapid review of the Care Leaving Service-	Review of caseloads and capacity within the service plus work to understand future demand	Completed	TM / HOS Cared for Children
6. Improve access to sufficient and suitable placements to ensure children are able to live in places that meet their needs.	Develop Brokerage Service to support improved delivery	By November 2021	TM AR
	Identify capacity required to drive this forward	completed	
7. Children's Accommodation Options in place and operational 16-17 and 18 plus	Further suitable accommodation is sourced for the cohort of care leavers 18 + who are tenancy ready Further transitional properties are identified for a further cohort of care leavers.	Implementati on plan to be developed covering the next 12- 24 months	Growth/Housin g/CSC
8. Delivery of sustainability project number 5	Identified property lead to be allocated to support children's services to identify and purchase a property for the Respite Unit	Within next 4 weeks	TM

9. A rapid review and programme of improvements to LCS implementing a number of the functions e.g. the financial / placement / fostering part of the system	A review has previously been completed to review and improve the current systems through which placement payments are made. To review the current functionality of the LCS system and develop an options paper on how this can be achieved	Timescales to be agreed	ED/DG/TM
10. Rapid review of wider staffing establishment's and capacity required to achieve desired caseloads and enable SWs to build meaningful relationships with children and young people and deliver effective support to them.	Undertake review	June 2021 Completed	TM /HoS / Finance/ HR
<b>Workforce</b>			
11. Management oversight and line of sight to practice to be reviewed and improvement plan put in place.		By end of July	TM / HoS
12. Develop First Line manager focused professional development option		By end of August	TM/HoS/BK
13. Fully implement the Professional Practice Toolbox and associated work force Training and Development program		By end of August	TM/HoS/BK
14. Embed SoS with an increased focus on the lived experience, impact on and outcomes for children		May through to October 2021	TM HoS CD
15. An enhanced recruitment, retention and conversion strategy with rolling recruitment	Review the current Tameside offer and consider how this can be developed to attract high quality candidates and improve retention	July	TB TM
<b>Partners</b>			
16. A rapid review of health input into services for vulnerable children	Mental health Initial health assessments, dental checks. Attendance at key meetings.	To start within 4 weeks	GG TM DW

**Proposition 2 Social work and Personal Advisor capacity.**

- 4.9 One of the key themes OFSTED raised was the rate of improvement and our ability to do quality work with children and families the main barriers to which was identified as being capacity across the system as a whole.
- 4.10 Over the past 8-10 months there has been a significant rise of circa 18% of contacts into the system year on year. Alongside increased child protection activity and open cases in the statutory system. This has meant that both social workers and personal advisors, (where care leavers have increased significantly as young people age and move through the system increasing PA caseloads to currently circa 50), have struggled to retain and improve performance.
- 4.11 Whilst particularly evident in our MASH and leaving care services this was noted across the statutory system.
- 4.12 Based on a target case load for out front line social workers of circa 18 and for personal advisors of circa 30, an immediate investment is therefore required in 10.5 social work posts across key areas and 5 PAs supported by two social work practice managers as detailed at section 5, to increase capacity to enable the increased demand in contacts to be dealt with in a timely manner, ensure that decisions are timely, risk appropriately identified and responded to, and that a focus can be given to the quality of delivery that enables meaningful relationships to be built with children and young people, including those young people leaving care and whom we support post 18.
- 4.13 There is also a need to increase management oversight and grip on cases that are dealt with in the MASH the current management capacity is not sufficient to ensure all cases have the right level of management oversight again this was noted by Ofsted, a further 0.5 Team manager is required to ensure that this takes place as detailed in section 5, along with a practice manager at the linked Early Help Assess Point
- 4.14 This investment should be reviewed after 12 months and should deliver savings to the system by reducing the number of cases escalating into more expensive interventions.

**Proposition 3 Enhanced Commissioning and Brokerage and Monitoring function.**

- 4.15 For context, Tameside has a number of legacy challenges in Children's Services relating to the use of commissioned services to meet the needs of its children; a larger than average population of cared for children per 10,000. The rapid growth in Cared for Children after 2016s inspection and limited historic investment in and development of Early Help, our in house fostering services, residential services and placement sufficiency more widely has led to the authority having a greater than typical use of residential services to care for children. This is costly and often far from Tameside, and does not meet the objective to support children in families. In addition Tameside is more than typically reliant on purchased fostering and care leaving providers.
- 4.16 Whilst this is a central plank of our 7 point improvement plan and good progress has been made, there remains significant work to do to ensure we have access to sufficient and suitable placements to ensure that children are able to live in places that best meet their needs
- 4.17 Despite the significant improvement and new processes it remains the case that existing brokerage and monitoring capacity in social care is overwhelming focused predominantly on the task of placement finding and has limited resource to effectively hold provision to account or to strategically develop placement capacity with senior leaders often being required to manage down into the service to cover capacity shortfall.

- 4.18 The opportunity now stands to build on the solid foundations of improved practice and processes to deliver a high quality service which will ensure our children are getting the right placement, at the right time in the right place and at the best cost.
- 4.19 Our Proposal to move this forward is for Tameside to have brokerage and monitoring function which will in summary allow it to:
- Proactively engage with all placements which are at risk of disrupting / breaking down to help avoid breakdown.
  - Work in much more detail on placement / contractual agreements. This will create the bedrock of accountability and ensure we are delivering for our young people and achieving value for money.
  - Work with a new provider in advance of a placement to explore in detail and establish a base line of delivery from which future monitoring can be built on.
  - Hold providers effectively to account through robust and regular monitoring of the services we have commissioned.
  - Provide continuity of accountability with officers having provider caseloads and working knowledge of the services delivered and children placed.
  - Robust and regular monitoring of high risk provision.
  - Increase the pace of improvement work including much more proactive and effective work with social workers and internal services.
  - Work towards brokering and monitor the delivery of services for Independent and Non-Maintained Special Schools in the same manner it does for its children in care.
  - To fully engage in GM and NW regional development and improvement activity relating to placement sufficiency
- 4.20 The additional commissioning resource required to allow Children's Services to be more proactive in developing placement sufficiency, range and quality is by resourcing 3 further Commissioning Officer and Placements/Monitoring Officers as set out in **Appendix 2**.
- 4.21 The service infrastructure will be reviewed on a yearly basis to ensure that the staffing team remains appropriate as the improvement work helps manage service demand and processes, and the reductions in Care for Children numbers begins to lower demand.

#### **Proposition 4 Enhanced Quality and Performance**

- 4.22 In order to support the shift in balance required from quantity/compliance to quality of practice with a focus on what children are experiencing (the child's lived experience) in addition to compliance, there is a need as detailed earlier for a revised approach to audit, review, learning and quality assurance including a redoubling of our focus on a consistent, quality and evidence based methodology of intervention (Signs of Safety). Whilst the building blocks are in place, greater capacity is needed to drive improvement, align performance and QA work, close the learning loop and to take these messages to staff.
- 4.23 Linked to this a clear need to support social worker retention and stability and to this end we plan to enhance the support and guidance for our newly qualified social workers in their first and second years of practice to make Tameside a more attractive place to work and stay.
- 4.24 Whilst not front line social work roles, the activity described above is key to establishing, supporting, enabling and untimely driving improved performance.
- 4.25 Details of the posts are included at **Appendix 2**.
- 4.26 In order to effectively deliver the Rapid Improvement Plan as detailed at 4.5 and to address the issues arising from the Ofsted visit, the required capacity will primarily be secured from within existing staffing establishment as detailed in **Appendix 2**, but a total additional investment will be required over two years of £461,410 in year 1 rising to £504,538 in year 2. This will then act to mitigate increased demand, throughput and complexity of cases as a



result of the impact of the pandemic on children and families, will also significantly improve outcomes for children and enable us to reduce the number of children requiring intensive, more costly interventions (including coming into the care of the local authority).

- 4.27 In order to deliver across propositions 1-4, it will be essential that children's services are supported by and work closely with the corporate team and a Budget Turnaround Team to be set up and the "enabling" services/capacity this will provide in areas such as finance, HR, housing, property and project/transformation management.

## **5. CONCLUSION**

- 5.1 There is a clear understanding of the issues which face children's services, the improvements that are needed and plans in place to address these. In order though to deliver these at the pace which our children deserve and require, the pace that our Inspectorate will expect and the Local Authority needs, the realignment of existing resources and investment of additional capacity as detailed above will be required along with the support of the Budget Turnaround Team.

## **6. RECOMMENDATIONS**

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

## APPENDIX 2

### STAFFING AND FINANCES

The table below provides a detailed list of the staffing requirements for the two year period.

Areas	Additional Posts	Year 1 Costs	Year 2 Costs
Commissioning	3 X Commissioning Officers	129,384	129,384
MASH/Hub	0.5 X Team Manager	28,943	28,943
MASH/Hub	2 X Social Worker	86,256	86,256
Locality North	1 X Social Worker	43,128	43,128
Locality East	1 X Social Worker	43,128	43,128
Locality South	1 X Social Worker	43,128	43,128
Locality West	1 X Social Worker	43,128	43,128
ISCAN	0.5 X Social Worker	21,564	21,564
Cared For Children	2 X Social Worker	86,256	86,256
Leaving Care Team	2 X Social Worker	86,256	86,256
Leaving Care Team	5 X Personal Assistants	158,895	158,895
Leaving Care Team	1 X Practice Manager	51,189	51,189
Signs of Safety	0.5 X Business Support	12,399	12,399
Signs of Safety	0.5 X Team Manager	28,943	28,943
ASYE	1 X Practice Manager	51,189	51,189
Quality Assurance	1 X Data quality officer	31,779	31,779
Safeguarding & QA unit	1 X IRO /Conference chair	57,885	57,885
Safeguarding & QA unit	1 X Conference Clerk	25,849	25,849
Safeguarding & QA unit	1 X Business Support Manager	57,885	57,885
EHAP	1 X Practice Manager	51,189	51,189
Legal Services	1 X Childcare Lawyer	51,189	51,189
Legal Services	1X Legal Officer	36,175	36,175
Legal Services	1 X Legal Administrator	25,849	25,849
<b>Total</b>		<b>1,251,586</b>	<b>1,251,586</b>
Repurposed Children's Existing Budgets		790,176	747,048
<b>Additional Funding Required to support Ofsted turnaround</b>		<b>461,410</b>	<b>504,538</b>

*The difference in budgets to be repurposed is the savings of 1 social worker in fostering can only be afforded in year 1.*

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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<b>Report to:</b>	<b>EXECUTIVE CABINET</b>
<b>Date:</b>	23 June 2021
<b>Executive Member:</b>	Councillor Oliver Ryan – Executive Member for Finance and Growth
<b>Reporting Officer:</b>	Jayne Traverse – Director of Growth Paul Smith – Assistant Director, Strategic Property
<b>Subject:</b>	<b>COMMUNITY ASSET TRANSFER POLICY</b>
<b>Report Summary:</b>	<p>This report:</p> <ul style="list-style-type: none"><li>• Provides the Council with a proposed policy for the implementation of a Community Asset Transfer Policy</li><li>• Seeks approval to formally implement this Policy</li></ul>
<b>Recommendations:</b>	<p>That Executive Cabinet be recommended to:</p> <ul style="list-style-type: none"><li>• Approve the Policy for the Community Asset Transfer of Council owned Land and Property Assets (as attached in Appendix 1).</li><li>• Note that any Community Asset Transfer that does not strictly adhere to the Policy attached to be referred for further consideration via an Executive Decision.</li><li>• To note that all proposed Community Asset Transfers have been subject to a Ward Member Consultation process in conjunction with the Executive Member for Finance and Growth.</li></ul>
<b>Corporate Plan:</b>	The proposed Community Asset Transfer will deliver Corporate Priorities – nurturing our communities, improving the wellbeing of our population.
<b>Policy Implications:</b>	A formal Community Asset Transfer Policy aligned to the Councils Disposals Policy is required in order to ensure a consistent and transparent approach to Community Asset Transfer.
<b>Financial Implications:</b> <b>(Authorised by the statutory Section 151 Officer &amp; Chief Finance Officer)</b>	<p>The report and supporting appendices provide details of the proposed Community Asset Transfer Policy.</p> <p>Any asset proposed for transfer via this policy will be subject to the necessary due diligence on the related financial impact on the Council associated with the transfer. This will also include the impact on any existing savings proposals for the rationalisation of the Council estate.</p> <p>The due diligence will need to include savings that will be realised on the related asset's existing annual expenditure, the avoidance of any future building maintenance related expenditure, the loss of any annual income that is or may be realised and also the loss of the potential capital receipt that would be realised if the asset is approved as surplus for disposal.</p> <p>In addition the community based economic benefits that will be realised by the Council and wider public services across the borough will also need to be evaluated for any such transfer.</p> <p>It is essential these details are included within the business case for any proposed transfer in advance of consideration by the relevant Executive Member for approval.</p>

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

It is perhaps important to note that this policy does not relate to Assets of Community Value, which are land or property of importance to a local community which are subject to additional protection from development under the Localism Act 2011; and which are recorded on the Council's register of assets of community value.

This Policy sets out a framework for identifying Council owned land which could be used by voluntary and/or community organisations to deliver services which would benefit the community, whilst delivering savings for the Council, but which might be at less than market value.

This Policy must of course comply with all necessary laws, but significantly it sits alongside the Council's Policy adopted in September 2020 "Disposal of Council Owned Land", so any decisions taken under this Policy must always be consistent with that overarching policy and the impact of any revisions to that policy must be considered in the context of this Policy.

Community Asset Transfers are now well established in Local Government and there are a wealth of information resources on the internet setting out the benefits and challenges associated with such transfers. Having a formal Policy is significant in helping to maximise the benefits whilst reducing and mitigating the challenges in what can be complex transactions.

It is noted that alongside any property transfer agreement, there is proposed a separate performance monitoring agreement. This is an additional layer of administration that is not actively used at present by the Council. Monitoring of performance will be critical in ensuring that any assets transferred under this Policy are properly used.

Procurement legislation will need to be considered when entering into performance monitoring agreements.

Cabinet need to ensure they are happy with the proposed decision making framework and in particular as set out in the policy at para

12.3.7 The decision to enter into a Lease as part of a Community Asset Transfer sits with the Director of Growth as described in the Constitution agreed 25 July 2019, Part 3a – Terms of Reference and Scheme of Delegation; F. Director (Growth), and any subsequent revision thereof. The Director shall exercise this power in consultation with the Executive Member for Finance and Economic Growth.

12.3.8 Any deviation from this policy, including any amendments to an existing Community Asset Transfer agreement, will be considered on their own merits and will be subject to obtaining further approval by the Executive Member for Finance and Economic Growth in conjunction with the Director of Growth

12.3.9 If the Executive Member for Finance and Economic Growth or Ward Members are not in agreement with the recommendation, the matter will be referred to Board before requesting Director and Executive Member Approval.

Note:

Any recommendation fully supported by the Executive Member and Ward Members will not be reported to Board.

That said it should be noted that it is the size of the decision which will determine the route that must be undertaken so a decision affecting two or more wards or having a financial impact of more than £30K not accounted for in budget would make it an Executive Key Decision requiring a report to be published 7 days in advance of making any decision.

**Risk Management:**

The Council is like to encounter the following risks should the Policy not be adopted:

- A loss of Community Facilities, if opportunities are not presented to the VCS by the Council
- A lack of a transparent and open process when considering the transfer of a Community Asset
- A financial risk to the Council in the ongoing maintenance of vacant buildings

**Background Information:**

**APPENDICES**

Community Asset Transfer Policy

- 6.1 (A) – CAT Process Flow Chart
- 6.1 (B) – CAT Expression of Interest Form
- 6.1 (C) – CAT Full Application Form
- 6.1 (D) – CAT Assessment Matrix
- 6.1 (E) – CAT Draft Heads of Terms

The background papers relating to this report can be inspected by contacting Georgia Cayton – Senior Surveyor



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## **1. PURPOSE OF THE REPORT**

- 1.1 To set out a Community Asset Transfer Policy (CAT Policy) for the Council.
- 1.2 The key aims of the policy are to:
  - Support voluntary and community organisations within the Borough of Tameside;
  - Provide a fair and transparent framework for the Community Asset Transfer of Council owned property assets;
  - Help the Council to achieve savings in its costs of managing property;
  - Support continued delivery of services through transfer to voluntary and community organisation;
- 1.3 A Community Asset Transfer is at the discretion of the Council. It differs from a community organisations' statutory right to nominate assets for inclusion in the Council's register of Assets of Community Value, nor the Right to Bid to provide services introduced by the Localism Act 2011.

## **2. BACKGROUND**

- 2.1 The Council recognises the positive contributions that Voluntary and Community Sector Organisations bring to Tameside. The purpose of this policy is to facilitate and support communities to access Council property assets for this purpose.
- 2.2 Community Asset Transfer presents local communities with the opportunity to breathe new life into public buildings, to preserve valuable community resources or develop exciting new services for local communities. It provides options for the future use of these assets to enable the continuation of services, which have been challenged because of cuts to funding.
- 2.3 Tameside Council benefits from a strong Voluntary and Community Sector with an estimated 1,167 voluntary organisations and 34,000 volunteers operating within the Borough.
- 2.4 Putting in place a Community Asset Transfer Policy is an active management step to support the communities of Tameside to reduce their reliance on Government funding and to take ownership of their own local areas.
- 2.5 Community Asset Transfer is the transfer of ownership or management of land and property at less than market value, subject to the Local Authority demonstrating that in doing so it will result in local improvements to social, economic or environmental well-being. The legislation which supports this is the General Disposal Consent (England) 2003.
- 2.6 Community Asset Transfer generally involves the grant of a lease, which can be either for a short term of 5 years or a longer term in order to support an organisation in its bid to secure external capital funding.

## **3. CURRENT POSITION**

- 3.1 The Council currently provides property used for direct community use along with office accommodation for partner VCS organisations. In addition to occupied properties, the Council has a number of land holdings used for community purposes throughout the Borough. A number of these existing leases have or are reaching lease expiry and require a formal lease renewal with tenants in some cases requesting leases of over 25 years to enable them to secure external capital funding.



- 3.2 Although there have been a number of lettings to Community Groups and a draft policy was previously produced, the Council has no formal policy when considering the grant of a lease of a Community used asset, whether that relates to land or property.
- 3.3 The lack of a formal policy presents a risk to the Council as it lacks governance, transparency and brings uncertainty to officers and community groups when negotiating lease terms and rentals. In adopting a formal approach, approval to transactions can be obtained and concluded without unnecessary delay.
- 3.4 One of the priorities of the Councils Corporate Plan is 'Nurturing our communities' and therefore acknowledges the value of communities within the Borough and the valuable work carried out by VCS organisations. When considering the services provided by VCS organisations it is clear that they touch upon all of the priorities identified as they work with residents from birth to aged 90+. It is therefore important to recognise the value added by VCS organisations.
- 3.5 Equally important to consider is the role which VCS organisations have in supporting the delivery of services to the local community. In recent years, Local Authorities have experienced significant austerity and in many cases are no longer able to deliver the full range of services previously offered. VCS organisations have often come forward to aid in the continued delivery of these services.
- 3.6 Where there is an existing lease to a community group, then in the majority of cases it is on an internal repairing basis only with the Council remaining responsible for external repairs and maintenance. It is proposed that as part of the Community Asset Transfer policy that the tenant organisation will be responsible for all repairs & maintenance, statutory maintenance and insurance of the building.

#### **4. COMMUNITY ASSET TRANSFER POLICY**

- 4.1 The proposed Community Asset Transfer Policy is attached as **Appendix 1** to this report.
- 4.2 The proposal to transfer a property to the VCS sector will in most cases be prompted by the Council identifying a property asset that it deems surplus to its operational requirements, which it then offers for CAT. The Council will review its portfolio to identify assets suitable for transfer under the CAT policy. In some circumstances, the Council may receive a speculative approach from a VCS organisation seeking a building for community use.
- 4.3 The purpose of the policy is not to generate capital receipts but to support the delivery of community and wider services by relevant organisations.
- 4.4 Each application will be considered on its own merits. The Council will, where it can, provide assistance and will take a fair, consistent and transparent approach to each case.
- 4.5 The responsibility for the production of a Business Plan will be that of the applicant. The Business Plan must satisfy the Director of Growth or successor role and the Councils Cabinet members.

#### **5. RECOMMENDATION**

- 5.1 As stated on the report cover.

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# Community Asset Transfer Policy

**August 2020**

## Policy Document Revisions

Corporate Policy – Community Asset Transfer	## October 2020

## **Corporate Policy Community Asset Transfer Contents:**

1. Purpose of the Policy
2. Principles Underpinning the Community Asset Transfer Policy
3. Policy Statement on Community Asset Transfer
4. National Policy Context
5. Legal Framework and Enabling Powers
6. Potential Benefits of Community Asset Transfer
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8. Organisations Eligible for Community Asset Transfer
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13. Legal Considerations
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16. Further Community Asset Transfer Considerations

## **Appendices**

- Appendix A – CAT Process Flow Chart
- Appendix B – CAT Expression of Interest Form
- Appendix C – CAT Full Application Form
- Appendix D - CAT Assessment Matrix
- Appendix E – CAT Draft Heads of Terms

## **1. Purpose of the Policy**

- 1.1 Community Asset Transfer (CAT) is the transfer of management and/or ownership of public land and/or buildings to a community organisation usually at less than Market Value to achieve an economic, social or environmental benefit.
- 1.2 This policy outlines Tameside Council's approach to CAT. It sets out a transparent, positive and proactive framework to enable and manage asset transfer from the Council to the Voluntary and Community Sector (VCS) and ensure the long-term sustainability of the proposal.
- 1.3 Tameside Council recognises the positive contribution that VCS organisations bring to their communities and the purpose of this policy is to facilitate and support these organisations to access Council property for the delivery of community services to the local area.
- 1.4 As part of its 'Vision for Tameside', the Council acknowledges that as a representative body, it exists to maximise the well-being of the people of the Borough. In pursuing this aim, it will:
  - Establish open systems of listening and communication;
  - Develop innovative ways of involving the community;
  - Be flexible and adaptive to the changing needs of the Borough;
  - Work in a co-operative and co-ordinated way continually to improve the quality of its delivered services;
  - Provide equality of access to those services.
- 1.5 The Council is committed to using its land and property assets to effect positive change and noticeable benefits to local communities by entering in to partnerships with VCS organisations.

- 1.6 It is also acknowledged that CAT may provide a long-term sustainable option for services that may have otherwise faced challenges to their continued delivery.
- 1.7 Putting in place a robust CAT Policy is an active management step by Tameside Council to support VCS organisations and local communities to take responsibility of property assets to support delivery of community services.

## **2. Principles Underpinning the Community Asset Transfer Policy**

- 2.1 The Council supports a strong and sustainable VCS as a key partner in the delivery of services and in providing a link with local communities. It recognises that VCS organisations have a vital role to play within the Borough.
- 2.2 Tameside Council already benefits from a strong Voluntary and Community Sector with an estimated 1,167 voluntary organisations and 34,000 volunteers operating within the Borough. There are currently 14 Council owned buildings occupied by Voluntary and Community Sector (VCS) organisations providing a range of services to the Communities within Tameside.
- 2.3 The Council, therefore, recognises that the way its physical assets are managed can have a positive impact on the long-term strength of VCS organisations and local communities. In holding a legal interest in their asset, VCS organisations can grow and become more secure and gain access to external funding sources not available to the Council.
- 2.4 The Council's aim is to ensure that the way assets are managed via CAT adhere to the Council's corporate objectives and enable VCS organisations to grow and become sustainable on a long-term basis.

## **3. Policy Statement on Community Asset Transfer**

- 3.1 As part of its wider Disposal of Council Owned Land and Property Policy (as approved at Cabinet in September 2020), the Council recognises the value of Community Asset Transfer in supporting the VCS in the continued delivery of community services through the transfer of its property asset.
- 3.2 The Council notes that CAT provides an opportunity to give local people and organisations greater control over the future of their area and community. This policy recognises the potential benefits that CAT can bring to the community, to the organisation proposing an asset transfer and to the Council.
- 3.3 It is important to recognise that CAT is not suitable for all properties or all organisations and the Council, where possible, will continue to work with local organisations to ensure that a range of tools, programmes and initiatives are

in place to support the development of a strong and sustainable Voluntary and Community Sector in Tameside.

- 3.4 The opportunity to transfer an asset via CAT will in most cases be prompted by the Council declaring a suitable property as surplus to requirements. However, in some cases the option to consider CAT may be as a result of a direct approach to the Council by a VCS organisation.
- 3.5 The Council will consider transfer of an asset to any organisation that makes a credible application on an asset deemed suitable for CAT and providing the process identified below is followed.
- 3.6 While fully supporting the principle of CAT, this policy also recognises that some assets must remain under Council control in order to support the delivery of essential services or Strategic Corporate Objectives. Greater detail is provided below on those assets that are to be excluded from Community Asset Transfer.
- 3.7 It is important to recognise as part of this policy that the Council is under no obligation to transfer property assets to the community or VCS organisations. This policy must take into account the approach and desired outcomes of other Council strategies, policies and initiatives and all proposals for CAT must make an explicit contribution and impact to the needs of the Borough.

#### **4. National Policy Context**

- 4.1 Prior to 2010 CAT was encompassed within policies to create sustainable communities, empowerment and regeneration (e.g. the 2008 white paper “Communities in Control: Real People Real Power”).
- 4.2 The community ownership and management of assets has also been strongly promoted by Government in recent years, most recently as part of the “Big Society” agenda. The Department for Communities and Local Government (DCLG), who commissioned the Quirk Review “Making Assets Work” published in 2007, made this agenda prominent.
- 4.3 The Quirk Review strongly advocated local ownership and management of public assets and sets out the clear benefits to local groups, which own or manage public assets – such as community centres, building preservation trusts and community business enterprises. The review found and recommended that: -
  - the social or community benefits of community management and ownership of public assets can outweigh the risks and often the opportunity costs in appropriate circumstances;
  - a major programme of awareness raising and capacity building for the evaluation of benefits and risks needs to be generated;

- Local authorities and other public bodies should take a more corporate approach to their asset portfolio and their relationship with the community sector.
- 4.4 Since 2010 and following the Quirk Review, CAT has been incorporated in the “Big Society” policy agenda which has at its core greater empowerment to communities, opening up public services to the VCS, social enterprises and the private sector and enabling and encouraging people to play a more active part in society and promote more volunteering.
- 4.5 There is now a clear multi-party policy at a national level to encourage the transfer of ownership and management of public sector land and assets to community organisations. Such transfers are increasingly seen as a means to achieve a range of objectives from promoting civic renewal, active citizenship and improving local public services to tackling poverty and promoting economic regeneration.
- 4.6 The Localism Act (2011) further devolves decision making powers to a neighbourhood level and advocates additional rights and powers for communities and individuals such as the “Community Right to Challenge” and “Community to Bid”.
- 4.7 Although sharing some common principles, Community Asset Transfer is a separate process to Community Right to Challenge and Community Right to Bid.

**Please note this policy relates to Community Asset Transfer only. The processes relating to Community Right to Challenge and Community Right to Bid, will be outlined in a separate policy documents.**

## **5. Legal Framework and Enabling Powers**

- 5.1 CAT involves the transfer of Council or other publicly owned property assets, usually at less than Market Value, as a means to further local social, economic and / or environmental objectives.
- 5.2 Section 123 of the Local Government Act 1972 requires that all disposals to be at the best consideration reasonably obtainable under the circumstances. This applies to the disposal of any interest in land and property.
- 5.3 However this was substantially amended under the Local Government Act 1972 General Disposal Consent Order (England) 2003, which gave Council’s wider powers to dispose of land and property at less than Market Value where it could be demonstrated that they promoted the economic, social and environmental well-being of the area; and provided that the unrestricted undervalue of the asset to be disposed of and the consideration for the disposal does not exceed £2,000,000 (two million pounds).



## **6. Potential Benefits of Community Asset Transfer**

6.1 The potential benefits that a successful Community Asset Transfer may afford are far reaching and widely recognised.

6.2 For the community and VCS organisation, Community Asset Transfer may: -

- Strengthen the organisation's confidence.
- Provide greater opportunity to raise funding from grant bodies not available to Local Authorities.
- Further strengthen the organisations' community ties.
- Provide a catalyst for local volunteering, stimulating the direct involvement of local people in shaping and regenerating their communities and increasing community cohesion.
- Provide the opportunity for the organisation to develop the asset to meet the communities' needs and aspirations.
- Increased use of facilities and a wider range of activities with improved health and other wellbeing outcomes for the community.
- Decision making devolved to a local level.

6.3 For the Council, Community Asset Transfer offers the following benefits: -

- Strengthened relationships with the local community and opportunity for long-term partnership working between sectors and delivery of shared priorities.
- Greater opportunity for external investment in the asset.
- Potential for assets to be brought back in to more beneficial use.
- Opportunity to restore "iconic" buildings.
- More efficient use of the Council's asset base and greater focus on community outcomes.
- Supporting the Council's Corporate aims and objectives.
- Delivery of social, economic and environmental benefits.

## **7. Potential Risks of Community Asset Transfer**

7.1 Whilst it is acknowledged that CAT may provide many positive outcomes to the Council, VCS organisations and local communities; if not managed correctly and in accordance with a clear and robust policy, it could present a number of risks. These risks may include (but not limited to) the following: -

- The asset transferred will not be used in the public interests or inclusive of the wider community.
- The organisation taking responsibility for the asset may not have the capability, experience or financial understanding to deliver the service proposed.
- The expectations of the Council and the VCS organisation may differ.
- The Council's loss in control over the future of the asset.

- Potential loss of revenue income, capital receipt or future opportunity cost for the Council.
- 7.2 In order to minimise potential risks and achieve a successful Community Asset Transfer, there needs to be a robust, transparent and clear policy in place.
- 7.3 In order to assess potential CAT's and minimise risk, the Council will appoint an internal working group that brings together the essential skill base required to assess applications and make recommendations as to whether an application be supported.
- 7.4 With a suitably qualified working group established it is much more likely that the potential risks will be avoided or managed, and a successful transfer be realised.

## **8. Organisations Eligible for Community Asset Transfer**

- 8.1 Applications will be considered from Voluntary and Community Sector organisations. Applicants should be able to demonstrate good governance and an appropriate legal structure.
- 8.2 The applicant must: -
  - Be non-profit distributing – applications will not be considered from private companies, private individuals or other organisation not fulfilling the criteria. Any applicants that are profit making must reinvest any surpluses to further the social/community services offered from the asset.
  - Be a Voluntary or Community Sector organisation - i.e. must be a legal entity which is not governmental or part of the statutory sector. However, applications may be considered from Town and Parish Council's provided they are not part of the Government or statutory sector.
  - Exist for community, social and/or environmental benefit of the community.
  - Be appropriately constituted – for example a registered charity, a community interest company or a charitable incorporated organisation, a not for profit company or co-operative. Such constitution which can allow for the management/ownership of buildings and/or provision of services.
  - Demonstrate good governance – by operating open and accountable processes, with adequate monitoring and financial management systems and be able to provide copies of the organisations accounts upon request.
  - Have well defined community benefit objectives – and demonstrate it has the necessary skills, capacity and resources to effectively deliver the services identified and manage the asset.

- Have appropriate experience and knowledge of property management – and can demonstrate it understands health and safety issues and compliance with legislation/statutory requirements arising from the transfer and management of the asset.
- Demonstrate sustainability – the applicant will need to be able identify and maximise opportunities to ensure long term sustainability.

## **9. Assets Potentially Suitable for Community Asset Transfer**

- 9.1 The asset must be in the freehold ownership of the Council and the Community Asset Transfer should assist in delivering the corporate aims of the Council.
- 9.2 The policy should not specifically include or exclude any type of asset from the potential transfer to a VCS organisation, allowing each case to be considered on its own merits, having consideration of the exclusions identified below.

## **10. Assets to be Excluded from Community Asset Transfer**

- 10.1 The Council will not support Community Asset Transfer where any of the following apply: -
  - The asset is required for service delivery.
  - The asset has been identified for capital receipt: -
    - either within the capital receipts programme,
    - is held for long-term future capital appreciation, or whereby
    - the receipt from the asset could make a contribution to the overall capital receipts programme.
  - The asset is held or identified for revenue income.
  - The asset could contribute to the Council's housing development programme.
  - Where there's potential for an enhanced alternative use value (opportunity cost), either as an individual asset or where the asset may be part of an amalgamated site.
  - Assets that are considered unfit for purpose and/or require significant investment will generally be excluded from the policy. However, exceptions may be made where the VCS organisation can secure the financial resources to bring the property back into repair and beneficial use.
  - Proposals that only relate to part of an asset will generally be excluded from Community Asset Transfer. However, in exceptional circumstances the Council reserves the right to reconsider.

## **11. The Community Asset Transfer Process**

- 11.1 Although a number of steps are involved in Community Asset Transfer, there are three key stages for those individuals or groups who are interested: -
- Stage 1 - Expression of Interest.
  - Stage 2 - Full Application and Business Case
  - Stage 3 – Agree Heads of Terms for the transfer and basis for a Joint Working Agreement.
- 11.2 The CAT process may be started by either the Council advertising an opportunity or by an individual/organisation making a speculative request to take on management responsibility for an asset.
- 11.3 If the asset is available for Community Asset Transfer, the opportunity will be advertised with Expressions of Interest sought via a number of methods to include (but not limited to): -
- Local press.
  - Tameside Council website.
  - Community networks/partners.
  - Tameside Council social media outlet.
- 11.4 It should be noted that if a speculative request is received, and if that asset is deemed suitable for Community Asset Transfer, then in accordance with this policy the opportunity will be advertised to the wider voluntary and community sector.
- 11.5 Where there are any existing agreements with VCS organisations for the occupation of Council property (land or buildings) and where these agreements are nearing expiry (and there are no automatic rights to a renewal tenancy under the Landlord & Tenant Act 1954), the Council will notify the group of its intention to advertise the opportunity to the wider community sector. Applications from existing user groups will be encouraged and will be considered alongside any other applications and in accordance with this policy.
- 11.6 A flow chart identifying all the steps involved in the Community Asset Transfer process is attached at Appendix A

## **12. Community Asset Transfer Stages**

### **12.1 Stage 1 – Expressions of Interest**

- All applications are to be initially directed to the Estates Team within the Growth Directorate (or successor team).
- Interested organisations are asked to complete and return an Expression of Interest form by a specific date outlined in the advertisement. The Expression of Interest form is attached at **Appendix B**

- The Expression of Interest form should outline a summary of how the asset will be used along with a summary of the anticipated benefits to the local community. A number of organisations may be asked to submit a full application for further consideration, this will be assessed further as described below.
- All Expressions of Interest will be presented to the Asset Management Working Group for consideration and the VCS organisation(s) will be notified of the outcome.
- Should the Asset Management Working Group support an initial application. The organisation(s) will be informed of the next stage.

## 12.2 Stage 2 - Full Application and Business Case

12.2.1 Following the initial Expression of Interest Stage, successful applicants will be invited to submit a Full Application form (copy attached at **Appendix C**) together with a supporting Business Case. Timescales for completion of Business Cases and Applications will be agreed at this point.

12.2.2 The Application form and Business Case will be assessed against the criteria contained within the CAT Assessment Matrix (copy attached at **Appendix D**) by a panel comprising representatives of the Estates Team, Legal Services, Finance and any other Council service which aligns with the aims and objectives of the Community Group.

12.2.3 Where multiple applications are received for the same asset, each will be considered against the scoring matrix, other relevant Council Policies and objectives and in consultation with Local Ward Members.

12.2.4 Please note that any recommendation on whether to proceed with CAT requires approval by the Asset Management Working Group (which includes the Executive Member for Finance and Economic Growth) in accordance with the Council's Strategic Asset Management Plan, Delegated Powers and Council constitution. Please note formal approval will be via an Executive Decision Notice

### (i) The Application and Business Case

Should include the following: -

- A summary of the proposal outlining how the asset will be used.
- Details of the outcomes to be delivered, how the use of the asset will support the Council's aims and objectives and how this will benefit the community.
- A description of who the organisations clients/users are i.e. the organisations target group.
- A community need statement outlining the community need and any community benefits resulting from the organisation managing the asset (the how, the who, the how many). Evidence of community involvement and consultation will be expected.

- Details of which of the Council's strategic objectives the organisation will deliver against and what outcomes will be delivered as a result of their managing the asset.
- Details of funds held by the organisation, cash flow and budgeting details. How the organisation intends to secure future capital and revenue funds to invest into and support the project.
- The capacity of the organisation to manage the asset.
- The experience and skill of the organisations Board/Managing Group.
- Confirmation of the organisations legal structure and how it will hold the asset. Any successful applicant must be a legally constituted community group, charity or not for profit organisation with articles of association that define the roles and responsibilities of trustees etc.
- Succession planning to ensure that the organisation maintains the right skills and knowledge to manage the asset in the longer term.
- Details of the organisations safeguarding policy and demonstration of how it meets the Council's own safeguarding principles.

12.2.5 The Council will specify the timescales for submission of the application and business case, after which they will be assessed by a cross-service panel and evaluated in accordance with the Community Asset Transfer Assessment Matrix. A recommendation will then be made to the Asset Management Working Group as to whether or not the proposal should be supported. Organisation(s) will then be informed of the outcome.

(ii) **The Community Asset Transfer Assessment Matrix**

The CAT Assessment Matrix will be used to record the assessment decision. Copy of Assessment Matrix included at **Appendix D**.

During this assessment period the Council may enter into a dialogue with the organisations who have submitted the application to seek clarification and additional information / evidence in support of the organisations aspiration to acquire the asset. In certain circumstances, the Council may ask a number of organisations to explore a collaborative bid for the asset.

(iii) **In the Event of an Application being Approved**

Where an application is supported and approval is in place to progress to the next stage, the organisation will be contacted to agree Heads of Terms and the basis for the Joint Working Agreement.

Local Elected Members will be informed of all decisions relating to Community Asset Transfers within their wards.

### 12.3 **Stage 3 – Heads of Terms and Joint Working Agreement**

- 12.3.1 The final stage of the process would be to agree Heads of Terms for the asset transfer and would be subject to the organisation entering in to a Joint Working Agreement with the Council to ensure that the services proposed continue to meet the requirements of the Council and the wider community in the long term.
- 12.3.2 There may be additional legal issues which may arise in context of the CAT for example (including but not limited to) – State Aid (public procurement), transfer of undertakings such as protection of employment “TUPE” etc.
- 12.3.3 Each asset will be considered on a case by case basis and the Council will advise applicants on their legal responsibilities, but it is advised that applicants seek their own independent professional advice.
- 12.3.4 The Council have prepared a draft Heads of Terms document for CAT use, this identifies some of the key terms and conditions that need to be considered for any proposed transfer. A copy of the draft CAT Heads of Terms can be found at **Appendix E**.
- 12.3.5 It should be noted that the standard CAT lease agreement shall include a break clause in favour of the Landlord in the event that the Council require the asset (or any part thereof) for wider development or for the generation of a capital receipt. In operating this Break Option the Council acknowledges that it may have to compensate the applicant where they are legally obliged to repay any grants that have been secured on the premises for purposes of delivering the agreed community service.
- 12.3.6 In the event that a prospective VCS requires a lease that does not contain any landlord break provisions, for instance as a requirement for securing external funding, then all such requests will be considered on their own merits and approval of such will be required by the Executive Member for Finance and Economic Growth in conjunction with the Director of Growth.
- 12.3.7 The decision to enter into a Lease as part of a Community Asset Transfer sits with the Director of Growth as described in the Constitution agreed 25th July 2019, Part 3a – Terms of Reference and Scheme of Delegation; F. Director (Growth), and any subsequent revision thereof. The Director shall exercise this power in consultation with the Executive Member for Finance and Economic Growth.
- 12.3.8 Any deviation from this policy, including any amendments to an existing Community Asset Transfer agreement, will be considered on their own merits and will be subject to obtaining further approval by the Executive Member for Finance and Economic Growth in conjunction with the Director of Growth
- 12.3.9 If the Executive Member for Finance and Economic Growth or Ward Members are not in agreement with the recommendation, the matter will be referred to Board before requesting Director and Executive Member Approval.

Note:

Any recommendation fully supported by the Executive Member and Ward Members will not be reported to Board.

### **13. Legal Considerations**

13.1 Any application will be considered against the Council's Disposal Policy and its legal obligations in respect of property transfer, namely: -

#### **13.2 State Aid**

State Aid refers to forms of assistance from a public body give to certain organisations which has the potential to distort competition and affect trade between member states of the European Union.

13.3 The European Commission monitors and controls State Aid in the EU. Member States are obliged to notify and seek approval from the Commission before granting State Aid.

13.4 This gives the Commission the opportunity to approve or refuse to approve the proposed measure. The Council will need to consider whether the terms of the transfer proposed by the VCS organisation could amount to State Aid and if so, whether exemptions exist that might allow the transfer to proceed legally.

#### **13.5 Property held on Charitable Trust**

The Council holds some property on Charitable Trust. Transfers of such property can only take place where the terms of the transfer accord with the terms of the Trust and are otherwise approved by the Charitable Trust Committee, complies with Charity Law and if required seek the approval of the Charity Commission.

#### **13.6 Other Potential Legal Matters**

As indicated above, issues may arise transfer of undertakings and in particular the protection of employment "TUPE".

13.7 Whilst the Council will endeavour to advise applicants on their legal responsibilities associated with an asset transfer, it is strongly recommended that organisation seek to obtain their own independent professional advice.

### **14. On Completion of a Community Asset Transfer**

14.1 Once the CAT is completed, the acquiring organisation(s) will become responsible for:

- Operation of the asset in accordance with the terms of the lease/licence agreement, along with all other legal and statutory requirements.



- Compliance with the Joint Working Agreement and any other transfer agreements.
  - Delivery of agreed outcomes.
- 14.2 The above will be effective from the date of legal completion of the asset transfer.
- 14.3 Failure to comply with the agreement may result in the Council terminating the lease/licence agreement and the organisation having to hand back the asset to the Council.

## **15. Following Transfer of the Asset**

- 15.1 The successful organisation(s) will be required to submit an Annual Report to the Councils agreed representative which will demonstrate that the agreed outcomes have been delivered.
- 15.2 Every transfer will be subject to review on an annual basis (where possible and practicable), in order to measure the success of the CAT. The review will assess the sustainability of the transfer and check that the outcomes agreed as part of the transfer are being achieved.
- 15.3 The acquiring organisation will provide proof on demand that all statutory and legal requirements are complied with.

## **16. Further Community Asset Transfer Considerations**

- 16.1 The following matters should be considered when putting a Community Asset Transfer into practice: -
- Priority for the opportunity to have a community asset transfer will be given to the asset's existing users and community organisations.
  - Where there are several interested parties for an asset, a competitive evaluation process will be used to decide the preferred organisation, if any.
  - There is no guarantee of exclusivity on a first come first served basis when considering asset transfers and other expressions of interest will be considered, as appropriate.
  - Collaboration between community-based organisations and the sharing of assets to optimise social value and value for money across the borough will be encouraged.
  - Proposed asset transfers will be managed on a case by case basis and in accordance with this policy and any decision to transfer an asset should not be regarded as setting a precedent.
  - The Council will share information regarding the condition and operating costs of the asset with the interested party.

- It cannot be assumed that the council will make good any defects with the asset before the transfer.
- Any significant repair costs or remodelling would bring in to question the suitability of the asset for a transfer unless an interested party can deliver the necessary investment as part of their business plan.
- The community organisation will need to be a legal entity and be able to demonstrate a sustainable business plan.
- Elected members, including ward members, will be engaged appropriately throughout the process.
- Any proposed CAT must promote social, economic or environmental wellbeing (social value) and support the stated aims and priorities of the council.
- The community organisation will be responsible for the running costs, including repairs, maintenance, and insurances.
- The Council does not provide any financial support for community asset transfers.
- Any transfer for community use should be on a leasehold/licence basis. This protects the future of these assets and ensures the council can determine any future changes in use and occupation during the lifetime of the agreement.
- The length of the agreement should be appropriate to the business case and where appropriate, long enough to attract funders and investments.
- Where an element of wider community usage is retained after the transfer then there will be a requirement to protect existing user groups in terms of usage and charges for a limited period.
- The social value and outcomes to be delivered, along with any other conditions or grants will form part of a business case and subsequent lease/licence agreement.
- Compliance with the objectives of the CAT will be monitored by the Council as specified in the relevant agreements.
- A rental will be agreed to a minimum of £1,000p.a. or 25% of current Market Rent, this rental will be subject to 5 yearly rent reviews and based upon Retail Price Index changes.
- In the event that a Nil rental is requested by a proposed tenant, this request will be referred to the Director of Growth as Delegated Officer for further consideration in conjunction with the Leader of the Council and relevant Executive Member.
- Failure to comply with the terms specified in the Joint Working Agreement and transfer document may result in termination of the lease/licence at the Councils discretion.



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## Community Asset Transfer Flow Chart

### Pre-application:

CAT Process started either by the Council undertaking a review of the asset or a speculative request.



Asset Management Working Group support potential CAT.



### Stage 1: (3 month period)

Expressions of Interest invited from the Voluntary and Community Sector.

Ward Members are informed of the commencement of the process.



Expressions of Interest are evaluated and reported to  
The Asset Management Working Group (which includes the Executive Member – Finance and Growth).



The Asset Management Working Group do not support proposal for CAT and applicant(s) are informed of decision.

Ward Members are informed.

The Asset Management Working Group do support (in principle) the potential CAT and the applicant(s) invited to progress to the next stage.

Ward Members are informed.



### Stage 2: (2 month period)

Successful groups are invited to submit a Full CAT Application Form and Business Case for consideration.



A panel of officers from the Council Evaluate the application(s)/business case(s) against the CAT Assessment Matrix.



The outcome of the evaluation process and officer recommendation presented to the Asset Management Working Group (which includes the Executive Member for Finance and Economic Growth).



The Asset Management Working Group do not support the proposed CAT and the applicant(s) are informed of decision.

Ward Members are informed.

The Asset Management Working Group support the proposal/recommendation and progression to the next stage.

Ward Members are informed.



### Stage 3: (2 month period)

If the Executive Member for Finance and Growth or Ward Members are not in agreement with the recommendation, the matter will be referred to Board before requesting Director and Executive Member Approval.

#### Note:

Any recommendation fully supported by the Executive Member and Ward Members will not be reported to Board.

Both parties agree the Heads of Terms for the transfer and the basis of the Joint Working Agreement.



Formal approval, Via and Executive Decision Notice is granted to the Community Asset Transfer (approval by Director of Growth and Executive Member for Finance and Growth) and asset transfer legally completed.

Ward Members are informed.



### On completion:

On completion, the acquiring organisation will become responsible for: -

- Operation of the asset in accordance with the terms of the lease/licence agreement, along with all other legal and statutory requirements.
- Compliance with the Joint Working Agreement and any other transfer agreements.
- Delivery of agreed outcomes.

Failure to comply with the agreement may result in the Council terminating the lease/licence agreement and the organisation having to hand back the asset to the Council.

### Following transfer:

The successful organisation to submit Annual Report to the Council's agreed representative for consideration.

Every transfer will be subject to review on an annual basis.

**Please note that any application returned to the Council does not give any certainty that the property will be transferred to your organisation. All applications made will be considered by the Asset Management Working Group maker on their own merits and a decision will be made is any particular proposal will be supported and progressed.**

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TAMESIDE COUNCIL  
GROWTH DIRECTORATE  
STRATEGIC PROPERTY – ESTATES TEAM

# EXPRESSION OF INTEREST FORM (COMMUNITY ASSET TRANSFER)

**\*\*PROPERTY HERE\*\***

**TO BE RETURNED ON OR BEFORE 12noon \*\*DATE\*\***

**\*\*FAO: XXX (Head of Estates)\*\***

Strategic Property – Estates Team, Tameside Council  
Ashton Old Library, Old Street, Ashton Under Lyne, OL6 7SG  
Or alternatively email [estates@tameside.gov.uk](mailto:estates@tameside.gov.uk)

**Located at:**  
**\*\* ADDRESS\*\***

## Interested Party Details

**Interested Party (Company or Individual Name):**

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**Company Reg No. (If Applicable)** \_\_\_\_\_

**Address:** \_\_\_\_\_

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**Telephone No:** \_\_\_\_\_ **Email:** \_\_\_\_\_

**Can you please advise as to what your interest in the site would be:**

(please tick box as appropriate)

Community Asset Transfer? ☐

Other? (please specify below) ☐

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**If your interest in the site is by way of a Community Asset Transfer lease then please describe:-**

**a) What type of organisation you are?** (please tick all boxes that apply)

- |   |  |
|---|--|
| <input type="checkbox"/> Partnership  | <input type="checkbox"/> Constituted Group   |
| <input type="checkbox"/> Company Limited by Guarantee                                   | <input type="checkbox"/> Public Sector   |
| <input type="checkbox"/> Charity  | <input type="checkbox"/> Voluntary Organisation                                    |
| <input type="checkbox"/> Community Interest Company                                     | <input type="checkbox"/> Consortia (if so, provide names of partner organisations) |
| <input type="checkbox"/> Newly formed group for Asset Transfer (please provide details) | <input type="checkbox"/> Other (please specify)                                    |

**b) Does your organisation have a governing document (Constitution, Articles and Memorandum of Understanding etc.)?**

- ☐ Yes (please attach a copy with your application)      ☐ No

**c) Why you are interested in the site and your proposals for it, providing as much detail as possible;**

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(Continue on separate paper/include within supporting documentation if necessary)

*PLEASE NOTE:- If your interest is for a community asset transfer of the property, then should the Council wish to investigate this option further, your organisation will be required to complete the Council's Community Asset Transfer Application Form. The Council will expect community based groups to be responsible for all running costs of the building, including repairs, maintenance and all insurances.*



**If your interest in the site is for any other proposal than to those mentioned above (i.e. Community Asset Transfer), then please provide as much detail as possible below;**

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(Continue on separate paper/include within supporting documentation if necessary)

**Is there is any other information/supporting documentation that you wish the Council to consider as part of your Expression of Interest?**

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**If your Expression of Interest for your proposed transaction is made subject to any conditions – then please provide full detail of these below;**

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(Continue on separate paper/include within supporting documentation if necessary)

**PLEASE NOTE THAT THE COUNCIL ARE NOT DUTY BOUND TO  
ACCEPT ANY PROPOSAL SUBMITTED FOR THE PROPERTY –  
THIS INFORMAL MARKETING EXERCISE IS UNDERTAKEN  
SOLELY TO GAUGE THE “EXPRESSIONS OF INTEREST” FOR THE  
BUILDING AND NOTHING ELSE.**

To the best of my knowledge, I am not related to any elected Member or Senior Officer of the Council, and submit the above as my offer.

**Signed** \_\_\_\_\_ **Date** \_\_\_\_\_

**Print** \_\_\_\_\_

Once all the expressions of interest have been received the Council will endeavour to advise you as soon as possible on the final decision for the future of the hall.

## **Community Asset Transfer Application Form**

Please note that any application returned to the Council does not give any certainty that the property will be transferred to your organisation. All applications made will be considered by the Asset Management Working Group on their own merits and a decision will be made at future meetings if any particular proposal will be supported and progressed.

### **To be completed interested organisation:-**

Name of Asset Under Consideration: \_\_\_\_\_

Address of Asset Under Consideration: \_\_\_\_\_

Name of Organisation/Group: \_\_\_\_\_

Name of Contact: \_\_\_\_\_

Contact Address: \_\_\_\_\_

Contact Email Address: \_\_\_\_\_

Contact Telephone Number: \_\_\_\_\_

### **1. What type of organisation are you? (please tick all boxes that apply)**

- |  |  |
|--|--|
| <input type="checkbox"/> Partnership                           | <input type="checkbox"/> Constituted Group   |
| <input type="checkbox"/> Company Limited by Guarantee          | <input type="checkbox"/> Public Sector   |
| <input type="checkbox"/> Charity                               | <input type="checkbox"/> Voluntary Organisation                                    |
| <input type="checkbox"/> Community Interest Company            | <input type="checkbox"/> Consortia (if so, provide names of partner organisations) |
| <input type="checkbox"/> Co-operative Society                  | <input type="checkbox"/> Community Benefit Society                                 |
| <input type="checkbox"/> Newly formed group for Asset Transfer | <input type="checkbox"/> Other (please specify)                                    |

**Has the Organisation's Managing Group read the Council's Community Asset Transfer Policy and fully understands the responsibilities and duties for the organisation as outlined within it?**

Yes ☐

No ☐

**2. What year were you formed?**

(if you have a current business plan, please attach it to this application form).

**3. Does your organisation have a governing document (Constitution, Articles and Memorandum of Understanding etc.)?**

- ☐ Yes (please attach a copy with your application)      ☐ No

**4. Does your organisation hold an Annual General Meeting (AGM) or similar governance meeting?**

- ☐ Yes      ☐ No

**5. Does your organisation produce annual reports or returns for Companies House, The Charity Commission or other governing body?**

- ☐ Yes      ☐ No

**6. Please provide details of your organisations management structure, including names, roles and responsibilities** (if you have a diagram illustrating your organisation structure please attach a copy)

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**7. Does your organisation employ staff and/or uses volunteers to deliver its activities?**

Employs staff - please confirm how many

Uses volunteers - please confirm how many

Please attach a staffing structure for your organisation if you have one.

**8. Has your organisation got an audited or independently checked set of accounts for its last financial year?**

- ☐ Yes (please attach a copy with your application)      ☐ No

**9. Does your organisation have a bank account in its own name and can produce bank statements?**

- ☐ Yes (please attach a copy of the latest statement with your application)      ☐ No

**10. Does your organisation currently own and/or occupy any other land or property; or has it previously owned or taken a lease of an asset? If yes, please provide details.**

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**11. Does your organisation have any affiliations with other business entities? If yes, please provide details.**

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**12. Are any of your group (committee/board members, treasurer, secretary or others with senior positions within the organisation) related to any Councillor or senior employee of the Council? If yes, please provide details.**

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**13. Is your proposal to occupy 100% of the property for non-profit making community activities? If not, please provide further details.**

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**14. Does your organisation intend to pay an annual contribution to the Council for its occupation of the premises?** If so, please provide your proposals for any rent/licence fee contribution below.

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**15. Is your group an entirely non-profit organisation with all surplus proceeds (if any) being fully reinvested in to the further delivery of community services at the subject property?** If not, please provide details below.

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**16. Does your organisation deliver community facilities elsewhere?** If so please provide details.

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**17. Does your organisation have suitable written procedures in place to cover the following areas:**

Safeguarding	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Quality & Diversity	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Health & Safety	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Disclosure Barring Services	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Grievances/Complaints	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Recruitment & Induction	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Training & Development	<input type="checkbox"/> Yes	<input type="checkbox"/> No

If you have any comments to add in respect of the above, please provide below.

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**As part of the Community Asset Transfer application process your organisation is also required to submit a business case along with this application form. Together, these documents will be used to assist the Council in assessing the financial and operational viability of your proposal.**

**As a minimum requirement the business case should address the following points:-**

- an executive summary of why the organisation requires the proposed asset; what difference it will make to the organisation
- a statement of the aims and objectives of the organisation
- a description of who the organisations clients/users are, i.e. its target group
- details of what activities, services, events and uses the asset will be required for, and how the organisation intend to deliver these; it should also identify any new/additional activities/services will be delivered as a result of managing the asset
- which of the Council's strategic objectives the organisation deliver against and what outcomes will be delivered as a result of their managing the asset
- a community need statement outlining the community need and any community benefits from the organisation managing the asset (the how, the who, how many) and this will be measured, including details of stakeholders and evidence of community involvement and consultation
- what improvements, both physical and cosmetic the organisation intends to make to the asset (if any), including indicative costs and how these are to be financed
- a cash flow forecast and budget detailing the financial viability and sustainability of the organisation. This should demonstrate their ability to manage the asset and all costs resulting from their use and operation including (as a minimum); ongoing repairs and maintenance liabilities, all insurance costs including cover for public liability, and statutory compliance responsibilities
- details of the organisations safeguarding policy and demonstration of how it meets the Council's own safeguarding principles.

**Undertaking:**

I certify that the information supplied in this application form is accurate to the best of my knowledge and that I am Authorised by the governing body of the organisation to submit this application on its behalf.

I understand that it is a criminal offence to knowingly make a false statement, to give or offer any gift or consideration whatsoever as an inducement or reward to any Council Officer, partner or representative and that any such action will empower the Council to cancel this application.

Signature : \_\_\_\_\_

Name (print): \_\_\_\_\_

Position in Organisation/Group: \_\_\_\_\_

Date: : \_\_\_\_\_

When you have completed and signed this form please return to:

Head of Estates - Strategic Property  
Growth Directorate – Tameside Council  
Ashton Old Library, Old Street Ashton Under Lyne, OL6 7SG  
Alternatively, email – [estates@tameside.gov.uk](mailto:estates@tameside.gov.uk)

For support in preparing a business case, access to potential funding streams, organisational structure and governance matters; please contact Action Together Tameside :- # *Please note that further consultation is required with Action Together Tameside.*

Action Together Tameside  
95-97 Penny Meadow,  
Ashton-under-Lyne,  
OL6 6EP  
Tel: 0161 339 2345

<b>Application Attachment Check list:</b>			
<b>Item</b>	<b>Yes</b>	<b>No</b>	<b>Any comment</b>
<b>Copy of Governing document(s)</b>			
<b>Copy of Annual report and/or returns</b>			
<b>Organisational Structure Diagram</b>			
<b>Staffing diagram / structure</b>			



<b>Copy of audited/independently checked accounts for the organisations last financial year</b>			
<b>Copies of the last three bank statements</b>			
<b>Business Plan</b>			
<b>Copy of minutes or letter confirming authority to signatory to submit Application Form on behalf of the organisation</b>			

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## **Community Asset Transfer Assessment Matrix**

<b>Date application received</b>	
<b>Name of applicant</b>	
<b>Details of asset</b>	

### **Eligibility Checklist**

Answering 'no' to any of the following questions may result in the application being declared ineligible and the application rejected.

<b>Eligibility Criteria</b>	<b>Yes/No</b>	<b>Comments</b>
Is the subject asset classed as potentially suitable for Community Asset Transfer?		
Is the applicant non-profit distributing?		
Is the applicant a community/voluntary sector organisation?		
Does the proposed use for the asset provide community, social and/or environmental benefit for the wider community?		
Does the proposed use assist in delivering the Council's corporate priorities?		

### **Information Checklist**

Answering 'no' to any of the following questions may result in the application being declared ineligible and the application rejected.

<b>Have the following documents been attached to the application?</b>	<b>Yes/No</b>	<b>Comments</b>
Completed copy of the 'Community Asset Transfer Application Form'.		
Business case, including cash flow forecast demonstrating the viability and sustainability of the organisation.		
Copy of the organisation's governing documents.		
Copy of minutes or letter confirming authority of signatory to submit Application Form on behalf of the organisation.		

Assessors will evaluate responses/information provided by applicant and award a score to each criteria. Please note if the information is deemed inadequate to any of the specified criteria, the Council reserves the right to reject the application.

A breakdown of how scores will be determined is provided at the end of this document.

Inadequate                      Acceptable                      Strong

1   ←————→ 5   ←————→ 10

The Applicant		
Criteria	Score	Comments
Has the legal standing of the organisation been clearly defined and established?		
Is organisation eligible for Community Asset Transfer as defined in the Council's adopted policy?		
Does the organisation demonstrate good governance i.e. can it demonstrate effective, open and ethical process that adhere to legal scrutiny?		
Are the group fully aware of the statutory and legal requirements necessary for the delivery of the proposal?		
Does the group accept the need to work jointly with the Council and agree to enter into a Joint Working Agreement that will be reviewed periodically?		
Has the group demonstrated prior experience of delivering community projects and/or the required skill set to deliver the proposed?		

Has the organisations management and staffing structure been clearly defined?		
Does the organisation have written procedures covering the following? <ul style="list-style-type: none"> <li>• Recruitment &amp; Induction</li> <li>• Training &amp; Development</li> <li>• Health &amp; Safety</li> <li>• Equality &amp; Diversity</li> <li>• Safeguarding</li> <li>• Disclosure Barring Service Checks</li> <li>• Grievances/Complaints</li> </ul>		
Section total	/80	

The Proposal		
Criteria	Score	Comments
Does the executive summary clearly define why the organisation requires the asset and what difference it will make to the organisation?		
Are the aims and objectives of the organisation clearly defined in the applicant's proposal?		
Are the organisations prospective clients/users a priority group for the Council?		
Does the proposal assist with the delivery of the Council's Corporate Objectives?		
Does the proposal identify how the activities, services, events and uses will be delivered through use of the asset?		
Does the proposal meet the specific criteria relating to this particular asset, as detailed		

within the advert for the asset? (This may not always be applicable).		
Section total	/60	

Community and Partnership Impact		
Criteria	Score	Comments
Has the group identified a wide range of users for the facility and are the services to be offered inclusive of the wider community?		
Has the group clearly demonstrated the need for the proposed service? Is the service offered replicated by a similar group/facility in the local area?		
Can the group demonstrate that they have engaged/consulted with the local community and that the community support their proposal?		
Has the organisation demonstrated how their proposal will provide added community benefit as a result of acquiring the asset and furthermore how they intend to measure and evidence this?		
Is there evidence that the organisation works in partnership with other organisations and community groups in the areas?		
Is there evidence that the organisation has an inclusive approach to the needs of different groups within the wider community?		

Section total	/60	
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<b>The Asset</b>		
<b>Criteria</b>	<b>Score</b>	<b>Comments</b>
Is the asset suitable for the organisations proposed use?		
Does the group intend to carry out any improvements/alterations to the asset? If so have comprehensive details of the proposed improvements/alterations been provided, together with indicative costs and means of funding?		
Has the group demonstrated a full understanding of the issues affecting the asset, including (but not limited to) – condition, suitability, planning restrictions, health & safety, accessibility and environmental issues?		
Section total	/30	

<b>Financial Implications</b>		
<b>Criteria</b>	<b>Score</b>	<b>Comments</b>
Has the organisation submitted a detailed and realistic cash flow forecast and budget detailing the financial viability and sustainability of the organisation?		
Proposed level of subsidy required from the Council (contribution expressed as a percentage reduction from the market rent): Sliding score to be applied e.g.		



- up to 25% reduction in market rent = score of 10  - up to 50% reduction in market rent = score of 5  - up to 100% reduction in market rent = score of 1		
Have any capital costs, such as improvement works, been adequately accounted for?		
Section total	/30	

Capacity to Manage the Asset		
Criteria	Score	Comments
Has the organisation demonstrated it has the skills and capacity to manage the asset and deliver the proposal?		
Does the organisation demonstrate a clear understanding of the roles, responsibilities and issues arising from the management of the asset and compliance with, amongst other matters, the following:- <ul style="list-style-type: none"> <li>• Health &amp; Safety</li> <li>• Day to Day Maintenance</li> <li>• Risk Management</li> <li>• Safeguarding</li> <li>• DB Checks</li> </ul>		
Has the group demonstrated it has a succession plan in place to ensure it maintains the right skill and knowledge for the duration of the agreement sought?		
Section total	/30	

### **Summary**

<b>Section</b>	<b>Score</b>	<b>Comments</b>
The Applicant	/80	
The Proposal	/60	
Community and Partnership Impact	/60	
The Asset	/30	
Financial Implications	/30	
Capacity to Manage the Asset	/30	
<b>Total score</b>	<b>/290</b>	

### **Recommendation:**

### **Evaluation Panel Members:**

### **Date:**

The terms below are provided to give the applicant an indication of responsibilities which will be formulated in a Community Asset Transfer Lease agreement. This document will be completed once the application and supplemental business case has been supported by the Asset Management Working Group. Once agreed, formal approval will then be sought.

## **HEADS OF TERMS FOR A COMMUNITY ASSET TRANSFER LEASE**

### **GENERAL INFORMATION**

#### **PROPERTY**

The premises known as;

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As shown edged red for identification purposes only on the attached plan

#### **TENANTS (ORGANISATION) NAME**

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#### **CONTACT NAME WITHIN ORGANISATION / AUTHORISED SIGNATORY**

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#### **COMPANY / REGISTERED CHARITY NUMBER** if applicable

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#### **ORGANISATION REGISTERED ADDRESS** (address of the premises to be let is not accepted)

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Telephone number: \_\_\_\_\_

Mobile number: \_\_\_\_\_

Email address(s): \_\_\_\_\_

#### **TENANTS SOLICITOR** (please Give name of specific solicitor as well as firm)

Solicitor address

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Telephone number: \_\_\_\_\_

Mobile number: \_\_\_\_\_

Email address: \_\_\_\_\_

NOTIFICATION: (delete as appropriate) :-

I WILL be legally represented in this transaction

I WILL NOT be legally represented in this transaction

See also the note on LEGAL REPRESENTATION below.

## **TERMS OF LEASE**

Term xxxx Years to commence xxxx

Joint Working Agreement (JWA) It will be an absolute requirement of the lease that the community organisation (the Tenant) enter into a Joint Working Agreement (JWA) with the Council (the Landlord) for the delivery of the agreed community services from the subject premises. Such document shall be reviewed from time to time for the purpose of ensuring that the services provided continue to meet the needs of the local community.

JWA Break Clause Both parties shall have the benefit of a break clause within the lease if the terms of the JWA cannot be agreed on any review or if it is found that the terms of the JWA are breached.

Landlord's Break Clause The lease agreement shall include a break clause in favour of the Landlord, in the event that the Council require the asset (or any part thereof) for wider community development or for the generation of a capital receipt. In operating this Break Option the Council acknowledges that it may have to compensate the applicant where they are legally obliged to repay any grants that have been secured on the premises for purposes of delivering the agreed community service.

Tenant's Break Clause The lease agreement shall include a break clause in favour of the Tenant to break the

lease at any time, subject to the Tenant providing the Landlord with 6 months' notice in writing. In such an event, the Landlord WILL NOT be obligated to compensate the Tenant for any financial obligations that may be due to be repaid as a result of terminating the lease.

Rent	£ <b>xxxxx</b> per annum (if appropriate) exclusive of rates and all other outgoings.
Rent payment dates	Payable monthly by direct debit (where appropriate)
VAT	To be charged/not charged
Any Rent Free Period	Purpose e.g. fitting out etc. or discounted rent period – include reason for rent free.
Landlord and Tenant Act1954	Contracted Out
Rent Review	On the <b>xxxx</b> dates (if appropriate)
Permitted Use	To use the premises as a <b>xxxxxxxx</b> as defined by class <b>D1/D2</b> of The Town and Country Planning (Use Classes) (Amendment) (England) Order 2015 and for no other reason whatsoever without prior written consent from the Council. The Tenant to be responsible for any change of use required under the Town & Country Planning Act 1990 in connection with the proposed use if required.
Rights Granted	<b>xxxx</b>
Rights Reserved	<b>xxxx</b>
Repairing Obligations	The Tenant shall be responsible for all internal and external repairs to the property.
Dilapidations	A Photographic Schedule of Condition to be attached to the Lease
Decoration	The Tenant must paint and decorate in a workmanlike manner the interior walls, ceilings and painted woodwork and the exterior of the said premises with two coats of good quality paint in a colour to be approved by the Council if different to that already, every <b>xxx</b> ( <b>suggest no more than once every 5 years and only in the final year if the lease is 5 years or less</b> ) years and final year of the said term howsoever determined.

Drainage		The Tenant to bear the full cost of repair and maintenance of the drain connecting the said premises to the common sewer and to pay a fair proportion (which is to be determined by the Director of Environment and Development Services) of the expense payable in respect of clearing and repairing of the said sewer.
Electrical Installation		The Tenant shall be responsible for the maintenance and certification, on a three yearly basis by a recognised contractor, of the whole electrical installation within the demised premises and shall have records available for inspection at any given time. An appropriate test certificate must be provided to the Landlord at termination of the tenancy. If no certificate is provided then the Landlord may pass the cost of obtaining a certificate to the Tenant <b>even if the lease has expired</b>
Gas Installation		The Tenant shall be responsible for the maintenance and certification, on an annual basis by a recognised contractor (Gas Safety Register Contractor), of any gas installation and appliance within the demised premises and shall have records available for inspection at any time. An appropriate gas safety test certificate must be provided to the Landlord at termination of the tenancy. If no certificate is provided then the Landlord may pass the cost of obtaining a certificate to the Tenant <b>even if the lease has expired</b>
EPC		An EPC will be provided by the Council as Landlord at commencement of the tenancy. The Tenant shall provide to the Landlord at their own cost an up to EPC during the term should the Tenant make such alterations to make the existing EPC invalid.
Permitted Alterations		No structural alterations should be made to the demised premises without the Landlord's prior written consent. Any structural alterations must be carried out in line with the relevant planning permission or building regulations.
Alienation		The Tenant shall not assign the premises in whole or part.
Sub-letting		The Tenant shall not sublet the premises in whole or part.
Insurance	- Landlord	Against loss or damage by fire lightening explosion aircraft damage riot malicious damage (other than thieves) earthquake storm damage flood damage burst water pipes third party impact damage and any other risks

against which the Council decide to insure against from time to time

The Tenant to pay to the Council by way of an additional charge such sums as may be expended by the Council from time to time in effecting and maintaining a policy of insurance in accordance with its covenant on that behalf contained in the above clause in respect of the demised premises such sums to be paid upon demand

- Tenant      Responsibility for Public Liability to prevailing minimum cover requirement

Business Rates / Taxes      The Tenant shall be responsible for the payment of rates, taxes and all other outgoings in respect of the demised premises

Consents and Permissions      The Tenant shall be responsible for obtaining any planning permission or Building Regulation approval that may be necessary.

Arrears      Should the rent become more than twenty one days in arrears then interest shall be charged on the outstanding balance at a rate of 4% over the current base rate of the Co-operative Bank Plc.

Costs      The Landlord shall charge a reasonable fee for dealing with assignments, changes of use etc. whether or not consent is eventually granted.

Service charge      If relevant

Fire Safety      The Tenant is responsible for obtaining a fire risk assessment for the demise. The Landlord reserves the right to request sight of the assessment at reasonable written notice – not less than 24 hours.

Asbestos      For the purposes of asbestos management the Tenant shall be deemed to be the “dutyholder” under the Control of Asbestos Regulations 2012 and as such shall be solely responsible for full compliance with the dutyholder’s legal obligations under the said regulations (and any subsequent regulations that may come into force in relation to the control and management of asbestos). It is the dutyholder’s responsibility to have an effective Asbestos Management Plan in place for the demised premises and maintain/update the document throughout the tenancy of the premises in accordance with above legislation.

Other clauses	As are usually contained within similar Council leases.
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Legal / Surveyors costs	The Tenant shall pay £xxx towards/be responsible for the Council's reasonable legal costs / and surveyors fees in dealing with the lease.
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**Nothing in these Heads of Terms shall constitute a contract.**

**LEGAL REPRESENTATION - IMPORTANT:**

Tameside Council strongly recommends that you seek your own legal representation in the consideration of these heads of terms and generally through the process of taking business premises by way of lease. You have the right at any time to seek legal representation.

I agree to the above Heads of Terms and I confirm that I have read and understand my right to seek my own legal representation in the agreement of a lease for Tameside Council owned premises;

Signed.....

Date.....



<b>Report to:</b>	<b>EXECUTIVE CABINET</b>
<b>Date:</b>	23 June 2021
<b>Executive Member:</b>	Councillor Ged Cooney, Executive Member for Housing, Planning and Employment
<b>Reporting Officer:</b>	Jayne Traverse, Director of Growth Gregg Stott, Assistant Director of Investment, Development and Housing
<b>Subject:</b>	<b>GODLEY GREEN - RESOLUTION IN PRINCIPLE TO USE COMPULSORY PURCHASE ORDER POWERS</b>
<b>Report Summary:</b>	<p>The report to Executive Cabinet of 2 November 2020 stated that a further report on the making of a Compulsory Purchase Order (CPO) at Godley Green is required. This is a report on the work necessary for the preparation of a CPO. A further report will cover the making of the CPO at the appropriate time.</p> <p>The Council have initiated negotiations with landowners and have made offers to them all to seek to acquire land via Option Agreements. It is hoped that these discussions will result in an agreement with all landowners by private treaty. However, in the event that it is not possible to acquire these interests by private treaty, a CPO will be required. A CPO of land and interests across the entirety of the site area will also enable any third party rights, wayleaves, easements, rights of way etc. to be acquired where it is not possible to do so by private treaty. A site wide CPO will enable the Council to obtain freehold title across the site without any encumbrances to enable the delivery of the project.</p> <p>In order to make a CPO, which will enable the implementation of the masterplan in accordance with the project milestones, preparatory work will need to be carried out. To carry out this preparatory work the Council are seeking resolutions and approvals to enable them to carry out all the work necessary up to the making of a CPO, which is summarised below. It is important to note that the making of a CPO will be the subject of a further resolution of the Council and associated reports.</p>
<b>Recommendations:</b>	<ol style="list-style-type: none"><li>1. To obtain express resolution to authorise the progress of any preparatory work required prior to the making of a CPO as necessary to progress the Godley Green project.</li><li>2. Agree that all necessary preparatory be undertaken work so as to make a CPO to deliver the project, subject to the final decision to make a CPO being agreed at a later date by Executive Cabinet.</li><li>3. Enter into such legal agreements as deemed appropriate, in preparing for a CPO, and prior to the actual making of a CPO.</li></ol>

4. To note that a resolution is required for the actual making of CPO at the relevant stage if it is considered necessary.

**Corporate Plan:**

The Council's ambitions for Godley Green are reflected in the Corporate plan by aspiring to build successful lives, strong and resilient new communities, invest in a local and vibrant economy.

**Policy Implications:**

Godley Green is the key strategic site for Tameside as identified in the Greater Manchester Spatial Framework. If the site does not come forward for development, the Council will be required to find alternative sites to meet its future housing requirements.

**Financial Implications:  
(Authorised by the statutory  
Section 151 Officer & Chief  
Finance Officer)**

The financial implications of the resolutions and approvals set out in this report are within the £2.75m of funding approved by the Executive Cabinet on 2 November 2020. Members are reminded that this will be resourced from the Council's medium-term financial strategy reserve, on the basis that the project, if successful will bring significant benefits to the borough and its residents.

The detailed financial implications of making a CPO will be the subject of a further report and resolution to Members at a later date. It should be noted that the resolution does not commit the Council to make a CPO.

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

The CPO is an important element of the overall scheme and will run alongside the options agreements to ensure that the land can be secured in a timely fashion. In addition, a CPO is an expedient way of dealing with third party rights and other issues, which may affect the land. In order to make a CPO preparatory work will need to be carried out. To carry out this preparatory work the Council are seeking resolutions and approvals to enable them to carry out all the work necessary up to the making of a CPO. It is important to note that the making of a CPO will be the subject of a further resolution of the Council and associated reports.

Comprehensive title investigations in relation to all the parcels of land required for this project are being undertaken. This work is a key component for both the options agreement and CPO strategy.

**Statutory Powers and Considerations**

The making of a CPO under the Town and Country Planning Act 1990 and the Acquisition of Land Act 1981 (along with other powers) is a function, which can be undertaken on behalf of the Council. The power must be exercised in line with the statutory requirements.

Section 226 of the Town and Country Planning Act 1990 enables a local authority to exercise its compulsory purchase powers:

- (i) if it considers that acquiring the land in question will facilitate the carrying out of development,

redevelopment, or improvement on, or in relation to the land being acquired; and

- (ii) provided that it considers that the proposed development, redevelopment or improvement is likely to contribute to achieving the promotion or improvement of the economic, social or environmental well-being of its area (S226 (1A)).

Any CPO made by the Council will require confirmation by the Secretary of State in accordance with the statutory requirements.

The Council is entitled to acquire relevant sites through negotiation with third parties before or after the making of the CPO as well as its confirmation by the Secretary of State. Compensation may be payable by way of negotiation; under statutory requirements or through the Court.

### **The Human Rights Act 1998**

The Human Rights Act 1998 protects particular European convention rights to include:

- (a) the right of everyone to the peaceful enjoyment of their possessions, which can only be impinged upon in the public interest and subject to relevant national and international laws;
- (b) the right to a fair and public hearing for those affected by the making of the CPO – Article 6;
- (c) the right to a private and family life, home and correspondence, which again can only be impinged upon in accordance with law and in the public interest.

A CPO, which will be subject to a further resolution, is consistent with Article 6 of the Human Rights Act 1998. All those who may be affected will be informed and advised of a right to make representations to the Secretary of State, to be heard at a public inquiry and have a fair entitlement to compensation within the statutory provisions.

### **The Equality Act 2010**

Members are reminded of the requirement under the Public Sector Equality Duty (s149 of the Equality Act 2010) to have due regard to (i) eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Act, (ii) advance equality of opportunity between people from different groups, and (iii) foster good relations between people from different groups.

At this point in the project and for the purposes of this report Members should note that an analysis of the impacts of the making of a CPO pursuant to the Equality Act, along with suggestions for mitigating any impacts identified, will need to be brought forward at the relevant time so they can be considered.

**Risk Management:**

A project of this size has a number of risks across each of its phases. The initial risks are:

1. Failure to agree and enter into an agreement with the Godley Green Landowners.
2. Planning permission not being granted.
3. The project is governed by the funding agreement with Homes England, which includes a number of milestones, and funding to support the initial infrastructure work, site assembly strategy and the planning application. Homes England could withdraw the funding to use elsewhere in the country.
4. Greater Manchester Spatial Framework Timing.
5. The housing market being depressed due to the impact of Covid and Brexit.
6. Land values not being realised.
7. Judicial review and challenge.

**Access to Information:**

Information relating to this report can be inspected by contacting the report writer, Gregg Stott, Assistant Director of Growth, Development and Housing

**Background Information:**

The background papers relating to this report can be inspected by

contacting John Hughes



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## **1. INTRODUCTION**

- 1.1 Godley Green is recognised by Homes England and the Greater Manchester Combined Authority as one of the largest and most ambitious programmes of development and regeneration with the North West and City region. The scale of development that could take place is the equivalent of a new district or urban extension.
- 1.2 Godley Green has the potential to provide transformational change to the Tameside housing market through delivery of up to 2,350 new quality homes helping to satisfy the housing requirements of local people across all tenure and housing types, from affordable to executive homes.
- 1.3 The vision for Godley Green Garden Village is to create a nationally recognised vibrant, sustainable & beautiful new community based on Garden Village principles. These principles are being proposed by Government as a policy initiative designed to promote well-planned areas of significant residential growth.

## **2. COMPULSORY PURCHASE ORDER & PROJECT MILESTONES**

- 2.1 The making of a CPO under the Town and Country Planning Act 1990 ("TCPA 1990"), section 226(1) and the Acquisition of Land Act 1981 (and other enabling powers) is a function which can be undertaken on behalf of the Council. The power must be exercised in line with the statutory requirements as well as the relevant policy and guidance.
- 2.2 Whilst it is hoped that the Council will be able to acquire land by option agreements, the Council must consider using compulsory powers to provide certainty of delivery and to overcome any rights, encumbrances or ownerships that cannot be dealt with via private treaty negotiations.
- 2.3 The use of CPO on large multi-owned sites is accepted to help deal with any; rights, wayleaves, easements, rights of way that the Council, as land promoter, and the individual land owners may not necessarily be aware of. Clean title across the site will be essential in confirming deliverability of the proposed scheme.
- 2.4 In addition, the project milestones require that the Council develop a site wide CPO strategy to provide confirmation that all development land can be secured. Should the authority be unable to secure an interest in land by way of private treaty through options agreements, it will need to ensure that the ability to acquire all of the land within the development redline can be achieved through CPO.
- 2.5 A CPO should only be made where there is a compelling case in the public interest. In considering use of compulsory purchase powers under TCPA 1990, the underlying planning policy (as well as wider policies) will need to be considered. It will also be necessary to demonstrate that the development is able to progress and that there are no other impediments to delivery. The Council (and any development partner) will need to demonstrate it has experience, resources and funding in place ready to deliver the scheme. In addition the Council, will need to demonstrate that reasonable efforts to acquire the various interests have been undertaken. These can continue in parallel with preparations for a CPO.

## **3. CPO EXPRESS RESOLUTION – CURRENT POSITION**

- 3.1 CPO powers may be used for the project. If the Council does not carry out any preparatory work on the CPO until after planning consent has been granted (earliest potential date of Autumn/Winter 2021) this may cause delays to the project milestones and requirements.

- 3.2 The Project Team has sought advice from our appointed CPO experts (Matthews & Goodman – CPO Surveyors and DAC Beachcroft LLP Solicitors) on the options available. Their recommendation is that the Council progress work on the CPO at this point to run in parallel with the planning application, giving the Council the best chance to secure the Order and meet the project milestones.
- 3.3 Examples of the preparatory work that needs to be carried out includes:
- defining the extent of land to be subject of CPO and carry out land referencing and title enquiries;
  - a title review and report including compiling a schedule of owners, lessees, tenants and occupiers, plus mortgagees and potential claimants under CPO;
  - confirmation of the 'special types of land' following completion of land referencing process.
  - further developing the Land Acquisition Strategy/Property Costs Estimate;
  - negotiating and consulting with third parties;
  - collating policies, strategies and plans which promote project;
  - preparing a draft Order and related schedules and plans;
  - preparing a draft Statement of Reasons for making the Order;
  - preparing all necessary reports and evidence, such as risk assessments, project plans and an Equality Impact Assessment; and
  - negotiating and entering into agreements relating to acquisition of land and interests as well as the funding and implementation of CPO.
  - To enable this, the advice is to seek the above resolutions and approvals by Executive Members to carry out preparatory work up to the making of a CPO on the Godley Green site. It should be noted that the resolution does not commit the Council to make a CPO. However, in the event that a CPO is made, it is anticipated that there will be no financial implications for the Council as this will be covered by external and/or partner funding.

#### **4. GODLEY GREEN – CPO REDLINE BOUNDARY**

- 4.1 The CPO boundary will be set as wide as possible and then pulled in to take only the land required. A detailed review of the CPO is required (following completion of land referencing) to consider ownership boundaries, planning requirements, any third party rights, temporary acquisition areas, open space, land required for potential bridges etc.

#### **5. CONCLUSION**

- 5.1 In order to facilitate the implementation of the masterplan, achieve the project milestones and aid site assembly the Council are seeking a resolution to enable them to carry out all the work necessary to make a CPO.
- 5.2 The CPO process now needs to progress to run in parallel with the planning application. This will provide the best chance to secure the successful making and confirmation of the Order.
- 5.3 To enable this, the advice is now to seek express resolutions and approvals by Executive Members to carry out the preparatory work necessary up to the making of a CPO on the Godley Green site at the earliest opportunity.

#### **6. RECOMMENDATIONS**

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

<b>Report to:</b>	<b>EXECUTIVE CABINET</b>
<b>Date:</b>	23 June 2021
<b>Executive Member:</b>	Councillor Leanne Feeley – Executive Member – Lifelong Learning, Equalities, Culture and Heritage
<b>Reporting Officer:</b>	Richard Hancock – Director, Children’s Services
<b>Subject:</b>	<b>EDUCATION SPECIALIST AND BASIC NEED CAPITAL PROJECTS</b>
<b>Report Summary:</b>	<p>The report provides and update on the Education specialist and Basic Need Capital projects. It provides background on the work undertaken since 2009 to increase places in the borough and outlines the work that is currently being undertaken to expand the specialist estate to meet the needs of our children and young people with Education Health and Care Plans who need specialist provision. The report seeks approval to move a number of schemes forward to ensure work can take place over the summer holidays. The report outlines the projected costs of the schemes and seeks approval for additional budget where necessary.</p>
<b>Recommendations:</b>	<p>It is recommended that Executive Cabinet approve:</p> <ol style="list-style-type: none"><li>1. An additional £835,000 of Basic Need Funding is allocated to the Rayner Stephens High School scheme.</li><li>2. A grant agreement for £1.3m is agreed with Stamford Park Trust to enable Rayner Stephens High School to relocate the science classrooms and laboratories back into the main school building, create a fit for purpose drama space and reconfigure the dining hall and kitchen space to enable 30 additional pupil places per year for at least three years from September 2021</li><li>3. The Council instruct the LEP to commence works at Cromwell High School as outlined in the high level cost plan dated 5 May 2021 to remodel accommodation for use by the sixth form students and the garage is converted to a workshop to a value of £395,850.</li><li>4. An allocation of £153,000 of Basic Need Funding is allocated to the Oakfield Primary School scheme.</li><li>5. A grant agreement for £150,000 is agreed with The Enquire Learning Trust to add a modular extension onto the current building at Oakfield Primary School to provide 8 additional resourced pupil places for at least 10 years from September 2021.</li><li>6. An allocation of £28,000 of Basic Need Funding is allocated to the Greenside Primary School scheme.</li><li>7. A grant agreement for £26,500 is agreed with Victorious Academies Trust to remodel existing internal space to provide 10 resourced pupil places at Greenside Primary School for at least 10 years from September 2021.</li></ol>
<b>Corporate Plan:</b>	<p>The proposals contained within this report will support the delivery of the Community Strategy, through the delivery of sufficient and suitable places to meet anticipated increased demand in 2022/23.</p>

**Policy Implications:**

N/A

**Financial Implications:****(Authorised by the  
statutory Section 151  
Officer & Chief Finance  
Officer)**

The Council had £12,010,447 of Basic Need available to spend in 2020/21 and notification has been received of additional allocations of £12,231,816 for 2021/22 and £6,348,338 for 2022/23, totalling £30,590,601. There is currently a commitment against this of £11,511,512 relating to previously approved earmarked schemes (£11,489,500) and commitments due to outturn spend for 2020/21 (£22,012). There is £19,079,089 available to allocate. This report requests approvals which total £1,016,000. There are separate reports going to Strategic Planning and Capital Monitoring Panel (SMCMP) on 5 July 2021, which is requesting approval of £827,100 and a Cabinet Report requesting approval of £13,000,000 for other basic need schemes. If approval were given for all requests, this would result in unallocated basic need funding of £4,235,989. In order to afford all requests, future years funding would need to be committed.

The Council had £1,052,065 of Special Provision Funding available to spend in 2020/21. There are currently commitments against this of £736,000. There is unallocated funding of £316,065. The government have also announced a High Needs Provision Capital allocation (HNPC) for Tameside of £1,223,336 for 2021/22. Work is underway to establish how the funding can be utilised. Basic Need funding is being requested in this report but it may be that some or all of the unallocated Special Provision and HNPC funding would support this.

Grant Agreements – Where a grant agreement is to be put in place, the amount requested for approval in this report should be the maximum amount paid. It will need to be made clear in the grant agreements that this is the case and any additional costs would need to be met by the relevant Trust.

Estimated costs have been included for project management. These will be monitored as part of the regular capital monitoring updates, which are reported to SPCMP.

Cromwell – There is to be a phase three to this scheme and based on the current spend on phase one and the estimated costs of phase two, there would be remaining budget for the third phase of £99,342. The costs of phase three are currently unknown.

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

The council has a statutory duty to ensure that there are sufficient, suitable pupil places in Tameside schools. The purpose of the capital projects set out in the main body of this report are intended to ensure that this duty is met.

The proposal is that the works will be delivered via the LEP contract. It is not expected that there will be any changes to the standard terms of that contract. If any subsequent changes are required then it would be advisable that support is sought from both legal and finance. The use of the LEP contract should also ensure that the projects are delivered on time and provide value for money but robust contract/project management will still be required.

It is important that the contract process with the LEP is carefully followed where the Council is responsible for the projects and detailed reports are brought forward expediently for each of the various projects setting out full breakdowns for costs, clarity on scope, time lines and what is being delivered, risks and how they will be managed together with details as to independent certifier and



milestones so that members are in a position to monitor delivery and challenge any scope creep so there is a clear audit trail from allocation of funds to delivery of the school project.

Some of the projects detailed in this report relate to non-council controlled schools . Therefore appropriate legal arrangements need to be entered into with those schools to ensure the projects can be delivered through a licence to enter and access school sites and to ensure that where appropriate school fund project and any variations from agreed scope.

**Risk Management:**

The proposals contained in this report are necessary to ensure that the Council has access to sufficient places in the borough for secondary age pupils in mainstream provision and in specialist provision. Failure to expand the current mainstream provision will result in the Council being unable to fulfil its statutory duty to provide sufficient places for children in the borough and will result in additional revenue implications should specialist out of borough places be needed to meet the needs of children with Education, Health and Care Plans.

**Background Information:**

The background papers relating to this report can be inspected by contacting Catherine Moseley – Head of Access Services, by:



Telephone: 0161 342 3302



e-mail: [catherine.moseley@tameside.gov.uk](mailto:catherine.moseley@tameside.gov.uk)

## **1. INTRODUCTION AND BACKGROUND**

- 1.1 All local authorities have a statutory duty to ensure that there are sufficient school places to meet demand in their area. Planning for fluctuations in demand for school places is an important function which needs to be carried out at a local level and will differ depending on the phase of learning, for example, pupils will travel further to secondary schools than primary schools. The compact geography of the borough and the mix of types of school, for example, single sex means that place planning happens at a level higher than wards or towns.
- 1.2 School place planning is a complex process that takes account a range of factors including the number of births in the borough, in year movement and cohort survival rates (how many children move from one year to the next) as well as parental preference and planned housing development. With rapid shifts in economic conditions for families and changing patterns of migration, planning for basic need for school places requires a proactive approach to best respond to both short and medium-term demand for places.
- 1.3 The Council has been proactive in tackling the issue of a 27% rise in births and a 24% increase in pupils starting primary schools over the last few years whilst also managing to maintain high levels of meeting parental preference.
- 1.4 The Published Admission Number (PAN) has been increased at many primary schools and overall by almost 18% from 2734 places in 2009/10 to 3195 places currently and we are now increasing secondary school places. In 2010, there were 2582 pupils in Year 7 and for September 2021, there are 3239 places available. With the cooperation of secondary schools across the borough, it is predicted that will be sufficient places for predicted demand for the next few years. However, major new housing developments will require additional places to be factored over a number of years.
- 1.5 As the numbers of pupils in mainstream schools increases, so does the number of pupils in specialist provision. In 2014/15, there were 519 children with a statement of special educational needs. As of January 2021, there were 1738 children and young people with an Education, Health and Care Plan. There has been some expansion of specialist provision in the borough but more is needed to ensure that needs are met appropriately and within the borough if possible.
- 1.6 The Council's strategy and plans to meet future forecast demand are approved by Executive Cabinet at least on an annual basis when school admission arrangements are also determined. The latest approval was on 27 January 2021. Progress on all education capital projects is reported to Strategic Planning and Capital Monitoring Panel.
- 1.7 Most of these increases in pupil numbers and admission numbers have necessitated capital work to expand the accommodation available in some of our schools. This has been funded through the Basic Need Grant from the Department for Education. Between 2011 and 2019, the Council received a total of £42,745,350 to fund additional places in the borough. A further £12,231,816 has been allocated for 2021-22 and £6,348,338 for 2022-23. In addition to Basic Need Funding, the Council has also received an allocation of £1,075,921 for the period 2018 – 21 from the special capital fund for provision in specialist settings.
- 1.8 The Council and other responsible bodies in the borough receive separate funding to address school condition issues.

## **2 PRIMARY SCHOOL CAPITAL PROJECTS**

- 2.1 The increases in primary school places began in 2009 when the birth rate began to rise. Over the years, an additional 3334 places have been created in 36 of our primary schools.
- 2.2 This increase has been achieved through a mixture of permanent and temporary increases. For example at Holden Clough a new school was built through the Priority Schools Building Programme and increased the intake of the school from 30 per year group to 60; or at Ashton West End where remodelling of the accommodation enabled the school to increase their admission number from 45 to 60 per year group on a permanent basis.
- 2.3 We have also been able to open two completely new schools; Inspire and Discovery Academies in Ashton and Hyde respectively which can accommodate up to 120 pupils per year group.
- 2.4 There have also been some temporary increases where schools have taken a bulge class, a one off temporary increase in the admission number of the school, and this has been achieved through remodelling internal space, for example, making an IT suite into a classroom or adding temporary demountable classrooms. The pupils in the first four bulge classes that we put into primary schools in September 2013 left Year 6 in summer 2020.
- 2.5 There are still two projects to expand primary schools that are not yet complete. They are at Aldwyn Primary School where we are increasing the Published Admission Number from 45 to 60 and St John's Primary School where we are increasing the Published Admission Number from 30 to 45. Contracts for both projects have now been signed.

## **3 SECONDARY SCHOOL CAPITAL PROJECTS**

- 3.1 As with primary schools, the Council has worked with our secondary school headteachers to increase places as the numbers come through from primary schools. The first increases in secondary school admission numbers took place in 2012. Since that time, an additional 2310 places have so far been created across all year groups in 10 of the 16 secondary schools. This represents an 11% increase with plans for further increases over the next three years.
- 3.2 As the number of places has risen, so has the number of children starting at secondary schools in September. In 2010, there were 2582 pupils in Year 7 and for September 2020, 2993 places were allocated, a 16% rise in demand.
- 3.3 Again, the additionality has been achieved through some internal remodelling of space, temporary demountable classrooms and the opening of Laurus Ryecroft School.
- 3.4 There are several on-going capital projects with our secondary schools including at Audenshaw School, Rayner Stephens High School, St Thomas More RC College and All Saints Catholic College. A scheme and timescale for Audenshaw School has been agreed, this will be project managed by the Council. Schemes are currently being developed with St Thomas More RC College, All Saints Catholic College and Rayner Stephens High School and provisional budgets have been allocated through the Strategic Planning and Capital Monitoring Panel. Additional funding needed to complete the scheme at Rayner Stephens form part of the recommendations in this report. Other schemes will be subject to further governance reports.
- 3.5 In partnership with our secondary schools, we have been able to close the gap for additional places in September 2021 and 2023. For September 2021, there is no child without a school place despite this being the biggest predicted year group.

## **Increase secondary school places for secondary aged children at Rayner Stephens High School**

- 3.6 Rayner Stephens High School is an secondary academy in Dukinfield that is part of the Stamford Park Trust. Plans are in place to add an additional 30 school places per year at Rayner Stephens High School from September 2021. The Stamford Park Trust and the school have carried out their own feasibility study on the remodelling work needed to accommodate additional pupils. The feasibility study includes design proposals up to RIBA Stage 2 (Appendix 1). The study contains an options appraisal based on the brief provided by the school and budget available.
- 3.7 The main objective of the proposed works is to relocate the science classrooms / laboratories back into the main school building from an unsuitable demountable block, create a fit for purpose drama space and reconfigure the dining hall and kitchen space to accommodate additional pupils. This is particularly important as Rayner Stephens provide the dining space for Cromwell High School as the two provisions are co-located. Cromwell High School are also increasing their numbers as they expand their sixth form provision and these additional pupils with complex needs will also need to be able to access dining facilities in Rayner Stephens.
- 3.8 The cost of the work is estimated to be £1.3m and a budget of £473,000 has previously been agreed through Strategic Planning and Capital Monitoring Panel. It is recommended that an additional £835,000 be allocated to the project from Basic Need Funding. This is to cover the cost of the work and estimated project management costs.
- 3.9 The works will be commissioned by the Stamford Park Trust with oversight within the Council from the Capital Projects Team and a grant agreement would be put in place to fund the project. It is recommended that a grant agreement of £1.3m is agreed with the Stamford Park Trust to support this work. Ongoing monitoring of the project would be through the grant agreement and reported to the Strategic Planning and Capital Monitoring Panel.

## **4 SPECIALIST PROVISION CAPITAL PROJECTS**

- 4.1 As with primary and secondary schools, there have been some permanent increases in places across the special school estate. For example, an additional 60 place Autism Spectrum Condition unit was built at Samuel Laycock School and Oakdale Primary School has expanded provision through remodelling of nursery space and the Children's Centre. Following the fire at Cromwell School in 2016, some additional accommodation was provided as part of the rebuild.
- 4.2 However, there has been a significant increase in children requiring specialist provision over recent years. The SEND Forward Plan 2019-22 was developed with parents and carers, schools and other education providers and professionals working in the area of SEND, and children and young people to set out what the Council will do to develop and improve education provision for children and young people with SEND in Tameside. The plan will also develop and be refined as time goes on so, if needed, to ensure the actions are the right ones.
- 4.3 One of the intentions clearly set out in the Plan is that the Council wants all children and young people with SEND in Tameside to be able to attend a school or provision as close to their home as possible.
- 4.4 Tameside currently maintains 1780 Education Health and Care Plans (EHCPs). The number of plans maintained has been rising steadily since 2017. The number of EHCPs in Tameside has more than doubled since 2017, when the Local Authority maintained 828 plans. Tameside is now in line with our statistical neighbours, with EHCPs representing

approximately 3.4% of the population. We can confidently conclude therefore that the growth in EHCP's was appropriate and necessary. However, this exponential growth in EHCPs has placed significant additional strain on specialist providers and resource bases across Tameside. The rapid rate of the growth in EHCPs in Tameside has been such that it was never going to be possible to plan and deliver provision sufficiency at the same rate. This has inevitably created pressure on placements for children with EHCPs, and particularly across the specialist sector, where all schools are currently oversubscribed. This is also true of our specialist resource bases. It is therefore imperative that we create additional provision in order to appropriately accommodate these vulnerable learners.

- 4.5 The table below shows our specialist provision across Tameside in both specialist schools and resource bases and illustrates the pressure on our existing provision. It highlights the need for additional resource bases and the expansion of some of our existing specialist schools.

School	Actual number	Commissioned number 2020	Commissioned number 2021
Hawthorns	141	114	140
Thomas Ashton	92	77	90
Cromwell (inc 6 <sup>th</sup> form)	97	110	116
Samuel Laycock	178	170	170
Oakdale	136	125	130
Oakfield	13	8	8
Linden Road	4	8	8
Russell Scott	4	5	6
St John Fisher	16		12
Hyde High	2	2	
St Thomas More	18		16
Pupil Referral Service	40	20	

- 4.6 There are currently 181 pupils attending schools and colleges outside of Tameside. These are attending other local authority special schools, independent, non-maintained schools or special free schools or special academies outside of Tameside. This means a number of pupils are often not being educated close to their home. This puts more pressure on the budget, both for special school provision and for transport particularly for more complex needs including ASC. The remainder of these children and young people attend a range of establishments such as further education colleges and other local authority mainstream schools.
- 4.7 During consultations with parents on developing the forward plan, it became clear that there was a gap in post 16 provision for young people with complex needs. Parents put forward the need to develop additional choice at the end of year 11. The forward plan agreed that some young people with complex needs are not ready to transition to specialist college provision at the end of Year 11 and there needs to be more Post 16 places in special schools for those that need that provision. Attention needs to be given to the provision to meet the needs of certain students as they move into adulthood.
- 4.8 The Forward Plan identified the following priorities for additional provision:
- Develop sixth form provision at Cromwell High School

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

#### **Year 12 to 14 Provision at Cromwell High School**

- 4.9 The school, colleagues in Education and Rayner Stephens High School have worked over the last two years to identify how sixth form provision could be established at Cromwell High School in line with the priorities outlined in the SEND Forward Plan. The project has been a priority for parents as they felt there was a gap in post 16 provision of this type within the borough.
- 4.10 Whilst the site of the co-located schools is big and shares boundaries with two other schools (Yew Tree Primary School and Oakdale School), there are restrictions which mean that building additional accommodation is extremely difficult and therefore, likely to be high cost. Alternative options were therefore explored.
- 4.11 Phase One of the plan involved classrooms that the Schools Library Service had rented from Rayner Stephens being identified as suitable for sixth form accommodation as they are next to existing Cromwell School classrooms. A lease agreement was agreed with Rayner Stephens High School for these rooms and they have been remodelled to allow a pilot sixth form scheme to operate since September 2019. Phase One of the plan is now complete.
- 4.12 Over the last few months, negotiations have been on going with Rayner Stephens High School and the Stamford Park Trust to agree a lease agreement for further accommodation to enable the school to permanently establish sixth form provision on site. This will form Phase Two of the plan.
- 4.13 Once the lease agreement has been agreed, the Council can plan to remodel the space and this will be developed through the Capital Programmes Team. A further workshop teaching space has been identified on site and proposals to develop this have been drawn into Phase Two. It is anticipated that Phase Two will be complete by September 2021. The High Level Programme of Works and the High Level Cost Plan Summary has been devised by the LEP for Phase Two can be found at **Appendix 2** and **Appendix 3**. It is recommended that a budget of £396,000 is agreed for this work and that it is commissioned through the LEP. There are estimated project management costs of £5,000. A budget of £655,000 has previously been agreed by the Strategic Planning and Capital Monitoring Panel with £154,658 used for Phase One of the work. The remaining budget would be £99,342 after the spend incurred for phase one and costs estimated at phase two. Ongoing monitoring of the project would be through the grant agreement and reported to the Strategic Planning and Capital Monitoring Panel.
- 4.14 Phase Three of the plan to develop sixth form provision at Cromwell School will scope out the possibility of off-site accommodation and explore any other options within the current accommodation to provide further preparation for adulthood opportunities. Phase Three will also see the development of a comprehensive capital plan to ensure provision that neighbouring Cromwell and Oakdale Schools can continue to meet the needs of our pupils with complex needs into the future.

### **Increase the Amount of Resourced Provision Across the Borough**

- 4.15 The SEND Forward Plan identifies the need to develop additional resourced provision across the borough to meet the needs of pupils identified as requiring enhanced provision but not a special school place.
- 4.16 Targeted provision is provision that is more specialist than mainstream schools, providing a higher level of support for children and young people with SEND, but not a special school. This may be shorter term provision to support a child into the most appropriate provision, or a longer term placement attached to a mainstream school. Tameside resource bases do not all provide a longer term option for placement, which means that children and young people may move straight from mainstream to special school when their needs could be met in a longer term targeted mainstream placement. This is a gap in the borough's provision.
- 4.17 There are currently resource bases in the borough at St John Fisher Primary School and St Thomas More RC College for ASC provision; Linden Road Primary for Hearing Impaired Provision; Russell Scott Primary, The Heys Primary School and Oakfield Primary School for pupils with moderate learning difficulties (MLD).
- 4.18 The Forward Plan identifies that the Council will begin to commission new targeted mainstream provision model with a greater emphasis on highly supported resource based provision for a small number of children. This will:
- Be related to the level and type of need in different neighbourhoods across the Borough
  - Be small group focused provision, for both boys and girls, attached to mainstream schools,
  - Be provided for primary and secondary pupils,
  - Include a higher level of specialist staffing to meet need, linked with social care and health provision where appropriate,
  - Prioritise the two greatest areas of need: Communication and Interaction (including autism) and SEMH, (however, consideration needs to be given to lower levels of need that are currently in Special Schools in order to free up places.)
  - Provide a small number of 'flexible' places at primary level to support the specific needs of identified groups of pupils who may require shorter term placements. 'Flexible' places would provide a quick response and short term placements would give pupils enhanced support to be included in mainstream school or to assist in identifying appropriate provision to meet their needs.
- 4.19 Over a 3 year period, the Council aims to establish 12 additional resource bases for those children requiring a more specialised level of support and intervention, and those struggling to be effectively included within mainstream settings. It is proposed to open four additional primary-aged SEND resource bases, ready to accommodate learners from September 2021.
- 4.20 In opening these bases, we will be able to create between 40-50 generic SEND places for a range of primary age EHCP students. The additional places will give greater options for SEND learners and their parents and families and it is anticipated these will also take pressure off the heavily burdened specialist sector.
- 4.21 Resource bases also create excellent opportunities to promote inclusive good practice across the mainstream sector, upskilling staff and also reducing pressure on mainstream settings, who may be less familiar and confident in working with children with complex needs.
- 4.22 The following primary schools will be included in Phase One of the project:

School	Current Resource base status	Current No' on designation in base	Future No	Capital required?	Location

Corrie	Unofficial	15	25 (10 additional EYKS1)	No	Denton
Greenside	Unofficial	10	20	Yes	Droylsden
Oakfield	Official	8	16	Yes	Hyde
Russell Scott	Official	6	9	No	Denton
Rose Hill	None	0	15	No	Ashton
Total additional			46		

4.23 In 2022, we propose to further expand provision focussing on Key Stage 3&4, opening a further four bases providing an additional 40 generic SEND places. In 2023, we will learn from the first two resource base roll outs, but at this stage it is anticipated that we will be looking to open an additional four primary bases, creating a further 40 generic SEND places. These will achieve a further net reduction in placements, required to avoid costs in external placements and should alleviate the demand out of borough.

4.24 The Council or the relevant academy trusts will need to pursue statutory school organisation proposals to establish or alter special educational needs (SEN) provision.

#### **Increase Special Provision Places for Primary Aged Children at Oakfield Primary School**

4.25 Oakfield Primary School is an academy school in Hyde and part of The Enquire Learning Trust. The school has been identified as a site where the current resource base provision can be expanded for September 2021. The school already have an official resource base for eight children which would increase to 16 children if the expansion is approved. The works will be commissioned by The Enquire Learning Trust with oversight within the Council from the Capital Projects Team and a grant agreement would be put in place to fund the project. The school and trust have carried out their own feasibility study and are at an advanced stage with the plans to add a modular extension onto the current building. Outline budget costs for the expansion are shown at **Appendix 4**. It is recommended that budget of £153,000 (estimated project management costs of £3,000) is agreed for the scheme and a grant agreement be agreed with The Enquire Learning Trust for £150,000. Ongoing monitoring of the project would be through the grant agreement and reported to the Strategic Planning and Capital Monitoring Panel.

#### **Increase Special Provision Places for Primary Aged Children at Greenside Primary School**

4.26 Greenside Primary School is an academy school in Droylsden and part of the Victorious Academies Trust. The school already operate an unofficial resource base which has space for 10 children. The school have expressed an interest in expanding the current base which means they could increase up to 20 children. The school have obtained a quote for £22,080 plus VAT to carry out some remodelling work to expand the resource base (Appendix 5). The works will be commissioned by the Victorious Academies Trust with oversight within the Council from the Capital Projects Team. It is recommended that budget of £28,000 (estimated project management costs of £1,500) is agreed for the scheme and a grant agreement be agreed with Victorious Academies Trust for £26,500. Ongoing monitoring of the project would be through the grant agreement and reported to the Strategic Planning and Capital Monitoring Panel.



## 5 SUMMARY OF PROJECTS

School	Method of delivery	Budget already agreed	Already committed in prior phases	Estimated scheme costs	Additional funding recommendation	Grant Agreement
Rayner Stephens	Grant Agreement	£473,000	£1,671	£1,302,000	£835,000	£1,300,000
Cromwell High School	LEP	£655,000	£154,658	£396,000	£0	N/A
Oakfield Primary School	Grant Agreement	£0	£0	£153,000	£153,000	£150,000
Greenside Primary School	Grant Agreement	£0	£0	£28,000	£28,000	£26,500

## 6 RECOMMENDATIONS

6.1 As set out at the front of the report.

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## **Feasibility Report**

### **On the Property**

### **Situate and Known As**

**Rayner Stephens High School  
Yew Tree Lane  
Dukinfield  
SK16 5BL**



Prepared on behalf of:      **AspirePlus Education Trust**

Prepared by:      **Roger Hannah  
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Date:      **15 January 2021**

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## **1. INTRODUCTION**

In accordance with instructions received from Natalie Harris we hereby submit this Feasibility Report prepared in accordance with our Standard Terms of Engagement and Limitations, a further copy of which is included at Appendix 6.

## **2. SITUATION**

Rayner Stephens High School is located in Dukinfield, Tameside, situated 8 miles east of Manchester city centre. The school has 636 pupils (Ofsted Report March 2020) aged 11-16. The school currently adjoins to Cromwell High School and Yew Tree Primary School is to the West of the site.

## **3. DESCRIPTION**

All design proposals are to RIBA Plan of Work stage 2 – concept design. Please see a copy of all RIBA stages in appendix 1.

We must state that we have not inspected any timber or other parts of the property which were covered, unexposed or inaccessible and cannot report that such are free from rot, beetle, or any other defect.

We further confirm that this report has been prepared in accordance with our standard terms of Engagement, a further copy of which is enclosed.

Please note that the contents of the report are confidential and must not be divulged to any third party other than your own professional advisors without our specific written consent. Any third party relying upon the report or any part thereof does so entirely at their own risk.

Please note that all reference in this report to “left” or “right” is taken looking from the front of the property towards the rear.

## **4. CLIENT BRIEF**

The general purpose of this feasibility as directed by the Academy is described below.

- Science to move to where Maths is currently. Creation of new labs and classrooms fit for purpose for Science back in the main body of the building.
- Science pre-fab to house MFL/Drama and PE theory lessons - a fit for purpose drama space and then just ordinary classrooms with existing toilets remaining.
- Music to move to old oasis – potentially
- Reconfiguration of dining hall/kitchen space – possibly utilising PE office and making smaller kitchen area (house larger numbers both in terms of Rayner and Cromwell).
- If monies/priorities allowed a second food room and a refurb of the current one. (More recently become more of a pressing issue as Cromwell would ideally like the current food room back so we do need to find space ideally anyway for this and 1 more if possible)

## 5. EXECUTIVE SUMMARY

All of the concept designs and options that follow are to cover all of the Academies eventualities where possible. It is generally accepted that not all options will be viable due to budget constraints, therefore we have offered each option as standalone projects to help in identifying which options are to be taken forward to more detailed design stage that will satisfy the final budget sum.

All concept proposals are designed to comply with the Department of Education's Building Bulletin 103 where possible.

## 6. EXISTING REVIEW

### WC Facilities

As per the Department of Education's Building Bulletin 103 a secondary school (aged 11-16) should aim to have 1 toilet per 20 pupils. Ofsted report March 2020 states that Rayner Stephens has 636 pupils, therefore requiring 32 toilet units.

It is noted that the school has circa 24 toilet units currently in use.

### Mechanical & Electrical Services Infrastructure

#### Natural Gas Service

The site is provided with a 310m<sup>3</sup>/hr rotary type meter located within the external meter house, adjacent to the main entrance. The gas service is capable of providing circa 3MW of energy and is adequate to support the development. However, due to the current drive for decarbonisation of heat supply capacity, it is considered that natural gas would not be utilised to serve the development, other than process loads, cooking, CDT or laboratory supplies.

#### Potable Mains Water Supply

A 63mm MDPE water main enters the building within the external gas meter house and is fitted with a main isolation valve. An external meter is provided within a meter chamber located within the roadway. Depending upon the final water use requirement and location of the development, a water supply could be derived locally or from within the mobile class block. Alternatively, a new private supply could be derived from the consumer side of the meter and be routed underground around the perimeter of the school buildings and sports facility to serve the development.

#### Electrical Supply

The school's electrical supply is derived from a dedicated substation located within the school grounds. The supply serves the main Eaton manufactured section board located within the basement boiler room and is provided with CT metering. The supply maximum demand is noted as 162kVa. The agreed supply capacity should be sought from the electricity supplier.

A new dedicated supply could be derived from the section board within the boiler room and would be provided with metering. The supply cable would be typically clipped directly to the existing building structure or routed underground where passing roadways, trafficked areas or the school yard.

## 7. OPTIONS APPRAISAL

### Science Relocation – Appendix 3

The main objective of the proposed works to be undertaken by the Academy is to relocate the science classrooms/laboratories back into the main school building. Within appendix 3 is a space planning drawing highlighting the science relocation proposals.

Reviewing previous tenders and works undertaken, a reasonable budget figure for supply and installation of the lab furniture would be around £18k per lab and £12k for the Prep Room, this would be based upon the output specification from the DFE (Department of Education). For an improved, more contemporary specification utilising Corian worktops with thermoformed turrets (examples of which can be seen in appendix 5) the costs would be around £25k per lab and £16k for the Prep Room.

#### Labs Cost @ 90m<sup>2</sup>

Element	Rate £	Unit	Quantity	Total
<b>Strip out of existing</b>	£850.00	Item	1	£850.00
<b>Floor coverings &amp; screed</b>	£35.00	m2	90	£3,150.00
<b>Decoration</b>	£600.00	Item	1	£600.00
<b>Suspended ceilings</b>	£45.00	m2	90	£4,050.00
<b>Fire door &amp; frame</b>	£850.00	Item	1	£850.00
<b>Lab equipment/furniture</b>	£25,000.00	Item	1	£25,000.00
<b>Mains gas connection</b>	£2,500.00	Item	1	£2,500.00
<b>Piped services</b>	£35.00	m2	90	£3,150.00
<b>Gas detection and interlocks</b>	£1.00	Item	3500	£3,500.00
<b>Heating</b>	£25.00	m2	90	£2,250.00
<b>Ventilation</b>	£75.00	m2	90	£6,750.00
<b>Above ground drainage</b>	£18.00	m2	90	£1,620.00
<b>Lighting</b>	£75.00	m2	90	£6,750.00
<b>Small power</b>	£45.00	m2	90	£4,050.00
<b>Data/comms</b>	£25.00	m2	90	£2,250.00
<b>Mechanical services wiring</b>	£15.00	m2	90	£1,350.00
<b>Fire detection</b>	£4.50	m2	90	£405.00
<b>Sub-total</b>				<b>£69,075.00</b>



### Classroom Cost @ 60m<sup>2</sup>

Element	Rate £	Unit	Quantity	Total
Strip out of existing	£850.00	Item	1	£850.00
Floor coverings & screed	£35.00	m2	60	£2,100.00
Decoration	£450.00	Item	1	£450.00
Suspended ceilings	£45.00	m2	60	£2,700.00
Fire door & frame	£850.00	Item	1	£850.00
Fixed units	£5,000.00	Item	1	£5,000.00
Lighting	£75.00	m2	60	£4,500.00
Small power	£45.00	m2	60	£2,700.00
Data/comms	£25.00	m2	60	£1,500.00
Fire detection	£4.50	m2	60	£270.00
<b>Sub-total</b>				<b>£20,920.00</b>

### Prep Room Cost @ 30m<sup>2</sup>

Strip out of existing	£350.00	Item	1	£350.00
Floor coverings & screed	£35.00	m2	30	£1,050.00
Decoration	£250.00	Item	1	£250.00
Suspended ceilings	£45.00	m2	30	£1,350.00
Fire door & frame	£850.00	Item	1	£850.00
Fixed units	£12,000.00	Item	1	£12,000.00
Lighting	£75.00	m2	30	£2,250.00
Small power	£45.00	m2	30	£1,350.00
Data/comms	£25.00	m2	30	£750.00
Fire detection	£4.50	m2	30	£135.00
<b>Sub-total</b>				<b>£20,335.00</b>

**4nr Laboratory** £276,300.00

**4nr Classrooms** £83,680.00

**1nr Prep-Rooms** £20,335.00

**Sub-total** **£380,315.00**

**Contingency @10%** £38,031.50

**Statutory, professional, design fees @15%** £57,047.25

**TOTAL** **£475,393.75**

## Additional Second Floor – Appendix 2

With additional teaching space required and space at a premium appendix 2 illustrates the potential to add an additional floor to the east of the courtyard quadrant. The extension would offer new space for the drama department.

### Cost @ 550m<sup>2</sup>

Element	Total
Site mobilisation, hoardings, site setup	£15,000.00
Sub Structure, Foundations	£50,000.00
Superstructure - steel frame	£40,000.00
Superstructure - suspended floor (precast concrete with a screed? Or in situ concrete pour onto metal deck)	£80,000.00
Envelope - cladding	£112,000.00
Windows and doors (glazed screens, curtain, aluminium)	£70,000.00
Roof new - mineral felt full system build up	£100,000.00
Internals - Walls floors and ceilings	£70,000.00
M&E Connection	£20,000.00
<b>Sub-total</b>	<b>£557,000.00</b>
Contingency @10%	£55,700.00
Statutory, professional, design fees @15%	£83,550.00
<b>TOTAL</b>	<b>£696,250.00</b>

## Prefabricated Building – Decommission and Removal

The existing prefabricated building that is located in the rear playground area is not fit for purpose and has been condemned due to many years of water ingress and structural failures to the floor areas. The building is not safe for reoccupation. We would expect that it would cost circa 55k to decommission the building and remove it from site.

### Design Technology – Appendix 3

The Design Technology block (DT) is generally in poor condition and would benefit from an upgrade to the roof, windows, heating & lighting systems.

As referenced earlier the school would benefit from additional welfare facilities. Please see appendix 3, there is an option to reconfigure the block and add additional welfare facilities to meet current standard.

Element	Rate £	Unit	Quantity	Total
<b>New roof covering</b>	£155.00	Item	1000	£155,000.00
<b>Roof lights</b>	£650.00	Item	26	£16,900.00
<b>Northern lights</b>	£6,500.00	Item	3	£19,500.00
<b>Structural alterations</b>	£8,500.00	Item	1	£8,500.00
<b>WC Facilities</b>	£45,000.00	Item	1	£45,000.00
<b>Flooring</b>	£35.00	m2	1000	£35,000.00
<b>Decoration</b>	£5,400.00	Item	1	£5,400.00
<b>Food Tech fixed furniture</b>	£18,000.00	Item	2	£36,000.00
<b>Piped services</b>	£35.00	m2	500	£17,500.00
<b>Gas detection and interlocks</b>	£1.00	Item	3500	£3,500.00
<b>Heating</b>	£45.00	m2	500	£22,500.00
<b>Ventilation</b>	£55.00	m2	500	£27,500.00
<b>Above ground drainage</b>	£18.00	m2	500	£9,000.00
<b>Lighting</b>	£75.00	m2	500	£37,500.00
<b>Small power</b>	£25.00	m2	500	£12,500.00
<b>Data/comms</b>	£25.00	m2	500	£12,500.00
<b>Mechanical services wiring</b>	£15.00	m2	500	£7,500.00
<b>Fire detection</b>	£4.50	m2	500	£2,250.00
<b>Sub-total</b>				<b>£473,550.00</b>
<b>Contingency @10%</b>				<b>£47,355.00</b>
<b>Statutory, professional, design fees @15%</b>				<b>£71,032.50</b>
<b>TOTAL</b>				<b>£591,937.50</b>

#### Facilitation Works – Appendix 4

Element	Rate £	Unit	Quantity	Total
Canteen floor	£45.00	m2	467	£21,015.00
Canteen decoration	£2,500.00	Item	1	£2,500.00
Corridor Floor - FF Maths	£35.00	m2	135	£4,725.00
Corridor Floor - FF Science	£35.00	m2	90	£3,150.00
Corridor Floor - DT Block	£35.00	m2	95	£3,325.00
<b>Sub-total</b>				<b>£34,715.00</b>
<b><u>Maths / Aspire Cost @ 60m<sup>2</sup></u></b>				
Strip out / labour	£450.00	Item	1	£350.00
Floor coverings & screed	£35.00	m2	60	£2,100.00
Decoration	£450.00	Item	1	£450.00
Fire door & frame	£850.00	Item	1	£850.00
Fixed units	£1,000.00	Item	1	£1,000.00
Lighting	£75.00	m2	60	£4,500.00
M&E	£650.00	Item	1	£650.00
<b>Sub-total</b>				<b>£9,900.00</b>
<b><u>Temp Classrooms</u></b>				
Hire 6nr Temporary Classrooms	£67,572.00	Item	1	£67,572.00
Cabin delivery	£15,000.00	Item	1	£15,000.00
Temp. site arrangements	£5,000.00	Item	1	£5,000.00
Temp. power installation	£8,500.00	Item	1	£8,500.00
<b>Sub-total</b>				<b>£96,072.00</b>
Facilitations works				£34,715.00
Maths / Aspire - 8nr rooms				£79,200.00
Temp Classrooms				£96,072.00
<b>Sub-total</b>				<b>£209,987.00</b>
Contingency @10%				£20,998.70
Statutory, professional, design fees @15%				£31,498.05
<b>TOTAL</b>				<b>£262,483.75</b>

## 8. PROGRAMME / DELIVERABILITY

Below is a sample programme of works for the Science Laboratories & New-Build options:

### Outline Project Programme – Science Laboratories ONLY

Project Design	RIBA – Concept Design 2	
	Concept Design (client approval)	1 week
	RIBA – Developed & Technical Design 3-4	3 weeks
	Statutory consent, planning etc (to be undertaken during design/tender period)	N/A
Tender Production, Period & Analysis	Tender Documentation Production	2 weeks
	Tender Period	4 weeks
	Tender Analysis	1 week
Contract Appointment		1 week
Contractors Mobilisation Period		2 weeks
Construction Period		14 weeks
<b>Total:</b>		<b>28 weeks</b>

## Outline Project Programme

Project Design	RIBA – Concept Design 2	
	Concept Design (client approval)	1 week
	RIBA – Developed & Technical Design 3-4	5 weeks
	Statutory consent, planning etc (to be undertaken during design/tender period)	(12 weeks)
Tender Production, Period & Analysis	Tender Documentation Production	2 weeks
	Tender Period	4 weeks
	Tender Analysis	2 weeks
Contract Appointment		1 week
Contractors Mobilisation Period		4 weeks
Construction Period		24 weeks
<b>Total:</b>		<b>43 weeks</b>

## **9. STATUTORY CONSENT & ENERGY PERFORMANCE CERTIFICATE**

### **Planning Approval**

Generally internal works do not require planning approval unless there is a material change which is in full view to the public. Therefore, an increase of teaching space such as the new-build or extension options would need planning approval.

### **Building Control**

Generally building control approval is required for the following scenarios:

- Construct a new building
- Extend or alter an existing building
- Provide services and/or fittings in a building such as washing and sanitary facilities, hot water cylinders, foul water and rainwater drainage, replacement windows, and fuel burning appliances of any type.

### **Asbestos**

As with all construction projects that are carried out on buildings built prior to 2000, a full refurbishment & demolition asbestos survey will need to be undertaken before any works are carried out.

### **DEC / EPC**

Any proposed upgrade a buildings thermal performance or machinal/electrical this would need to meet current Building Regulations. This will in turn improve the School's DEC/EPC value and reduce heating costs and ensure the school is more environmentally friendly.

We recommend that upon completion of the remedial works a new DEC/EPC is undertaken to update the energy efficiency rating.

## **10. SUSTAINABILITY**

As part of the design process to meet building control regulations and satisfy DEC/EPC guidelines sustainable technology will be reviewed to with a view of implementing them on a project-by-project basis.

## II. RECOMMENDATIONS & CONCLUSIONS

We have highlighted the next key steps to be undertaken to lead to a successful project of construction works:

- Launch a project team with all key stakeholders to review the findings of this report.
- Set-up regular design meeting to take the RIBA Plan of Work stage 2; 'concept design' through to stage 4; 'technical design' in preparation of tendering the works to selected contractors.
- Undertake a full asbestos refurbishment and demolition survey (R&D) to all areas where works are to be undertaken.
- Undertake an in-depth review of the Mechanical & Electrical services once the final plan of works has been agreed.
- Appoint a planning specialist to oversee the planning process from an early stage.
- Appoint a Principal Designer (PD) for the start of the technical design stage.
- Undertake an in-depth review of the prefabricated building to prepare an accurate budget to keep the building in repair for future years.

A handwritten signature in black ink, appearing to read 'Matthew Godwin'.

**Matthew Godwin BSc (Hons) MSc**  
**Building Surveyor**  
**For and on behalf of**  
**ROGER HANNAH**

Direct line: 0161 830 7478

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## **APPENDICES**

**APPENDIX I**

**RIBA PLAN OF WORKS**

**Stage Boundaries:**  
Stages 0-4 will generally be undertaken one after the other.

Stages 4 and 5 will overlap in the **Project Programme** for most projects.

Stage 5 commences when the contractor takes possession of the site and finishes at **Practical Completion**.

Stage 6 starts with the handover of the building to the client immediately after **Practical Completion** and finishes at the end of the **Defects Liability Period**.

Stage 7 starts concurrently with Stage 6 and lasts for the life of the building.

**Planning Note:**

**Planning Applications** are generally submitted at the end of Stage 3 and should only be submitted earlier when the threshold of information required has been met. If a **Planning Application** is made during Stage 3, a mid-stage gateway should be determined and it should be clear to the project team which tasks and deliverables will be required. See Overview guidance.

**Procurement:**

The RIBA Plan of Work is procurement neutral - See Overview guidance for a detailed description of how each stage might be adjusted to accommodate the requirements of the **Procurement Strategy**.

ER Employer's Requirements  
CP Contractor's Proposals

The RIBA Plan of Work organises the process of briefing, designing, delivering, maintaining, operating and using a building into eight stages. It is a framework for all disciplines on construction projects and should be used solely as guidance for the preparation of detailed professional services and building contracts.

**Stage Outcome**  
at the end of the stage

**Core Tasks**  
during the stage

Project Strategies might include:  
- Conservation (if applicable)  
- Cost  
- Fire Safety  
- Health and Safety  
- Inclusive Design  
- Planning  
- Plan for Use  
- Procurement  
- Sustainability

See RIBA Plan of Work 2020 Overview for detailed guidance on **Project Strategies**

**Core Statutory Processes**  
during the stage:

Planning  
Building Regulations  
Health and Safety (CDM)

**Procurement Route**  
Traditional  
Design & Build 1 Stage  
Design & Build 2 Stage  
Management Contract  
Construction Management  
Contractor-led

**Information Exchanges**  
at the end of the stage

	0	1	2	3	4	5	6	7
	Strategic Definition	Preparation and Briefing	Concept Design	Spatial Coordination	Technical Design	Manufacturing and Construction	Handover	Use
	Projects span from Stage 1 to Stage 6; the outcome of Stage 0 may be the decision to initiate a project and Stage 7 covers the ongoing use of the building.							
<b>Stage Outcome</b> at the end of the stage	The best means of achieving the <b>Client Requirements</b> confirmed  If the outcome determines that a building is the best means of achieving the <b>Client Requirements</b> , the client proceeds to Stage 1	<b>Project Brief</b> approved by the client and confirmed that it can be accommodated on the site	<b>Architectural Concept</b> approved by the client and aligned to the <b>Project Brief</b>  The brief remains "live" during Stage 2 and is derogated in response to the <b>Architectural Concept</b>	Architectural and engineering information <b>Spatially Coordinated</b>	All design information required to manufacture and construct the project completed  Stage 4 will overlap with Stage 5 on most projects	Manufacturing, construction and <b>Commissioning</b> completed  There is no design work in Stage 5 other than responding to <b>Site Queries</b>	Building handed over, <b>Aftercare</b> initiated and <b>Building Contract</b> concluded	Building used, operated and maintained efficiently  Stage 7 starts concurrently with Stage 6 and lasts for the life of the building
<b>Core Tasks</b> during the stage	Prepare <b>Client Requirements</b> Develop <b>Business Case</b> for feasible options including review of <b>Project Risks</b> and <b>Project Budget</b> Ratify option that best delivers <b>Client Requirements</b> Review <b>Feedback</b> from previous projects Undertake <b>Site Appraisals</b>	Prepare <b>Project Brief</b> including <b>Project Outcomes</b> and <b>Sustainability Outcomes</b> , <b>Quality Aspirations</b> and <b>Spatial Requirements</b> Undertake <b>Feasibility Studies</b> Agree <b>Project Budget</b> Source <b>Site Information</b> including <b>Site Surveys</b> Prepare <b>Project Programme</b> Prepare <b>Project Execution Plan</b>	Prepare <b>Architectural Concept</b> incorporating <b>Strategic Engineering</b> requirements and aligned to <b>Cost Plan</b> , <b>Project Strategies</b> and <b>Outline Specification</b> Agree <b>Project Brief Derogations</b> Undertake <b>Design Reviews</b> with client and <b>Project Stakeholders</b> Prepare stage <b>Design Programme</b>	Undertake <b>Design Studies</b> , <b>Engineering Analysis</b> and <b>Cost Exercises</b> to test <b>Architectural Concept</b> resulting in <b>Spatially Coordinated</b> design aligned to updated <b>Cost Plan</b> , <b>Project Strategies</b> and <b>Outline Specification</b> Initiate <b>Change Control Procedures</b> Prepare stage <b>Design Programme</b>	Develop architectural and engineering technical design Prepare and coordinate design team <b>Building Systems</b> information Prepare and integrate specialist subcontractor <b>Building Systems</b> information Prepare stage <b>Design Programme</b>  Specialist subcontractor designs are prepared and reviewed during Stage 4	Finalise <b>Site Logistics</b> Manufacture <b>Building Systems</b> and construct building Monitor progress against <b>Construction Programme</b> Inspect <b>Construction Quality</b> Resolve <b>Site Queries</b> as required Undertake <b>Commissioning</b> of building Prepare <b>Building Manual</b>	Hand over building in line with <b>Plan for Use Strategy</b> Undertake review of <b>Project Performance</b> Undertake seasonal <b>Commissioning</b> Rectify defects Complete initial <b>Aftercare</b> tasks including light touch <b>Post Occupancy Evaluation</b>	Implement <b>Facilities Management</b> and <b>Asset Management</b> Undertake <b>Post Occupancy Evaluation</b> of building performance in use Verify <b>Project Outcomes</b> including <b>Sustainability Outcomes</b>  Adaptation of a building (at the end of its useful life) triggers a new Stage 0
<b>Core Statutory Processes</b> during the stage:	Strategic appraisal of <b>Planning</b> considerations	Source pre-application <b>Planning Advice</b> Initiate collation of health and safety <b>Pre-construction Information</b>	Obtain pre-application <b>Planning Advice</b> Agree route to <b>Building Regulations</b> compliance Option: submit outline <b>Planning Application</b>	Review design against <b>Building Regulations</b> Prepare and submit <b>Planning Application</b>  See <b>Planning Note</b> for guidance on submitting a <b>Planning Application</b> earlier than at end of Stage 3	Submit <b>Building Regulations Application</b> Discharge pre-commencement <b>Planning Conditions</b> Prepare <b>Construction Phase Plan</b> Submit form F10 to HSE if applicable	Carry out <b>Construction Phase Plan</b> Comply with <b>Planning Conditions</b> related to construction	Comply with <b>Planning Conditions</b> as required	Comply with <b>Planning Conditions</b> as required
<b>Procurement Route</b>	Traditional Design & Build 1 Stage Design & Build 2 Stage Management Contract Construction Management Contractor-led	Appoint client team Appoint design team	ER Appoint contractor	ER Pre-contract services agreement Appoint contractor	ER CP Appoint contractor CP Appoint contractor CP Appoint contractor	Tender Appoint contractor ER CP Appoint contractor CP Appoint contractor CP Appoint contractor		Appoint <b>Facilities Management</b> and <b>Asset Management</b> teams, and strategic advisers as needed
<b>Information Exchanges</b> at the end of the stage	<b>Client Requirements Business Case</b>	<b>Project Brief</b> <b>Feasibility Studies</b> <b>Site Information</b> <b>Project Budget</b> <b>Project Programme</b> <b>Procurement Strategy</b> <b>Responsibility Matrix</b> <b>Information Requirements</b>	<b>Project Brief Derogations</b> <b>Signed off Stage Report</b> <b>Project Strategies</b> <b>Outline Specification</b> <b>Cost Plan</b>	<b>Signed off Stage Report</b> <b>Project Strategies</b> <b>Updated Outline Specification</b> <b>Updated Cost Plan</b> <b>Planning Application</b>	<b>Manufacturing Information</b> <b>Construction Information</b> <b>Final Specifications</b> <b>Residual Project Strategies</b> <b>Building Regulations Application</b>	<b>Building Manual</b> including <b>Health and Safety File</b> and <b>Fire Safety Information</b> <b>Practical Completion</b> certificate including <b>Defects List</b> <b>Asset Information</b>  If <b>Verified Construction Information</b> is required, verification tasks must be defined	<b>Feedback on Project Performance</b> <b>Final Certificate</b> <b>Feedback from light touch Post Occupancy Evaluation</b>	<b>Feedback from Post Occupancy Evaluation</b> <b>Updated Building Manual</b> including <b>Health and Safety File</b> and <b>Fire Safety Information</b> as necessary

**APPENDIX 2**

**UPPER EXTENSION EAST ELEVATION**

## PROPOSED GLAZING / SOLAR FILM



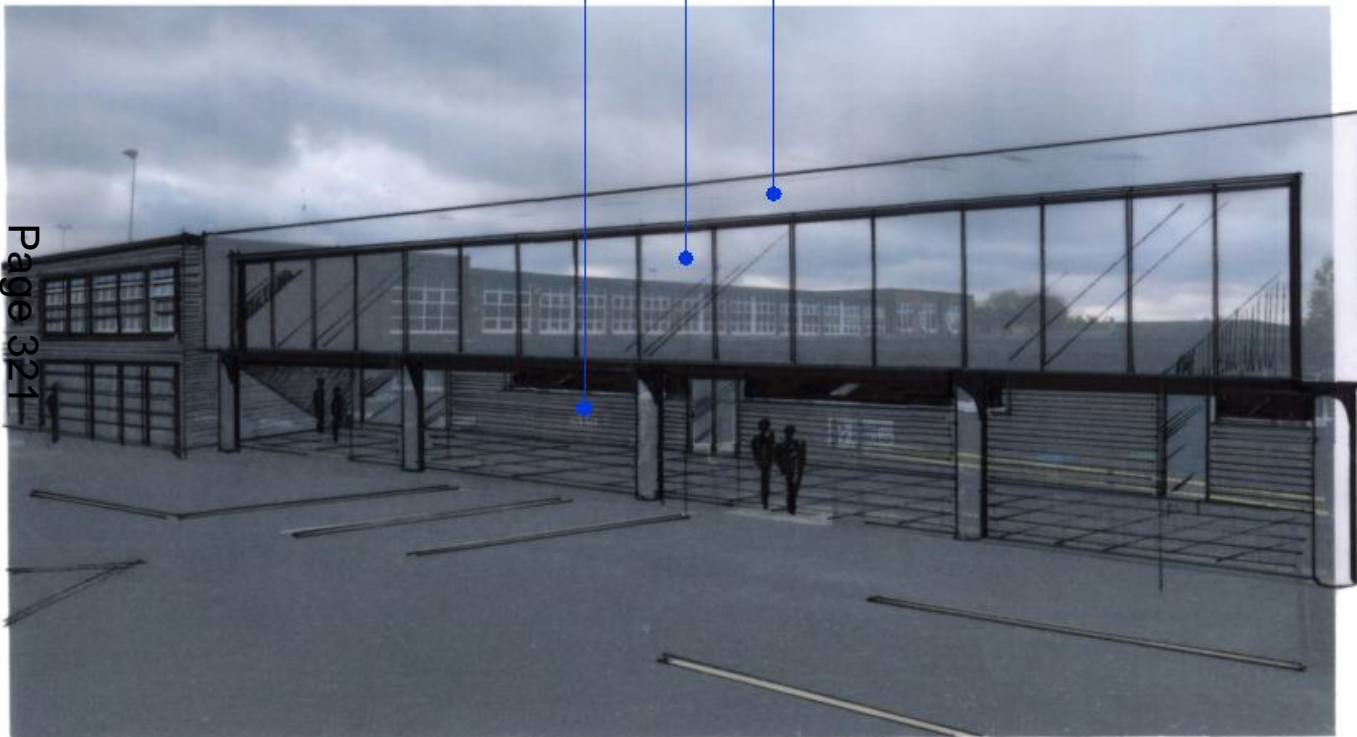
## PROPOSED COMPOSITE BOARDING



## PROPOSED CLADDING OPTIONS



COMPOSITE BOARDING  
GLAZING  
CLADDING



SKETCH VISUAL SHOWING NEW STRUCTURE TO ENVELOP EXISTING BUILDING @  
RAYNER STEPHENS HIGH SCHOOL.

**APPENDIX 3**

**GENERAL SITE PLANS**





GROUND FLOOR



Rev	Date	Description
-	-	-



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Client

Aspire Plus Educational Trust

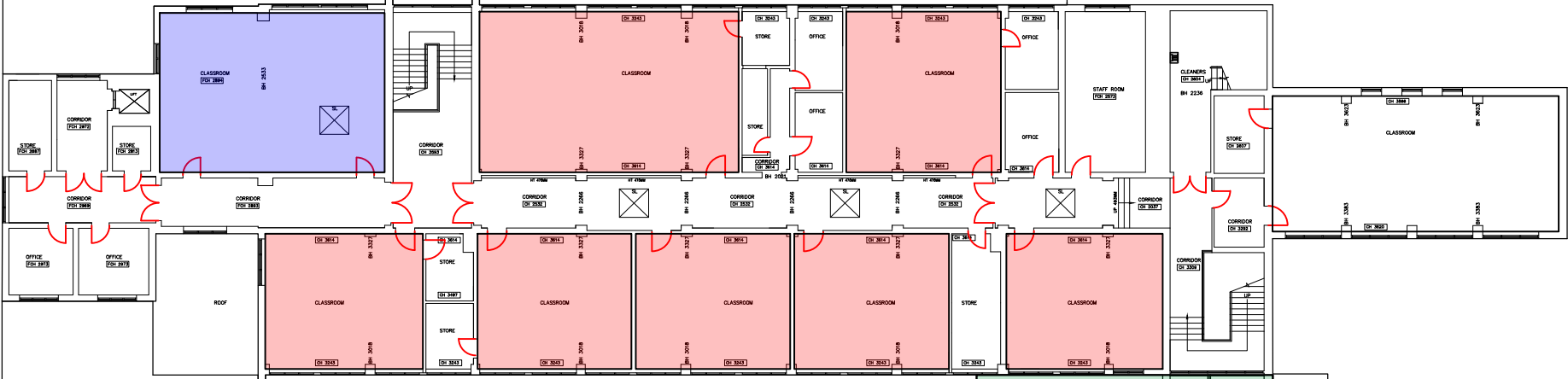
Project

Feasibility - Rayner Stephens High School

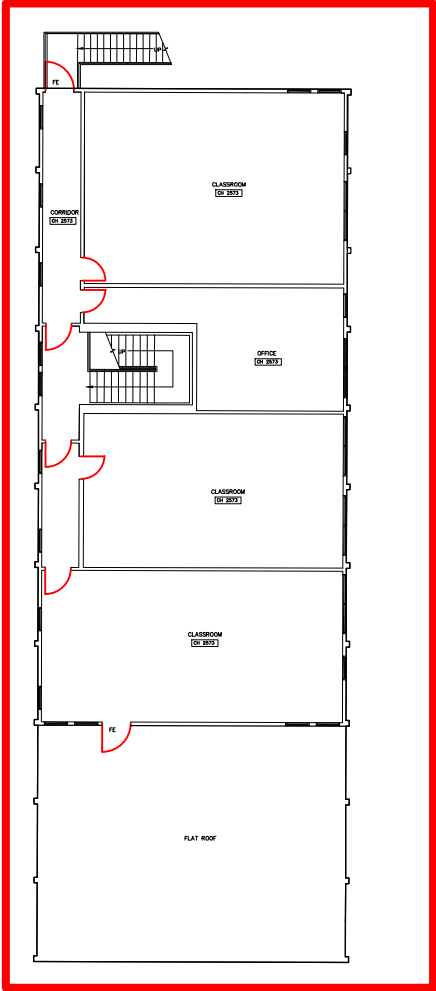
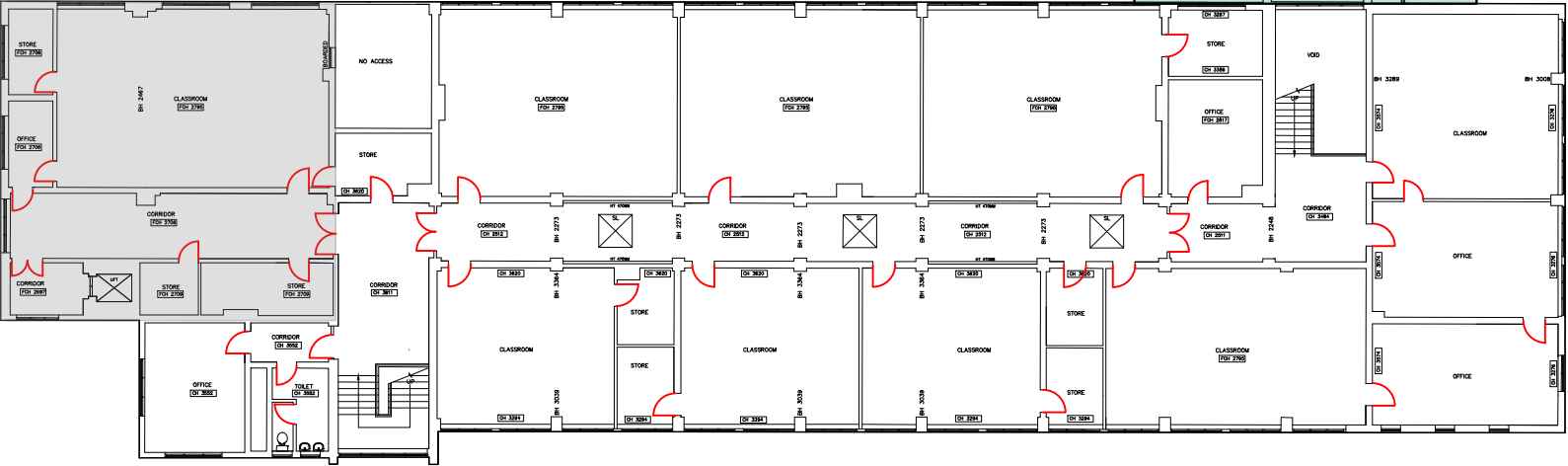
Title

Ground Floor General Arrangements

Scale	Date	Stage
NTS	DEC 2020	Feasibility
Job No	Drawing No	Rev
BS0788	000	0
Status	Date Approved	
***	****	



- MATHS
- ASPIRE
- FIRST FLOOR EXTENSION DRAMA CENTER



BUILDING CONDEMNED – DECOMMISSION & REMOVE

Rev	Date	Description
-	-	-



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Client  
Aspire Plus Educational Trust

Project  
Feasibility - Rayner Stephens High School

Title  
First Floor General Arrangements

Scale NTS	Date DEC 2020	Stage Feasibility
Job No BS0788	Drawing No 000	Rev 0
Status ***	Date Approved ****	

This drawing is the copyright of Roger Hannah Ltd. The Contractor must check all dimensions on site, do not scale from drawing. Only figured dimension are to be worked to. Where applicable, the Contractor shall comply with Regulatory Requirements whether or not specifically stated on these drawings. Notify Roger Hannah Ltd of any errors or omissions.

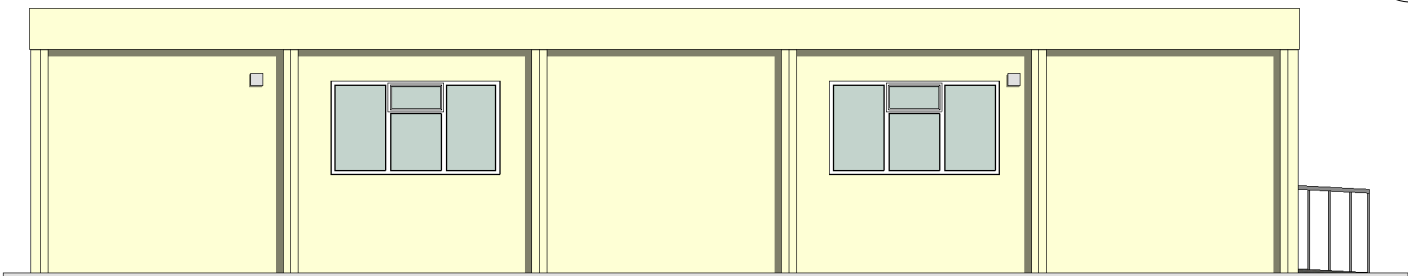


**APPENDIX 4**

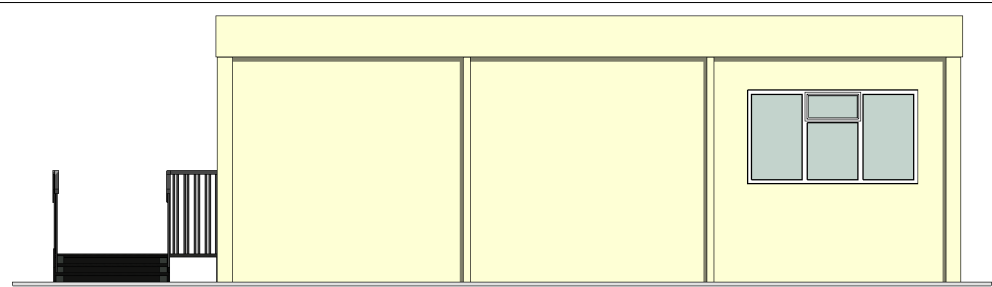
**TEMPORARY PORTABLE CABINS**



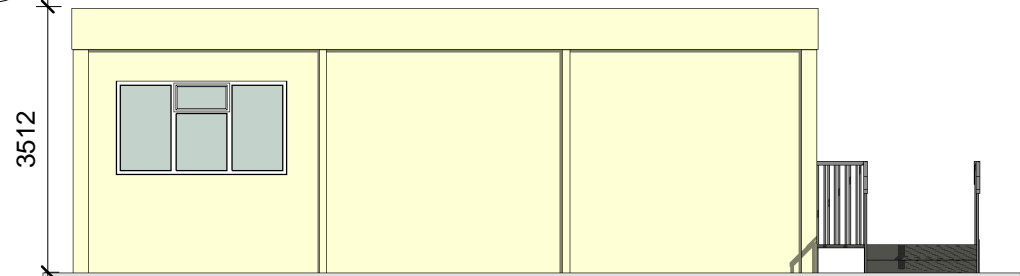
2 Front Elevation  
1 : 100



4 Rear Elevation  
1 : 100



3 Right Elevation  
1 : 100



5 Left Elevation  
1 : 100



Quality - this time - next time - every time

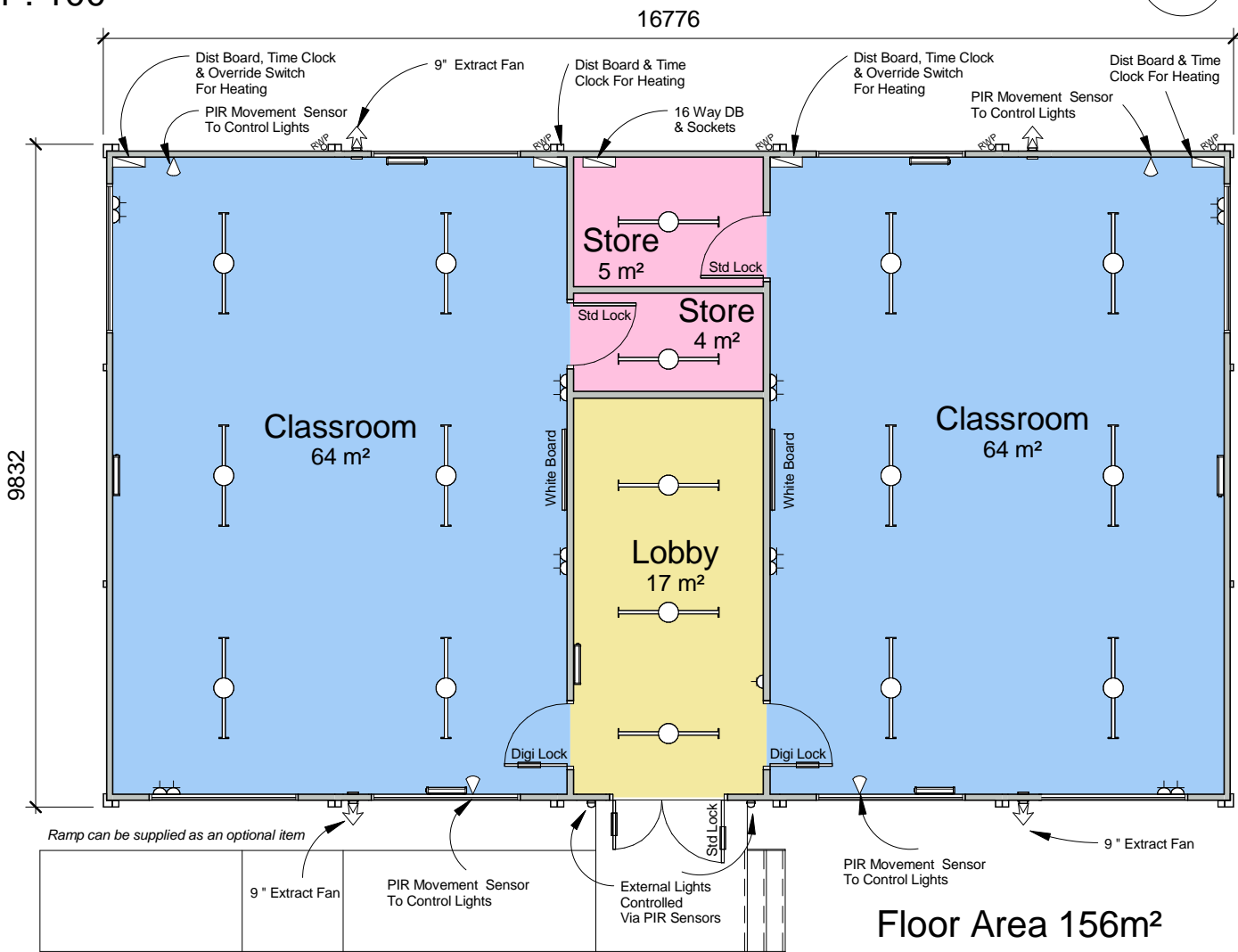


Standard floor loading is 3kN/m². Any loading imposed on a floor that is greater than 3kN/m² may require strengthening. Please contact your hire centre if you expect to exceed 3kN/m².

Please note that this and any accompanying drawing(s) are for illustrative purposes only and as such, the building shown may vary from the actual finished building on site.

The position of windows, external doors and electrical fixtures (if shown) are dependent on stock availability at time of order.

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N.B. ramp shown assumes building finished floor level is at maximum 450mm above ground level, and has 1:15 criteria in accordance with Part M of the building regulations (DDA)

1 Plan Layout  
1 : 100

Notes

1. Windows - white UPVC double glazed 2250 x 1250 - 2 Nr side opening and 1 Nr top opening. All to be fitted with locks and restrictors.
2. Steel External double doors with standard lock, fitted with white UPVC vision panels and 2 Nr and finger guards.
3. 2mm Flint grey polyfloor vinyl with polyurethen coating.
4. Internal doors to be American White Oak with finger guards. Classroom doors 926mm for disabled access, 3 Nr vision panels and kickplates fitted.
5. Each classroom to have whiteboards (2000mm x 1200mm).
6. Classroom lighting to be operated by PIR detectors, with manual override available. Note 2 Nr external bulkhead lights also PIR controlled.
7. 4 Nr double sockets to each classroom, 1 Nr single socket to lobby.
8. 2 Nr 9" extractor fans in each classroom
9. All partitioning supplied to be half hour fire resistant.
10. Painted skirting board
11. 2 kW wall mounted fan assisted heaters to each classroom, with time clock control.
12. The lighting provided is designed to be Category 3 level. This ensures a good general level of lighting is available to the teaching areas.
13. To ensure minimum running costs, lights in the teaching areas controlled by PIR's, will automatically be turned off 30 minutes after the last person has left the room - please note however that the PIR's can be over-ridden by the teacher and the lights turned off should there be a requirement; eg if the class is watching TV etc.
14. The two extractor fans supplied in each classroom to provide mechanical extract ventilation if required are operated via a wall switch in the classroom.

External Colour Scheme

Walls	- Honesty nearest BS ref 10C31
All Columns	- Honesty nearest BS ref 10C31
All Trims	- Honesty nearest BS ref 10C31
External Skirt	- Honesty nearest BS ref 10C31
Roof	- White nearest BS ref 00E55
Windows	- White nearest BS ref 00E55
Vision Panels	- White nearest BS ref 00E55
Doors	- Honesty nearest BS ref 10C31

Rev	Revision Description	Date	By
Project Name Double Classroom Block			
Client Name -			
Sheet Name Plan and Elevations - Double Classroom Block - 5 x UK093 Ultima Modules			
Date 2013	Scale 1 : 100 @ A3		
Drawing Number HD/9254/01	Rev.	Drawn by CS	

## **APPENDIX 5**

### **SCIENCE FURNITURE EXAMPLES**

# Service Tower



# Creating Robust Environments for Integrated and Single Sciences

## Contemporary Appeal

The S+B Service Tower and Table system utilises a conventional approach to providing a flexible science classroom but with much more appeal.

Most contemporary views of science pedagogy is supported by a flexible learning environment. The beauty with the S+B Tower and Table system is that the classroom layout can be quickly re-configured to suit different teacher preferences and working style.

The teacher can also re-configure the furniture to help adapt the school laboratory in response to different student needs and curriculum requirements.

This unique range of Towers and Tables is a departure from the old wooden workshop style school lab as it combines the best of the traditional lab layout with smart, modern, application suited materials & designs.

A range of colours, widths, heights, water, gas and electrical service configurations available as standard or to customer specific requirements.



Tall Combi Tower



Teacher Demo and Workstation



Table Height Dry Tower



## Work Surface Materials

A range of worktops are available including hardwood for those who would still prefer to use organic materials. More usually we will supply Corian or Trespa which are available in a variety of colours and finishes.

Corian is a homogenous solid work surface material with good chemical resistance. Corian is flat, seamless, resistant to ingress of moisture, easy to clean and has a Class 1 fire rating.

Above all, Corian is easily repaired and any surface staining or scratches can be removed by the use of a domestic abrasive. More serious damage caused by student misuse can be invisibly repaired. Corian provides excellent life cycle value.

Polylab is a similar work surface material to Corian. The material is polyester and acrylic based and although the colour choice is more limited than Corian, Polylab is a lower first cost material which provides similar performance.

Trespa is commonly known as Solid Grade Laminate. This is a solid work surface material which is formed by compressing layers of plastic laminate sheet and treating with phenolic resin, this forms a 16mm or 20mm solid surface which is resistant to ingress of moisture.

Trespa is a very hard wearing work surface with good impact resistance. It is an excellent general application material for all sciences and is particularly suited to Physics where there is little or no use of chemicals.





Tall Combi Tower

## Robust Build Quality

The S+B Service Tower includes unique extruded aluminium corner posts which not only provide a very robust overall structure and neat housing for the cladding panels, it also gives the Tower a smart, modern, crisp appearance.

The S+B Lab Table has a fully welded steel frame which is far more durable than wooden tables and than many metal lab tables which use screw fixings that can loosen when subjected to the daily rigours of the classroom environment. The steel frame and legs are finished in an attractive, easy to clean, knock and chemically resistant epoxy powder coating.



Xenium Tower

### Also available

The Xenium Tower and Table range includes the unique and patented Intercon connection system.

This system enables the teacher to quickly and safely lock tables together and to Towers to prevent accidental movement.

**For more information, please visit our web site or request a brochure.**



The S+B Service Tower range, designed to suit the needs of different work spaces. Optional table height and taller towers are available.

## Flexible Solutions

Standard options are the Dry Tower which includes electrical socket outlets and gas taps, the Wet Tower which includes a sink and water outlets, and the Combi Tower which includes gas, water and electrical supplies.

We offer standard service configurations but clients can specify the type, number and arrangement of service outlets required.

### Maximum flexibility

Most schools choose to position the Towers in central areas within the room so as to facilitate tables facing

forward for whole class address and then they can be easily re-arranged for collaborative group work. For maximum flexibility and indeed lower cost, we would recommend towers and tables on room perimeters rather than fixed benching.

Free standing and push under storage cupboards, tray units and drawer packs can be used in combination with the towers and tables.

This enables different teachers to quickly and easily re-arrange the room layout to suit their own preferences or to create different spaces for different activities.



## A Turnkey Package

**At S+B we work with you to provide the ideas, solution and final outcome completely free of charge and obligation. From initial consultation of designs, including CAD and 3D drawings, allowing you to view the solution before manufacture.**

S+B provide the answer - stripping out and removal of old furniture, reinstatement of mechanical and electrical services – supplying and fitment of new flooring, suspended ceilings, lighting, interactive whiteboards, decoration and installation of new furniture.

From a single space to a complete refurbishment, we create design that works.

## S+B Full Product Range

### **Furniture For Learning**

The experience gained over 30 years servicing all market sectors has given S+B a project management capability which is second to none. S+B specialise in design led development, manufacture and installation of schools furniture systems for Science, Design, Control, Information and Food Technology as well as cross curricula general classroom furniture.

### **Fume Cupboards & Lab Furniture**

S+B have over 30 years experience in the design, manufacture and installation of high specification modular and bespoke fume cupboards and lab furniture for Pharmaceutical R&D, Healthcare, Higher Education, Food & Beverages, Utilities and industry.

**Visit our website for more details and alternative designs - [www.splusb.co.uk](http://www.splusb.co.uk)**



**British made**

Designed and Manufactured at our factory in Manchester.

Labtec Street, Swinton  
Manchester M27 8SE

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f: +44 (0)161 728 9149

e: [sales@splusb.co.uk](mailto:sales@splusb.co.uk)  
[www.splusb.co.uk](http://www.splusb.co.uk)

# Mobiline



# Creating Safe Environments for Integrated and Single Sciences

Mobiline is a new generation re-circulatory fume cupboard which we have developed based on over 40 years experience of manufacturing and installing conventional ducted fume cupboards into schools, universities, healthcare, R&D and a wide range of commercial laboratories.

## Development

During the development process we have applied computer fluid dynamic modelling along with an analysis of other re-circulatory fume cupboards being supplied into schools and colleges across the country.

The result is a new mobile fume cupboard utilising a highly efficient activated carbon filter which absorbs

chemicals prior to the safe re-release back into the immediate environment.

Our fume cupboard has been designed to perform in compliance with Building Bulletin 88 (Revision of DN29) for general schools and college fume cupboards and independently tested to the re-circulation specific BS7989:2001.





Re-circulatory fume cupboards are becoming increasingly popular in schools and colleges, because of their flexibility

The Mobiline can be used in different locations within the same classroom and can also be shared between classrooms. This makes Mobiline a much lower cost option for schools with limited budgets and for circumstances where venting to outside atmosphere is impractical.

### Filter replacement

When the filter needs replacing, simply call us. We will advise of the replacement cost, our technicians will then attend the site and remove the old filter, dispose of it in line with our environmental policy and replace with a new filter.

The filter life span depends on usage, but can generally be expected to last for 5 years.



Filter replacement

## Features and Benefits

- Vertical sliding sash (front viewing window) provides better protection for technicians, students and teachers than door openings.
- Unique torsion spring control for the sash which eliminates the safety risk associated with cable failure on conventional sash controls.
- Easy to remove and replace activated carbon filter, fitted on the top of the unit which purges the chamber efficiently and prevents the build up of heavier than air fumes when the unit has been turned off.
- High level filter draws fumes away from the operator breathing zone.
- All round clear viewing panels, including the back baffle for ease of demonstration and group activity.
- Rear back baffle to purge the worktop effectively and quickly draw fumes away from the operator and in the direction of the filter.
- Upper front bypass aids fume purging by balancing the air input and reducing turbulence in the chamber caused by increased face velocity when the sash is in the lowered position.
- Unique sash stop which can be overridden for loading the chamber, but which automatically re-engages to restrict sash movement upwards to the operational height when being used.
- Supplied with remote control gas, water supply so that operators do not have to reach into the chamber to activate. Electrical socket outlets mounted outside the chamber.



Remote control gas, water supply

- Energy efficient interior LED strip lights.
- Supplied with an under bench storage cabinet.
- Supplied with lockable castors for safe, easy movement and to prevent accidental movement when not in use.
- Tough durable construction designed specifically for the rigours of the daily classroom environment and exposure to chemicals for a minimum 25 years.
- Supplied with self closing, quick release service couplings and reinforced flexible supply lines for water, gas, waste and electricity. The Mobiline is also supplied with a restraining anchor for connection to a docking point.
- Alarm and control panel with on/off activation, audible and visual alarm for fan/air fail.
- Services docking point – can be fixed anywhere in the room where mains services pick up points are available, e.g. against a wall, to a teachers demonstration bench or to a centrally located student workstation. It is often the case that the Mobiline can be stored in a convenient place within a lab and then wheeled to a docking point for connecting to services elsewhere in the room for flexibility and ease of demonstration.
- Smart, modern, ergonomic design to help create a contemporary science learning environment.
- Maintenance free, other than periodic filter replacement and servicing of the utility controls.

## A Turnkey Package

**At S+B we work with you to provide the ideas, solution and final outcome completely free of charge and obligation. From initial consultation of designs, including CAD and 3D drawings, allowing you to view the solution before manufacture.**

S+B provide the answer - stripping out and removal of old furniture, reinstatement of mechanical and electrical services – supplying and fitment of new flooring, suspended ceilings, lighting, interactive whiteboards, decoration and installation of new furniture.

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[www.splusb.co.uk](http://www.splusb.co.uk)

## **APPENDIX 6**

### **TERMS OF ENGAGEMENT**



## Standard Terms and Conditions of Business

### **General**

This section and the foregoing proposals set out the terms on which we accept your appointment. These terms will apply to all our work for you unless expressly varied in writing.

We will rely on you to supply in a timely manner, all instructions and information needed by us to act on your behalf. We will rely on you to inform us of any changes to those instructions or that information and to any other relevant circumstances. We are not under any obligation to check the accuracy of information you supply unless it is agreed in writing that we should do so.

Unless otherwise agreed in writing the services we provide are for the benefit only of the party to whom these terms and conditions are sent and as specified in the accompanying appointment letter. A person who is not a party to our appointment has no right under the Contracts (Rights of Third Parties) Act 1999 to enforce any term of our appointment.

### **Recovery of Fees**

In the case of dispute work, you should be aware that if you are successful it will not usually be possible to recover all your costs because of the way in which the Court/Arbitrator assess them. Costs are not usually awarded to the parties to adjudication. In these cases, you will remain responsible for the full payment of our invoices when you receive them.

### **Suspending and Terminating Instructions**

If either party becomes insolvent the other may terminate the appointment forthwith by giving written notice to the other.

In the event that you default in payment we may, on giving seven days written notice, suspend performance of our services. Performance will be resumed upon payment unless the suspension exceeds 6 months.

We may terminate the appointment if:

- you materially breach your obligations and have failed to remedy the breach within 14 days following written notice given by us and/or.
- without good reason you fail to give us information or instructions in a timely manner and/or.
- there is a serious breakdown in confidence between you and us and/or
- any other circumstances arise, which as a matter of law or practice, entitle us to terminate our appointment and/or
- our services are suspended for more than six months.

Within 28 days following suspension or termination you shall pay all fees and expenses due, commensurate with the services performed, up to the date of suspension or termination including time spent in the seven day period following any termination in closing down the instruction.

### **Payment Terms**

Our fee invoices (including interim invoices) are due for payment in full on presentation, in sterling and without any deduction, set off abatement or counterclaim. In accordance with the Late Payment of Commercial Debts (Interest) Act 1998, we reserve the right to charge interest at 8% above the Bank of England's base rate on any fee invoices that are not paid within 28 days from the date of issue.

If you disagree with, or have queries about a fee invoice we request that you notify us within 14 days from the invoice date, after which time we will assume that you have agreed its content. If you do dispute any part of the invoice and so notify us you shall nonetheless pay all items which you do not dispute pending resolution of the balance.

We will be entitled to keep all your papers and documents while there is any money properly owing to us for our fees and expenses.

### **Disbursements and Expenses**

These are costs and expenses paid to third parties on your behalf including, where appropriate, specialist contractors, Land Registry fees, Ordnance Survey plan fees and other relevant document fees. We have no obligation to meet such payments on your behalf unless we have received from you monies in respect of the disbursements in advance.

### **Exclusions and Limitations on Liability**

Where you have a number of advisers including Roger Hannah advising on a matter our liability shall be limited to that proportion of any loss or damage suffered by you as it would be just for us to pay having regard to our responsibility for it and on the basis that all other advisers liable for the same loss or damage shall be deemed to have paid you such proportion which it is just for them to pay having regard to the extent of their responsibility.

Unless otherwise agreed our maximum aggregate liability to you for any breach of contract, negligence or breach of statutory duty or otherwise is limited to one million pounds (£1,000,000) except that nothing in these terms and conditions shall exclude or limit our liability in respect of death or personal injury caused by us.

### **Asbestos**

If we undertake any services in relation to a building or structure containing asbestos or asbestos containing materials in addition to the limitations on liability set out above our liability is limited to the direct result of our negligence or breach of contract and to the cost of re- performance of our services and/or rectification or remediation (as appropriate) or the diminution in value of any buildings or structures we survey.

We shall not be liable for:

- any damage to property other than the building/or structure or any part thereof which requires re- performance of our services and/or rectification and/or remediation.
- death, injury, illness or disease whether bodily or mental.
- physical impairment or damage to any ecological system.
- consequential indirect, economic or financial loss.
- any analysis and/or testing undertaken by asbestos testing organisations on your behalf whether instructed by you or us.
- due to or arising from the presence or release of asbestos or asbestos containing materials.

### **Complaints**

We operate a Complaints Handling Procedure, a copy of which is available upon request.

We will tell you the name of the Partner responsible for work carried out by us. The Partner is the person you should contact first if at any time you wish to discuss any matter we are handling for you so that any concerns can be addressed. If he is unable to resolve the complaint to your satisfaction he will arrange for the complaint to be investigated and report to you.

### **Copyright**

Copyright in all documents produced or used by us in connection with any appointment shall remain with Roger Hannah but subject to the payment of our fees in accordance with these terms and conditions we grant you a licence to copy and use the documents in connection with the subject matter of the appointment.

### **Jurisdiction and Disputes**

These Terms and Conditions and our appointments are governed by English law.

Any dispute arising from or under these Terms and Conditions and/or any appointment shall be referred to and determined by an arbitrator to be agreed between you and us or in default of agreement, shall be appointed upon the application of either party by or on behalf of the Vice President or President for the time being of the Royal Institution of Chartered Surveyors.

## Data Protection Privacy Notice - Clients

At Roger Hannah we're committed to protecting and respecting your privacy as our client.

This Policy explains when and why we collect personal information about people, how we use it, the conditions under which we may disclose it to others and how we keep it secure.

We may change this Policy from time to time so please check our web pages occasionally to ensure that you're happy with any changes.

Any questions regarding this Policy and our privacy practices should be sent by email to [property@roger-hannah.co.uk](mailto:property@roger-hannah.co.uk) or by writing to Roger Hannah, Century Buildings, 14 St Marys Parsonage, Manchester. M3 2DF. Alternatively, you can telephone 0161 817 3399.

### Who are we?

We are Roger Hannah, one of the leading Chartered Surveyors and Property Managers in the North West.

The registered address is St Georges House, 215-219 Chester Rd, Manchester, M15 4JE.

We are registered under, and handle personal data in accordance with, the Data Protection Act 1998 and other relevant privacy legislation. Roger Hannah is registered on the Information Commissioner's Office Data Protection Register under number Z245116X.

### What type of information is collected from you?

We usually collect information that you willingly provide us with in order to perform services to yourself as our client.

The personal information we collect might include:

- Personal identification data (Name, surname, title, date of birth)
- Contact information data (Email, phone number, address, country)
- Images and/or videos from which you may be identified (e.g. CCTV images from our clients managed properties)
- Financial and earnings data (Bank account and profits / remuneration data but not credit card data)
- Medical details where that is relevant to a claim/case/matter
- Details of your education and employment history
- Special Categories of personal data in rare circumstances (including race, religion, political interests) only where relevant to our engagement and this will be kept securely away from other data
- Data required for Money Laundering Checks and other ID checks
- Any other information that you decide to voluntarily share us (Feedback, opinions, reviews, comments, uploaded files, interests, information provided for our due diligence processes)
- Personal data about other named parties to our engagement (e.g. your spouse or business partners). You must have their authority to provide their personal data and share this Privacy Notice with them beforehand.

### Information we may collect from other sources

We may obtain information from agents, lawyers, accountants and other professional advisors who are acting on your behalf.

We may also obtain information available on public registers to facilitate the work we are doing for our clients or perform due diligence on prospective engagements, this may include information from credit reference or fraud prevention agencies, electoral roll, court records of debt judgements and bankruptcies, land registry, Companies House and other publically available sources.

To the extent permitted by applicable law, we may also obtain information about you from other sources, such as public databases, joint marketing partners, social media platforms and other third parties. For example, depending on your social media settings, if you choose to connect your social media account to our account, certain data from your social media account will be shared with us, which may include data that is part of your profile.

### On what legal basis do we use your data?

We use your data to establish or potentially establish a **contractual relationship** with you or to perform our obligations under a contract.

We use data for our **legitimate interests** where we process data:

- to keep you informed of properties for rent or sale
- to inform you about the services or activities of the Company

Sometimes we also hold personal information for **legal and regulatory reasons** for instance:

- to comply with tax regulations
- for legal and regulatory requirements and related disclosures
- for the establishment and defence of legal rights
- activities relating to the prevention and detection of fraud or crime
- to verify your identity, make credit, fraud prevention and anti-money laundering checks

### How is your information used?

We may use your information to:

- manage and maintain our relationship with you including to carry out our obligations arising from any contracts or engagements entered into with you
- conduct identity, credit, regulatory, and conflict checks
- organise services from suppliers and service providers
- comply with legal obligations and to establish, exercise, or defend ourselves from legal claims
- organise and promote events, including the creating of attendee lists and name badges
- any other legal basis anyhow permitted by local laws
- manage the take on or handover of managed property
- send you communications which you have requested or that may be of interest to you including information about our products and services
- seek your views or comments on the services we provide
- pursue our legitimate interests

### How long do we hold information on you?

We review our retention periods for personal information on a regular basis. We are legally required to hold some types of information to fulfil our statutory obligations.

We will hold your personal information on our systems:

- for as long as is necessary for the relevant activity
- as long as is set out in any relevant contract you hold with us
- as required for legal or insurance purposes
- as is practical or necessary within the IT system we use

Generally we will hold data for 7 years from the end of our engagement with our client or the end of a lease. There are situations where we hold data for longer including:

- Construction Projects where a formal contract is signed as a deed – data is held for 12 years from Practical Completion of the scheme
- Valuation files where a re-valuation is performed.
- Investment and property purchase history also available in public records and databanks.
- Document under seal which must be 12 years (e.g. some leases or deeds or contracts)

### **Who has access to your information?**

Your personal information will not be disclosed to third parties unless either you agree or we are required to do so to comply with our contractual, legal or regulatory requirements. For instance, where necessary or required we share information with:

- suppliers of goods or services
- financial organisations and credit reference agencies
- debt collection and tracing agencies including bailiffs
- local and central government
- tax authorities
- police forces
- regulatory authorities
- security organisations
- legal and other advisors
- other companies in the same group
- accountants
- other parties to a transaction or engagement
- former owners and managing agents of a property you engage us to manage and subsequent owners and managing agents you instruct us to hand over to
- insurance brokers
- mortgage providers
- business associates
- tenants of and suppliers to your properties

We may pass your information to third party service providers, advisors, agents, subcontractors and other associated organisations for the purposes of fulfilling obligations to you our Client. When we use third party service providers, we disclose only the personal information that is necessary to deliver the service.

If you are selling or renting a property your personal name may be disclosed in legal packs which are available via our partner web site until the property is sold or delisted.

We will not sell or rent your information to third parties.

We will not share your information with third parties for marketing purposes.

### **What we would also like to do with your data**

We would however like to use your name and email address to inform you of our future offers and similar products. This information is not shared with third purposes and you can unsubscribe at any time via phone, email or our website.

In accordance with marketing regulations we need you to opt in to this. Please click the link below to sign up to our newsletters.

<https://www.roger-hannah.co.uk/about/follow-us>

### **Security precautions in place to protect the loss, misuse or alteration of your information**

When you give us personal information, we take steps to ensure that it's treated securely.

Non-sensitive details are transmitted normally over the Internet, and this can never be guaranteed to be 100% secure. As a result, while we strive to protect your personal information, we cannot guarantee the security of any information you transmit to us, and you do so at your own risk. Once we receive your information, we make our best effort to ensure its security on our systems.

We select appropriate services providers who apply high standards of security when it comes to web hosting and IT networks.

We have policies and technical measures in place to protect your Personal Data against unauthorised access, accidental loss, improper use and disclosure. All of our employees and any third parties we engage to process your personal information are obliged to respect the confidentiality of your information and comply with IT and Data Protection Policies.

We do not sell, rent, distribute or otherwise make personal information commercially available to any third party, except as described in this policy or with your prior permission.

### **Do we collect data from children?**

We do not intentionally collect information from children under the age of 16.

If you are under the age of 16, we advise that you speak with and get your parent or guardian's consent before sharing your data with us.

Parents of Children under the age of 16: we recommend you to check and monitor your children's use of our products, systems, services, applications (including websites and other digital channels) and their Social Media usage in order to make sure that your child does not share personal data with us without asking your permission.

### **Transferring your information outside of Europe**

All the personal data we process is processed by our staff in the UK however for the purposes of data storage and hosting this information may be located on servers within the European Union.

Any information that you provide to us may entail a transfer of your information to outside the EEA where the level of protection may not be as comprehensive as it is within the EEA. We will ensure that procedures are put in place to ensure that your Personal Data is adequately protected.

If you use our services while you are outside the EU, your information may be transferred outside the EU as a result of the means by which you access information (for example receiving email on your portable device).

### **How you can access and update your information**

The accuracy of your information is important to us. We will proactively confirm details when we are in contact with you. If you change email address, or any of the other information we hold is inaccurate or out of date, please email us at: [property@roger-hannah.co.uk](mailto:property@roger-hannah.co.uk).

### **What are your rights?**

You have a right of access to Personal Data that we may hold about you, to have inaccurate information about you corrected and to request that we stop using your Personal Data for marketing purposes.

You can always contact us if you would like to:

- review, change or delete the data you have supplied us with (to the extent we are not otherwise permitted or required to keep such data)
- object to certain data processing operations (e.g., opt-out from marketing communications)
- receive a copy of your data (in a common machine readable format, to the extent it is required by applicable law)
- raise a complaint on how we have handled your personal data
- ask us any other questions related to the protection of your data

Please email any requests to [property@roger-hannah.co.uk](mailto:property@roger-hannah.co.uk) or write to Roger Hannah, Century Buildings, 14 St Marys Parsonage, Manchester. M3 2DF.

If you are not satisfied with our response or believe we are processing your personal data not in accordance with the law you can complain to the Information Commissioner's Office at <https://ico.org.uk/>

### **Review of this Policy**

We keep this Policy under regular review. This Policy was last updated in April 2019.

## **Limitations Applying to Our Professional Service**

### **Concealed Parts**

If we observe evidence to suggest that concealed parts of the structure and fabric might be defective, we will advise you accordingly and make recommendations for further investigations. However, unless otherwise instructed by you, we will not open up for inspection any permanently enclosed or concealed parts of the structure and fabric.

### **Deleterious and Hazardous Materials**

We will advise you if we consider that there exists a significant possibility that deleterious or hazardous materials exist at the property. Unless otherwise instructed, we will not undertake or commission any inspections or laboratory tests to confirm the extent and precise nature of any deleterious and hazardous materials that might be present.

### **Services Installations**

Our report on the services installations will be based on a cursory inspection only in order to include a general description in this report. We will not test any of the installations. Unless otherwise instructed, we will not commission the inspection and testing of any installations by specialist consulting engineers. If we find visual evidence to suggest that there might be significant problems with any of the installations, or if they are particularly sophisticated or complex, we will advise you accordingly, and make recommendations for further investigation and/or testing by specialists.

### **Building access**

Access to some areas may be restricted or denied. If we find that our inspection was excessively limited we will advise you accordingly and seek your further instructions.

### **Land Contamination**

We will not make any formal enquiries or carry out investigations into the potential contamination of the site or neighbouring land.

### **Compliance with Legislation**

Our inspection will not involve a review of the state of compliance with statutory requirements such as the Building Regulations, Workplace Regulations, Fire Regulations and the Equality Act. Compliance with these regulations requires a more detailed study and involves the preparation of a detailed risk assessment. Such studies and risk assessments are beyond the scope of this type of inspection and report.

### **Liability and Confidentiality**

The building inspection report may only be relied upon by (the instructing party) to whom we owe a duty of care. The report must not be passed for information, or for any other purpose, to any third party without our prior written consent; such consent will not be unreasonably withheld or delayed. Such consent shall not entitle any third party to place any reliance on the report and shall not confer or purport to confer on any third party any benefit or right pursuant to the Contracts (Rights of Third Parties) Act 1999.



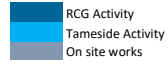
RogerHannah

0161 817 3399 | [www.roger-hannah.co.uk](http://www.roger-hannah.co.uk)

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					29/03/2021	05/04/2021	12/04/2021	19/04/2021	26/04/2021	03/05/2021	03/05/2021	10/05/2021	17/05/2021	24/05/2021	31/05/2021	07/06/2021	14/06/2021	21/06/2021	25/06/2021	28/06/2021	02/07/2021	05/07/2021	12/07/2021	19/07/2021	19/07/2021	26/07/2021	02/08/2021	09/08/2021	16/08/2021	23/08/2021	30/08/2021	03/09/2021
Activity		Start	Duration	Finish																												
PCSA		29/03/2021	16	19/07/2021																												
Highlevel cost plan and PCSA submission		03/05/2021		03/05/2021																												
Commission/complete detailed surveys																																
	Appoint design team to carry out design																															
	Measured Building Survey																															
	CCTV Drainage Survey not map of location																															
	Asbestos R&D																															
	GPRS / Utilities Mapping																															
	Capacity checks																															
Submit updated cost plan		25/06/2021		25/06/2021																												
TMBC Submission Review Period		28/06/2021	1	02/07/2021																												
Contract Award		02/07/2021		02/07/2021																												
Procurement		05/07/2021	2	19/07/2021																												
Contractor Lead in		05/07/2021	2	19/07/2021																												
Start on site		19/07/2021		19/07/2021																												
Construction period		19/07/2021	7	03/09/2021																												
Completion date		03/09/2021		03/09/2021																												
Pre																																
Not																																

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					CONSTRUCTION COST SPLIT			
DESCRIPTION		QTY	UNIT	RATE	AMOUNT	1st Floor Works	Grd Floor Works	Garage Works
<u>SCHEDULE OF WORKS</u>								
REFURBISHMENT WORKS								
AREA 1 - CLASSROOM		1	nr		71,069.29	71,069.29		
AREA 2		1	nr		84,583.62	84,583.62		
AREA 3 - CORRIDOR		1	nr		14,423.04	14,423.04		
GF MUSIC ROOM		1	nr		31,462.71		31,462.71	
REPLACE ROLLER SHUTTERS WITH NEW GLAZING AND DOORS TO GARAGE.		1	nr		14,840.90			14,840.90
M&E WORKS TO GARAGE AREA		1	nr		4,155.45			4,155.45
DRAINAGE WORKS TO GARAGE AREA		1	nr		2,374.54			2,374.54
FIRE SIGNAGE AND APPLIANCES		1	nr		2,374.54	1,458.31	916.23	
FITTINGS INCLUDING BUILT IN UNITS TO ALONG WALL		1	nr		3,561.82	3,561.82		
FIRE ALARM ALTERATIONS		1	nr		2,077.73	2,077.73		
INTRUDER ALARM ALTERATIONS		1	nr		1,484.09	1,484.09		
FIRESTOPPING		1	nr		5,936.36	4,686.26	1,250.10	
SUBCONTRACTOR PRELIMINARIES		1	nr		37,293.56			
Net construction costs					£275,637.64	£183,344.16	£33,629.04	£21,370.89
FEES PRELIMINARIES & CONTINGENCIES								
PRINCIPAL DESIGNER		1	nr		3,828.95			
ARCHITECT		1	nr		6,233.18			
STRUCTURAL ENGINEER		1	nr		5,639.54			
M&E CONSULTANT		1	nr		3,561.82			
BUILDING CONTROL FEES		1	nr		2,671.36			
ACOUSTIC CONSULTANT		1	nr		2,374.54			
SURVEYS		1	nr		11,613.25			
RCG PRELIMINARIES inc precon fee		1	nr		46,002.32			
CONTINGENCIES ETC.		5%	%		14,126.43	9,396.39	1,723.49	1,095.26
Construction Costs					£371,689.03	£192,740.54	£35,352.52	£22,466.15
RCG Margin 6.5%					£24,159.79			
					£395,848.82			

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Modular Extension & Proposed Refurbishment Works	Quantity	Unit	Rate	Estimated Cost Total	Comments
<b>New Modular 2No. Bay Extension &amp; Internal Adaptations</b>					
<b>Modular Extension</b>					
New modular 'Pod' extension approximately (2No. 6.0m x 3.0m).	36	Sqm	£1,600	£57,600.00	Based on modular provided at Manchester Road Academy by Wintech in 2019.
Structural alterations and sectional removal of existing walling and installation of folding partition screen.	1	Item	£8,500	£8,500.00	
Extra Over excavation associated with removal grass banking and provision of footpath to perimeter of new modular building.	1	Item	£10,000	£10,000.00	
<b>Toilet Refurbishment</b>					
Strip Out Works and Demolition	10.6	Sqm	£25	£265.00	10% Allowance for wastage.
Vinyl Floor Covering	11.3	Sqm	£50	£565.00	
DDA Compliant Ceramic WC Pan & Cistern	1	Item	£450	£450.00	
Doc M Pack Bathroom Grab Rails	1	Item	£200	£200.00	
DDA Compliant Ceramic Basin & Mixer Tap	1	Item	£450	£450.00	
DDA Compliant Shower	1	Item	£1,500	£1,500.00	
Wall Finishes	30.5	Sqm	£60	£1,830.00	
New Door Frame, Door, Ironmongery & Architraves	1	Item	£900	£900.00	10% Allowance for wastage.
Suspended Ceiling & Lighting	11.3	Sqm	£55	£621.50	
<b>Kitchen Area Refurbishment</b>					
Strip Out Works and Demolition	6.7	Sqm	£25	£167.50	10% Allowance for wastage.
Vinyl Floor Covering	7.4	Sqm	£50	£370.00	
Kitchen Base & Wall Units	11	Item	£350	£3,850.00	
Kitchen Worktop	4.7	Lm	£75	£352.50	
Kitchen Sink & Taps	1	Item	£450	£450.00	
Small Power Adaptations	6.7	Sqm	£30	£201.00	
Suspended Ceiling & Lighting	7.4	Sqm	£55	£407.00	
Wall Finishes	18.8	Sqm	£25	£470.00	10% Allowance for wastage.
Joinery Items (Skirting Boards)	2	Lm	£40	£80.00	
<b>New Sensory Room &amp; Office</b>					
Strip Out Works and Demolition	14	Sqm	£25	£350.00	10% Allowance for wastage.
Stud Partition Walls	1	Item	£3,500	£3,500.00	
Carpet Floor Coverings	15.3	Sqm	£50	£765.00	
Suspended Ceilings & Lighting	15.3	Sqm	£55	£841.50	
Small Power Adaptations	14	Sqm	£30	£420.00	
New Door Frames, Doors, Ironmongery & Architraves	2	Item	£900	£1,800.00	
Joinery Items (Skirting Boards)	39	Lm	£40	£1,560.00	
Wall Finishes	49	Sqm	£25	£1,225.00	10% Allowance for wastage.
<b>Existing Classroom Refurbishment</b>					
Strip Out Works and Demolition	59.6	Sqm	£25	£1,490.00	
Carpet Floor Coverings	65.6	Sqm	£50	£3,280.00	
Suspended Ceilings & Lighting	65.6	Sqm	£55	£3,608.00	
Small Power Adaptations	59.6	Sqm	£30	£1,788.00	
New Door Frames, Doors, Ironmongery & Architraves	2	Item	£900	£1,800.00	
Joinery Items (Skirting Boards)	30	Lm	£40	£1,200.00	10% Allowance for wastage.
Wall Finishes	74	Sqm	£25	£1,850.00	
<b>Sub Total</b>				<b>£114,707.00</b>	
<b>Provisional Sums</b>					
Alterations to Intruder Alarm	1.0	Sum	£750	£750.00	
Alterations to Fire Alarm	1.0	Sum	£750	£750.00	
Alterations to Data/ Electrics / Water / Heating	1.0	Sum	£2,500	£2,500.00	
Alterations to Drainage Systems	1.0	Sum	£2,500	£2,500.00	
Making Good Service Penetrations	1.0	Sum	£2,500	£2,500.00	
<b>Sub Total</b>				<b>£9,000.00</b>	
Preliminaries	6.00%			£7,422.42	
Provisional Sums	2.50%			£3,092.68	
Contingencies	4.00%			£4,948.28	
<b>Anticipated Total Build Cost</b>				<b>£139,170.38</b>	

<b>ADD</b>				
Professional Fees	1	Sum	9.75%	£11,183.93
Planning Fees	1	Sum	£925	£234.00
Buiding Control Fees	1	Sum	£1,295	£925.00
<b>Anticipated Project Cost</b>				<b>£151,513.31</b>

<b>Exclusions</b>
Conditions from Planning and Building Control
Professional Surveys
Unforeseen Asbestos Removal / Encapsulation
Upgrade of Existing Utility Capacities
VAT

Greenside Primary School  
224 Greenside Lane  
Droylsdem  
Manchester  
M43 7RA

Quotation Page 1

Quotation No	1160
Quotation Date	15/03/2021
Order No	Learning Link
Account Ref	GREENSID

Quantity	Description	Unit Price	Net Amt	VAT %	VAT
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Note: THIS IS NOT A V.A.T. INVOICE

1.00	Removal of load bearing wall between the learning link and the school kitchen office. Supply and install structural steels as per the structural calculations. Remove the wall and all waste from site. Carry out plumbing works to the current pipework in the kitchen office. Electrical works to the kitchen office and learning link to the schools requirements First and second fix joinery plaster where needed Supply and install suspended ceiling in the current kitchen office. Full floor covering where needed Full decoration Block up kitchen doorway supply and install new desk area for the kitchen staff site clean to leave site ready for school use. All structural works will be signed off by building control and certificates issued where needed.	22,080.00	22,080.00	20.00	4,416.00
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Cheques payable to W & W Building and Planned Maintenance Ltd  
BACS Payments details as follows;  
Account number: 41473476  
Sort code: 40-08-33

All goods and materials supplied against this invoice remain the property of W & W Building and Planned Maintenance Ltd until full payment is received.

Please note that all invoices not settled by the due date will be referred to our Debt Recovery Agents and will be subject to a surcharge of 15% plus VAT in lieu of our recovery charges.

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Total Net Amount	£	22,080.00
Carriage Net	£	0.00
Total Tax Amount	£	4,416.00
Quotation Total	£	26,496.00

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<b>Report to:</b>	<b>EXECUTIVE CABINET</b>
<b>Date:</b>	23 June 2021
<b>Executive Member:</b>	Cllr Leanne Feeley, Executive Member for Lifelong Learning Equalities and Culture
<b>Reporting Officer:</b>	Jayne Traverse, Director of Growth Gregg Stott, Assistant Director of Growth
<b>Subject:</b>	<b>ADULT COMMUNITY EDUCATION GRANT FUNDING - FUTURE PROVISION</b>
<b>Report Summary:</b>	The report sets out a proposal for future provision of the service for consideration. It is proposed that Adult Community Education provision is delivered by Tameside College subject to consultation and processes.
<b>Recommendations:</b>	It is recommended that the proposal for Tameside Council to begin consultation on the transfer of the Adult Community Education Service to Tameside College is approved by Executive Cabinet.
<b>Corporate Plan:</b>	Improving adult skill levels is essential to inclusive growth in Tameside and is identified within the Corporate Plan and Inclusive Growth Strategy as a priority area.
<b>Policy Implications:</b>	The proposal for future provision will have policy implications for Tameside Council as a direct delivery organisation of Adult Education Budget services as set out in the report.
<b>Financial Implications:</b> <b>(Authorised by the statutory Section 151 Officer &amp; Chief Finance Officer)</b>	<p>The report sets out details of a proposed consultation to transfer the Adult Education Service to Tameside College.</p> <p>The Council currently receives the Adult Community Education Grant from GMCA on an academic year basis. This is a sum of £0.818m for the 2020/21 academic year (1 August 2020 to 31 July 2021).</p> <p>The grant is subject to performance management arrangements primarily against learner numbers. For the period 1 August 2020 to 31 March 2021 (2020/21 financial year) the approach through the covid pandemic will be retained where there will be no performance management arrangements against learner numbers. This equates to 67% of the grant sum due i.e. £ 0.548m.</p> <p>However it should be noted that from the 1 April 2021 (2021/22 financial year), performance management processes will be re-instated for the remaining 33% balance due i.e. £ 0.270m. Providers (i.e. the Council) will be allowed to submit a business case for up to the maximum of their funding allocation due. A business case will be submitted for the period 1 April 2021 to 31 July 2021 to ensure the full remaining balance due can be retained by the Council and that there is no risk of clawback in the 2021/22 academic year (1 August 2021 to 31 July 2022).</p> <p>The grant sum due for the 2021/22 academic year is yet to be confirmed. This will need to be compared to the 2021/22 financial year budget assumed for the grant of £0.823m (apportioned between academic years) to ensure there is no shortfall and that it</p>

does not result in a budget pressure that will need to be managed within the Growth directorate revenue budget.

This will need to form part of the necessary financial due diligence if the transfer is subsequently approved following the period of consultation.

The grant funding agreement with GMCA expires on 31 July 2022 (at the end of the 2021/22 academic year). Table 1 (4) states that the grant currently finances 20% of the Head of Economy Employment and Skills post non recurrently and is assumed in Growth directorate savings plans for 2021/22 only. Therefore a budget pressure should not materialise within the Growth directorate if the proposed transfer takes place after 1 April 2022.

Section 2.4 of the report states that the service delivers a minimum of £0.300m worth of community learning provision. It should be noted that this sum is within the aforementioned 2020/21 academic year GMCA grant allocation of £0.818m and is not additional funding.

In addition table 1 (3) states that £0.150m was recently awarded by GMCA to support four projects that would need to be considered for retention by the Council as the responsible body. These projects are due to end on 31 March 2022 and relate to commissioned services, employees on fixed term contracts and small scale community initiatives. This funding is additional to the 2020/21 academic year GMCA grant allocation of £0.818m. However it is envisaged that this funding will not impact on the proposed transfer as the grant funding period will have concluded in advance of the proposed transfer date. The Council would be liable for any repayment of the grant sum if performance outcomes are not achieved subject to the terms of the respective grant conditions. This will be monitored during the 2021/22 financial year to ensure any potential risk of repayment is known at an early stage and any remedial action can be implemented.

Members should note that further due diligence on the related financial implications of the proposed transfer will be necessary during the period of consultation.

This will include any employee TUPE cost implications and an evaluation of any dilapidation costs that may be liable relating to the surrender of the lease of Stamford Chambers as stated in table 1 (8).

It is essential that all the related financial implications arising from the proposed transfer are clearly set out in a subsequent report to Members for consideration once the outcome of the consultation is known.

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

As set out in the main body of this report the ACE service may 'fit better' being delivered by the college.

The next steps will be to engage with the college especially in relation to the transfer of the funding stream to the college and staffing implications with particular regard to the operation of The Transfer of Undertakings Protection of Employment Rights Regulations (TUPE).

HR and finance will also form a critical part of the working group in order to provide advice and guidance in relation to consultation and

the transfer of staff together with related staffing matters including pensions.

As the intention is that the responsibility and liability for delivering the service together with the funding will pass to the college it will be necessary as part of the due diligence to formalise and capture all arrangements between the Council and the College in relation to this matter going forward.

The next steps at para 3.1 needs to be clear when a final decision will be made following the consultation by the Council in order that if agreed TUPE consultation and transfer can commence.

**Risk Management:**

Tameside Council has a grant agreement with Greater Manchester Combined Authority to deliver Adult Education Budget delivery.

**Background Information:**

The background papers relating to this report can be inspected by contacting Sarah Odor, Head of Service Adult and Community Education, by:



Telephone: 0161 342 4028



e-mail: [sarah.odor@tameside.gov.uk](mailto:sarah.odor@tameside.gov.uk)

## **1. INTRODUCTION**

- 1.1 The report sets out a proposal for future provision of the service for consideration. Following a review of the adult learning landscape and benefits to residents it is proposed that Adult Community Education provision is delivered by Tameside College subject to consultation and processes.
- 1.2 Tameside Adult Community Education (ACE) provides skills provision for adults aged 19+. The Provision is based primarily from Stamford Chambers in Ashton Town Centre. The Service is funded with Adult Education Budget (AEB) by Greater Manchester Combined Authority (GMCA). ACE normally enrolls 600 individual learners on an annual basis. The impact of COVID19 has meant that learner numbers have fallen as social distancing measures have been introduced in line with health and safety risk assessments. ACE is an Ofsted 'Grade 2 Good provider' and is Matrix accredited. ACE operates on an academic funding year of 1 August -31 July.

## **2. REVIEW OF FUTURE PROVISION**

- 2.1 ACE has a contract with GMCA until 31 July 2022 and has recently successfully applied to the GMCA Education, Work and Skills Flexible Procurement System enabling the service to bid for future contracts. ACE is well placed to continue to deliver good quality services to Tameside residents. This report sets out a proposal to build on the quality of services provided by ACE by integrating the provision with Tameside College and the Council ceasing to provide the service.
- 2.2 The key elements for the case for change are set out below:
- The skills provider market will become increasingly competitive in future years and providers will need to be increasingly agile and flexible in a commercial environment in bidding for contracts.
  - COVID19 has demonstrated the need for providers to be able to switch provision and reallocate teaching resources in a responsive way to meet demand, larger organisations with a wider range of resources such as Tameside College will be able to meet this.
  - Smaller providers such as ACE face greater challenge to manage single point of failures in service delivery which are not faced by larger organisations. An example is the Management Information Systems and Careers Support where one member of staff has a lead in this area with cover provided by other posts.
- 2.3 The following options were considered alongside the main proposal:
- Council continues to deliver provision – the case for change set out above is not met effectively by retaining a small scale provision within the Council.
  - Merge the provision with other local authority adult education budget provision – the case for change set out above is not met effectively by creating an integrated service with shared responsibility for strategic approach, governance, performance and delivery. It is proposed that the service retains a clear Tameside focus.
- 2.4 The proposal for the service would be to begin a consultation process on integrating ACE into Tameside College to enable the service to bid for future contracts from a strengthened position. Tameside College currently deliver over £2m of AEB services and an Ofsted 'good, grade 2' provider. The timeframe for the process is set out further below in next steps with an expectation that any change be completed by January 2022. The principles underpin the proposal:
- The provision should continue to deliver and bid to win future contracts from GMCA primarily beyond the current contract end date of 31 July 2022.
  - The Council would have no direct ongoing responsibility or liability for the provision in relation to securing contracts, contract delivery or quality assurance of provision.

- Effective Leadership and Management underpins the delivery of the provision.
- The provision reports to the Council Education Improvement Attainment Board annually in the form of a self assessment report and forward looking 12 month skills needs assessment where joint priorities and intentions of the provision were clearly identified and agreed in an integrated fashion.
- The Council is invited to join the Governing Board of the provision to be part of future strategic development and decision making.
- GMCA should be heavily engaged and involved in the proposal and future delivery of provision. GMCA is the main commissioner £0.818m per annum (2020/21 academic year.grant value)
- The provision continues to deliver a minimum of £0.300m worth of community learning provision (community learning is defined as non qualification courses, such as confidence building, that enable residents to enter the provision at a lower level and progress onto qualification courses, such as English, maths and digital). It should be noted that this value is within the aforementioned £0.818m Adult Education grant sum via GMCA and is not additional funding.
- The proposal should ensure the core ethos of ACE is retained.
  - The ethos is a minimum of 'good' provision with an ambition to delivery 'outstanding',
  - Small class sizes of 10-12 learners,
  - Supportive community environment that empowers learners to engage in provision,
  - Learners supported to progress through levels from short community learning courses to qualifications,
  - The provision is accessible and attracts residents with complex or vulnerable circumstances (e.g. adults recovering or suffering from substance misuse, adults with disabilities or with low English skills) who may be starting from no or low base (e.g. learners are not cherry picked for results through assessment screening).
- The ACE branding is retained for a minimum of 3 years to ensure the provision continues to be identified by existing learners and members of the community and their networks.
- The provision retains a face to face teaching base in Ashton-under-Lyne Town Centre (a minimum of 50% of provision from this base) with community provision in place as appropriate across the borough. The base in Ashton-under-Lyne would not be stipulated as Stamford Chambers.

2.5 The proposal would be set out within an MoU/Service Level Agreement/Covenant between the Council and provider to be reviewed every 5 years.

2.6 Table 1 provides an overview of the key considerations for the provision in relation to the proposal set out in this report.

<b>Table 1 – Considerations</b>		
Item	Notes	Risk rating
1. GMCA grant funding £0.818m per annum (2020/21 academic year grant value) is not in place after 31 July 2022	TMBC bid to GMCA supplier system submitted Jan 2021 and approved. College not currently approved though highly likely to be approved in the short term. No contract means a £0.818m financial liability.	Low
2. Impact of GMCA Performance Management Rules for 2020-21	GMCA have issued new Performance Management Rules for 2020-21 this may ultimately see funding for 2020-21 that cannot be claimed as spent to be ringfenced into the 2021-22 academic year requiring over performance and placing a higher burden on the provision.	Low

3. Local Authority Grant Programme spend	£0.150m recently awarded by GMCA over four projects that would need to be considered for retention by the Council as the responsible body. Projects due to end 31 March 2022 and relate to commissioned services, staff on fixed term contracts and small scale community initiatives. This sum is additional to the £0.818m GMCA grant funding referenced in section 1 of the table.	Low
4. TMBC savings identified against ACE budget of 2021/22 only	Head of Economy Employment and Skill post 20% funded from ACE which is assumed non recurrently in Growth directorate savings plans for 2021/22 only.	High
5. Instability in provision	The service needs to meet contractual targets, any review needs to support continued high level of delivery.	Low
6. ESFA contract £0.006m per annum.	Tameside ACE Governors support the service ending the ESFA contract due to size and future direction, ESFA would need to be engaged and involved in any review process.	Low
7. Existing contracts	ACE has contracts in relation to IT systems (Its Learning and West March) that would need to be transferred as part of review.	Low
8. Existing building	TMBC had a lease on Stamford Chambers which has expired and is being held over. TMBC required to give 3 months notice, the premises have to be cleaned, repaired and reinstate all alterations and additions if required by the Landlord. Current building costs for ACE annually are £0.060m it total (including principal rent £0.037m).	Low

### 3. NEXT STEPS

- 3.1 The timeline for this work is set out below:
- May– June 2021 – Report setting out proposal and considerations completed
  - 23 June 2021 – Executive Cabinet to consider proposal
  - June – August 2021 – Engagement and due diligence with Tameside College
  - September – December 2022 – Consultation & TUPE process
  - 1 January 2022 transfer date

### 4. RECOMMENDATIONS

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

<b>Report to:</b>	<b>EXECUTIVE CABINET</b>
<b>Date:</b>	23 June 2021
<b>Executive Member:</b>	Cllr Oliver Ryan, Executive Member for Finance and Economic Growth
<b>Reporting Officer:</b>	Jayne Traverse, Director of Growth Gregg Stott, Assistant Director of Investment, Development and Housing
<b>Subject:</b>	<b>HATTERSLEY DEVELOPMENT AGREEMENT DEED OF VARIATION 2021</b>
<b>Report Summary:</b>	To permit a Supplemental Agreement to the Deed of Variation July 2015 to allow for the deferral of the final Public Realm payment of £1m until 31 December 2021 and to extend the longstop date for Site 28 until 31 December 2022.
<b>Recommendations:</b>	<ol style="list-style-type: none"><li>1) Authorise a Supplemental Agreement to the Deed of Variation July 2015 to allow for an extension of the draw down longstop date for Site 28 to 31 December 2022</li><li>2) Authorise a Supplemental Agreement to the Deed of variation July 2015 to allow for the final Public Realm payment to be deferred until 31 December 2021.</li></ol>
<b>Corporate Plan:</b>	The Hattersley regeneration project contributes to the delivery of the Corporate Plan ensuring a modern infrastructure and a sustainable environment that works for all generations and future generations.
<b>Policy Implications:</b>	The Hattersley regeneration project is an important component in of the Council's Inclusive Growth Strategy 2021-2026 supporting the delivery of new homes, public realm and skills programmes working together to tackle deprivation.
<b>Financial Implications: (Authorised by the statutory Section 151 Officer &amp; Chief Finance Officer)</b>	<p>The Council is the accountable body of the Hattersley Development Agreement.</p> <p>To date BASE Hattersley LLP (Barratt Homes) has paid £3m within this agreement. As explained in section 2 and 3.1 of the report the remaining £ 1m balance that relates to public realm was due on 31 December 2020 but has not been paid.</p> <p>The expenditure on public realm at 31 March 2021 via the £3m paid by BASE Hattersley LLP (Barratt Homes) was £0.3m. The remaining balance (including interest) of £2.7m is held by the Council and is ringfenced entirely for the Hattersley Development Agreement.</p> <p>The report recommends that BASE Hattersley LLP (Barratt Homes) pay the remaining £1m balance to the Council on 31 December 2021.</p> <p>It is essential that, as accountable body, the Council has assurance that the balance due will be received on this date at the latest on behalf of the partnership. In addition it is also essential that the partners of the agreement incorporate the timing of this payment into the phasing and subsequent delivery of the related public realm improvements within Hattersley as set out in the development</p>

agreement. It is recommended that related details should also be reported to members of the Hattersley Land Board.

Members should note that the proposed deferral of the £1m payment by 12 months will result in a loss of interest to the partnership that is estimated to be £0.001m based on the latest Bank of England base rate.

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

The report requests:

1. An extension to the longstop date for drawdown of the final phase of the Development; and
2. Deferral of a payment from the developer in respect of public realm works.

In respect of the extension to the longstop date the Council must be certain that the proposed date for drawdown is reasonable, realistic and proportionate and that delivery of the phase is achievable.

In respect of deferral of the public realm payment, the Council must be certain that the developer will be able to make the payment on the revised date i.e. that there are no solvency issues which mean that there is a risk of payment not being made.

It would be helpful to understand why an escrow account is not being proposed. An escrow account is a separate account owned by a third party. This third party will hold money/assets on behalf of two other parties. The first party will pay money into the escrow account, then upon pre-determined contractual obligations being met by the second party, the escrow account holder will release the funds to the second party.

**Risk Management:**

The funds and interest are held by the council but are not available to the council.

**Background Information:**

The background papers relating to this report can be inspected by contacting Andrew Wood – Senior Development Manager



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e-mail: [andrew.wood@tameside.gov.uk](mailto:andrew.wood@tameside.gov.uk)



## **1. INTRODUCTION**

- 1.1 In 2006, the Hattersley public sector partners entered into a Collaboration Agreement and subsequently a Development Agreement with BASE Hattersley LLP (Barratt Homes) in March 2007 for private sector residential development. The public sector partners are now Tameside Metropolitan Borough Council (TMBC), Onward and Homes England following various name changes since the original agreements were signed.
- 1.2 This report is to allow a Supplemental Agreement to the Deed of Variation July 2015 for a deferment of the final Public Realm payment from BASE Hattersley LLP (Barratt Homes) and to extend the draw down longstop date for Site 28 as shown edged in Appendix 1.

## **2. BACKGROUND**

- 2.1 The Development Agreement (DA) with BASE Hattersley LLP (Barratt Homes) 2007 was varied by way of a Deed of Variation in 2015, which had four main aspects, two of which are relevant to this report; the financial arrangements for the public realm and the development milestones.
- 2.2 The Development Agreement required BASE Hattersley LLP (Barratt Homes) to undertake off site public realm improvements ranging from improved parking to play and recreation facilities. However it was not possible to implement this so the Deed of Variation of 2015 created a revised mechanism for the implementation of the public realm. This allowed BASE Hattersley LLP (Barratt Homes) to agree to pay a total of £4m to the public partners on a series of longstop dates. The last payment was due to be made by 31 December 2020.
- 2.3 The Deed of Variation 2015 also reflected the development milestones in the DA of 2007 which set out the drawdown longstop dates of the sites for development and the subsequent delay in the development programme. The last longstop date was 31 December 2021 for Site 28.

## **3. THE PURPOSE OF THE REPORT**

- 3.1 BASE Hattersley LLP (Barratt Homes) have requested to defer the final Public Realm payment of £1m from 31 December 2020 until 31 December 2021 and to extend the drawdown longstop date for Site 28 from 31 December 2021 until 31 December 2022. There is currently £2.7m in the account available to spend on public realm.
- 3.2 The reasons for the request to defer the payment are twofold. There is currently approximately £2.7m in the Public Realm fund, which is currently sufficient for the schemes needs. Secondly, it will assist BASE (Hattersley) LLP in managing the impacts of the COVID-19 pandemic on delivery and cash flow.
- 3.3 In respect of the request to extend the longstop date for Site 28 this is due to an issue with the planning application / decision for this site. It is in the process of being resolved but this will take additional time, so a request to extend the drawdown longstop date has been made.
- 3.4 Barratts submitted a planning application (Ref. 19/01090/REM) on 17.12.2019, issues arose with this application which will require a revised application to be submitted. This will go through the planning process. These issues have required Barratts to request an extension to the longstop date to allow them time to be able to request the drawdown of the land.
- 3.5 The Public Realm money is held by the Council as the accountable body and the interest payments are added to the fund, therefore there is no loss of income to the Council.

#### **4. SUPPORT FROM OTHER PUBLIC SECTOR PARTNERS**

- 4.1 Onward have already formally confirmed their approval of the deferment of the Public Realm payment and the extension to the longstop date for Site 28.
- 4.2 Homes England (HE) is currently taking a report through the HE internal process for approval to defer the Public Realm payment and extend the longstop date. This is expected to be approved by June/July 2021.

#### **5. CONCLUSION**

- 5.1 The deferral of the final Public Realm payment and extension to the longstop date for Site 28 will enable BASE (Hattersley) LLP to continue their significant support for the delivery of the Hattersley regeneration project in accordance with the Council's growth and development priorities.

#### **6. RECOMMENDATIONS**

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

<b>Report to:</b>	<b>EXECUTIVE CABINET</b>
<b>Date:</b>	23 June 2021
<b>Executive Member:</b>	Councillor Oliver Ryan – Finance and Economic Growth
<b>Reporting Officers:</b>	Jayne Traverse – Director of Growth Gregg Stott – Assistant Director - Investment, Development and Housing.
<b>Subject:</b>	<b>LOCK KEEPERS SITE, DROYLSDEN</b>
<b>Report Summary:</b>	This report provides recommendations as to the future direction of travel to unlock the development potential of the Lock Keepers Site (The Site) in Droylsden town centre. The site forms an important part of the Droylsden Canalside Quarter development.
<b>Recommendations:</b>	<ol style="list-style-type: none"><li>1. That the site be withdrawn from the Watkin Jones Development Agreement.</li><li>2. Negotiations are undertaken with Watkin Jones regarding the two parcels of land referred to at <b>Appendix 1</b> to this report.</li><li>3. To formally declare the subject site surplus so that a future sale, including the library, which is shortly due to be demolished, can be considered in accordance with the Council's disposal policy.</li></ol>
<b>Corporate Plan:</b>	The proposed measures shall contribute to delivering corporate priorities – housing, economic growth and employment opportunities.
<b>Policy Implications:</b>	The development of Droylsden town centre is essential for a range of social and economic reasons in order to create a sustainable community and a new vibrant town centre. The recommendations of this report will assist with the delivery of this objective and will bring in new people, new spending power and new jobs.
<b>Financial Implications:</b> <b>(Authorised by the statutory Section 151 Officer &amp; Chief Finance Officer)</b>	<p>A Key Decision was approved on 25 February 2021 for the relocation of Droylsden Library and the declaration of the existing site as a surplus Council asset for disposal once the existing library has been demolished.</p> <p>Members should note that there is a £0.6m variation in the valuation of this site between Watkin Jones and an independent red book valuation as detailed in section 2.2 of the report.</p> <p>The Lock Keepers site is adjacent to the existing library and provides an enhanced development opportunity which is likely to be of interest to a wide range of potential development partners. It is envisaged that the withdrawal of the site from the development agreement will enable the Council to realise an improved capital receipt if disposed alongside the site of the current library.</p> <p>In addition it is noted that Watkin Jones own two small parcels of land adjoining the Marina which would be desirable, but not essential, to be joined to the aforementioned main development site. Watkin Jones have not landscaped these areas as required under the terms of the development agreement. The report recommends that following the removal of the Lock Keepers site from the development agreement, negotiations are undertaken with</p>

Watkins Jones to ensure that they fulfil their obligations to landscape these parcels of land or transfer the land at nil cost to the Council.

Members should receive an update at a later date on the estimated capital receipt that will be realised from this decision together with details of the future development options.

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

Due to the Developer not developing the land for commercial purposes, the Council has a number of options in respect of “withdrawing” the land from the Development Agreement:

1. It can write to the Developer stating that due to the land not be developed for the intended purpose by the intended date; and that the land no longer forms part of the Development Agreement;
2. It can formally seek to agree with the Developer that the land no longer forms part of the Development Agreement; or
3. It can wait until the deadline for delivery of the whole scheme has passed and then look to use the land.

The report writer has advised that the first option is the preferred route although the report does not set out clearly the risks and benefits and any consequences of each option.

**Risk Management:**

Reputational risk to the Council if there is not a successful delivery of The Site.

**Access to Information:**

Information relating to this report can be inspected by contacting the report writer, Damien Cutting – Economic Growth Lead, Development and Investment, by



Telephone: 07989 425566



e-mail: [damien.cutting@tameside.gov.uk](mailto:damien.cutting@tameside.gov.uk)

## **1. INTRODUCTION**

- 1.1 The Council signed a Development Agreement ('Development Agreement') with Watkin Jones in 2005 to deliver a major regeneration scheme in Droylsden. Work has been progressed on this major mixed use scheme with site assembly, planning permissions, housing development and the completion of the marina and construction of all residential units in phases.
- 1.2 The Development Agreement includes the Lock Keepers site which is shown edged blue on the plan included in **Appendix 1**. The site remains undeveloped and is owned freehold by the Council (referred to as the Commercial Site in the Development Agreement). The site will fall away from the Development Agreement if, by the Longstop date of 10 June 2020, the Council do not agree a heads of terms for its transfer to Watkins Jones.

## **2. LOCK KEEPERS DEVELOPMENT SITE**

- 2.1 The site occupies land of approximately 2 acres in a highly accessible prominent location fronting Manchester Road in close proximity to the Town centre and presents an attractive development opportunity for a high quality/density residential development scheme. The site is immediately adjacent to the existing library, which is shown edged brown on the plan included in **Appendix 1**. Following the (proposed) relocation of the library, the two sites could be combined which would present an enhanced development opportunity, which is likely to be of interest to a wide range of potential development partners.
- 2.2 The site was planned for commercial (not residential) development under the Development Agreement, however despite extensive marketing no suitable commercial use has been identified for the site. Negotiations have taken place with Watkins Jones regarding the potential for residential development on the site. Watkins Jones have offered to pay £400,000 for the site based on a residential layout. The Council commissioned an independent Red Book valuation against this scheme, which indicates a headline value of £1m for the land.
- 2.3 Road access to the site is owned freehold by Watkins Jones and is subject to a S278 Agreement. The Road was constructed several years ago and although it has not yet been formally adopted by the Council, rights of access were reserved at the time of the transfer. Watkins Jones own two small parcels of land adjoining the Marina (labelled '6' and '7' on the plan attached in Appendix 1), which would be desirable, but not essential, to be joined to the main development site. Despite obligations in the Development Agreement, Watkins Jones have not landscaped these areas and it is recommended that following the removal of the Lock Keepers site from the Development Agreement that negotiations are undertaken with Watkins Jones to ensure they fulfil their obligations to landscape or transfer the land at nil cost to the Council.

## **3. CONCLUSION**

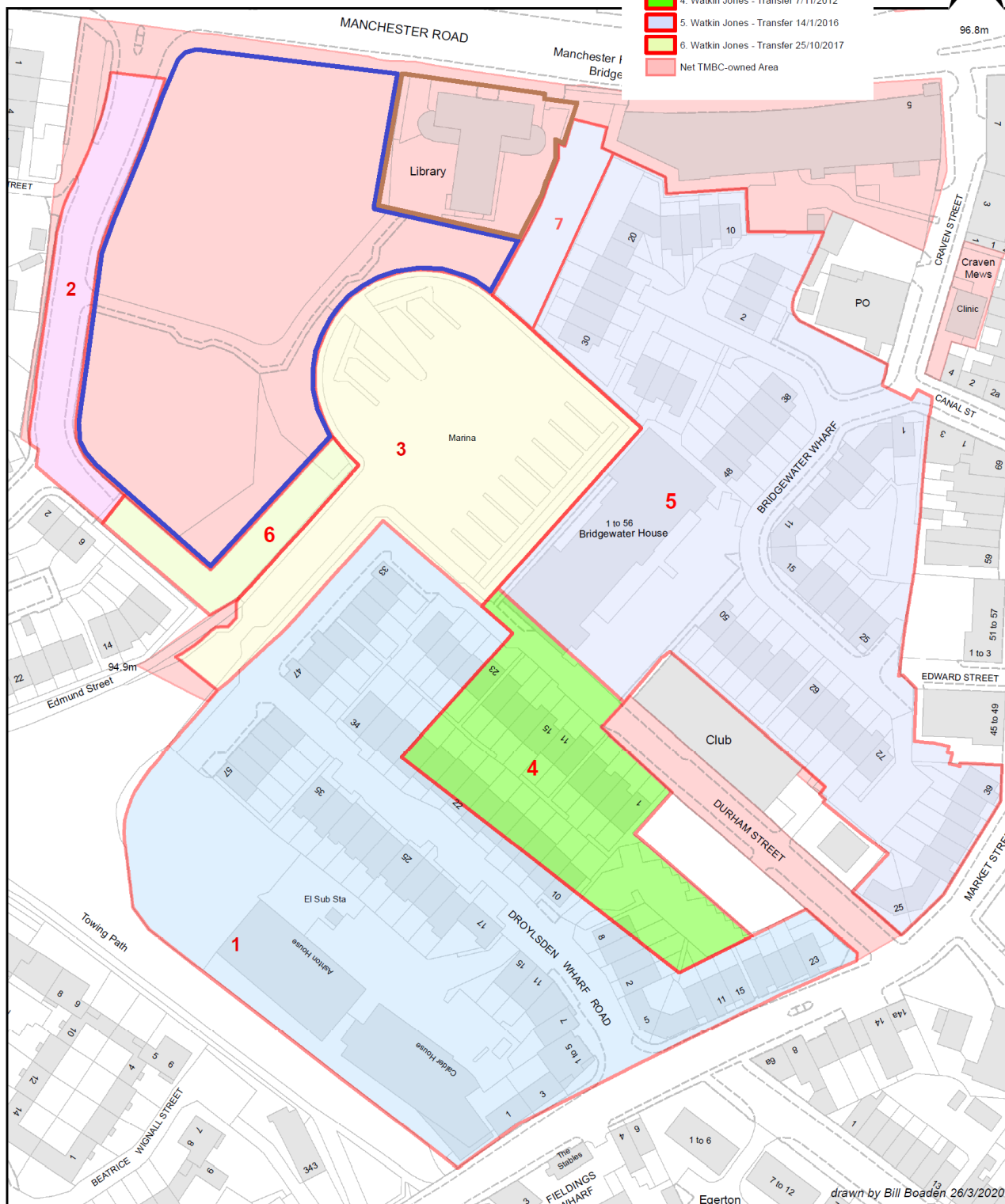
- 3.1 That Lock Keepers development site be withdrawn from the Watkin Jones (Watkins Jones) Development Agreement (Development Agreement) and following withdrawal that negotiations are undertaken with Watkins Jones regarding two small parcels of land adjoining the site that would be advantageous (but not essential) for the Council to have control of. The site is then declared surplus along with the (soon to be) demolished library, thus allowing the Council to consider a future sale in accordance with its disposals policy. A Development Brief could be prepared for the site in order to help realise any specific development outputs.

#### **4. RECOMMENDATIONS**

4.1 As set out at the front of the report.

## Droyslden Canalside

- ☐ Lock Keepers Court.
- ☐ Droylsden Library (Service to be relocated).



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<b>Report to:</b>	<b>EXECUTIVE CABINET</b>
<b>Date:</b>	23 June 2021
<b>Executive Member:</b>	Councillor Oliver Ryan – Finance and Economic Growth
<b>Reporting Officers:</b>	Jayne Traverse – Director of Growth Gregg Stott – Assistant Director - Investment, Development and Housing.
<b>Subject:</b>	<b>HIGH STREET TASK FORCE</b>
<b>Report Summary:</b>	This report provides recommendations as to the High Street Taskforce programme recently announced by government as part of a package of support to help communities and local government to transform their high streets. Hyde Town Centre has been identified as one of 70 local authority areas across the country to receive the support.
<b>Recommendations:</b>	That Executive Cabinet be recommended to agree: <ul style="list-style-type: none"><li>(i) To formally participate and engage with the programme and with government delegates responsible for delivering the support.</li><li>(ii) That the focus of the support will be Hyde Town Centre.</li></ul>
<b>Corporate Plan:</b>	The proposed measures shall contribute to delivering corporate priorities – housing, economic growth and employment opportunities.
<b>Policy Implications:</b>	In light of the recent impacts from the COVID-19 pandemic and the generally poorly performing town centres, the regeneration of Tameside's town centres is essential for a range of social and economic reasons in order to create sustainable communities and thriving and vibrant town centres. The recommendations of this report will assist with the delivery of this objective and will bring in new people, inward investment, businesses and jobs.
<b>Financial Implications:</b> <b>(Authorised by the statutory Section 151 Officer &amp; Chief Finance Officer)</b>	<p>There are no direct financial implications arising from the report at this stage as the report sets out details of the package of training, support and expert advice that will be provided via the High Street Task Force which is financed by central Government.</p> <p>Section 3.4 of the report references the One Public Estate. Members are reminded that the Council received £ 0.100m via the Cabinet Office relating to this initiative, which was subject to a report to the Executive Board on 4 March 2020 with a subsequent Executive Decision approved on 9 March 2020 to enter into a memorandum of understanding for the sum awarded.</p> <p>Section 4.2 of the report references a subsequent action plan that will be developed at a later date and reported to the Executive Cabinet. Members should note that this report will also include any related financial implications for the Council that may arise from the action plan.</p>
<b>Legal Implications:</b> <b>(Authorised by the Borough)</b>	As set out in the main body of this report Hyde town centre has been identified by central government's High Street Task Force to be one

**Solicitor)**

of the first 70 areas to be offered support.

From the details in section 2.2 of this report it appears that the support is not financial but is training, support and expert advice to help support the officers responsible for the regeneration of Hyde town centre.

The report does not mention a requirement for any agreement to be entered into to receive the support but if this were to transpire then it would be advisable for legal officers to consider the terms of any such agreement.

There is a new Prosperity Index which measures institutional, economic, and social wellbeing across the UK's 379 local authorities <https://li.com/reports/uk-prosperity-index-2021/>, which we should use to get leverage with government and policymakers to determine specific areas that require action to help drive increased prosperity in left-behind towns and regions; and get the rightful support for our communities.

**Background Information:**

The background papers relating to this report can be inspected by contacting Damien Cutting – Economic Growth Lead, Development and Investment.



Telephone: 07989 425566



e-mail: [damien.cutting@tameside.gov.uk](mailto:damien.cutting@tameside.gov.uk).

## **1. INTRODUCTION**

- 1.1 On 19 March 2021, the High Street Task Force (HSTF) was announced by government and will run until 2024. The HSTF provides support to local leaders in town centres and high streets in England. Funded by government, this support includes expert advice, training, and data delivered directly to local stakeholders in towns and cities, and a range of resources online that are available to all.
- 1.2 Run by the Institute of Place Management on behalf of government, the Task Force brings together a range of expert organisations on reinventing and restructuring places. The support will enable benefitting authorities to make the best decisions on the future of their high streets and how they best serve their communities, and to build long-term capacity for local transformation.
- 1.3 The first 70 local authorities, have been selected to enable support to be delivered where it's needed most. Regional indicators of deprivation and inequality have been used, alongside research on the impact of COVID-19 on high street retail, to produce the list of areas that would most benefit from support for their local place making capacity. Hyde Town Centre has been identified as one of the 70 local authority areas.
- 1.4 Accessible to all, the HSTF website hosts a wide range of training, learning, and data insights, including the 'COVID-19 Recovery Framework' to help places identify what they need to do now, as well as how to plan and build capacity for recovery.
- 1.5 A 'Routemap to Transformation' has also been developed. As town centres reopen, it is clear that COVID-19 has accelerated change in the high street. Multiple retailers will no longer be the dominant attraction in most town centres and so we have to redefine the high street. The Routemap identifies resources and steps that have to be taken to make transformation happen.
- 1.6 This programme is part of a wider package of proposals declared by the government to support town centres in the wake of the recent pandemic and is linked to the Build Back Better initiative including funding schemes such as the Levelling Up Fund (LUF).

## **2. FOCUS AND BENEFITS OF THE PROGRAMME**

- 2.1 Establishing long term partnerships will be a focus for the support and the Task Force will deliver a range of services that are aligned to four objectives and will provide practical support to people and places. These are:
  - i. Boosting Local Authority capacity
  - ii. Building place making skills
  - iii. Coordination
  - iv. Intelligence and data
- 2.2 Benefits of being part of the programme include:
  - Expert advice on local plans, enabling local authorities to create the best strategies for transformation and investment,
  - Facilitation of a local leadership and stakeholder sessions to help build consensus, good will, and momentum behind authorities' plans,
  - Training for place leaders and development staff, as well as local stakeholders, based on the latest research on high streets, which can help build capacity for longer-term impact,
  - Resources and inspiration for local stakeholders to inform their own action and involvement in place making, and

- Boost trust and confidence in local plans and bids by evidencing adoption of Task Force support and good practice

### **3. HYDE TOWN CENTRE**

- 3.1 The government announced an initial number of local authority areas to receive the support and a number of reasons were considered when deciding on which town centres the focus of the research would be:
1. Research on the likely impact of COVID-19 alongside national indicators of deprivation and inequality were used to produce this shortlist of areas that would most benefit from support for their local place making capacity.
  2. Those town centres that were unsuccessful in their bids for Future High Street Fund were prioritised, and
  3. To a lesser extent, a measure of retail unit concentration on towns particularly affected by the economic fallout and restrictions imposed following COVID-19.
- 3.2 Following consultation, the Task Force team have nominated Hyde Town Centre as the area of focus in Tameside. As Hyde Town Centre is identified as one of the first local authority towns to benefit from the programme of support, some initial discussions have taken place with the Task Force in relation to the type and level of support being offered to the Hyde.
- 3.3 To help make change happen, Hyde Town Centre will receive a range of tailored support services offered by the Task Force, which may include; targeted expert consultancy, mentoring, visioning or place making workshops, access to local footfall data, and training programmes for place managers and leaders.
- 3.4 Hyde Town Centre will benefit from the extra capacity offered as part of the programme and will ensure a joined up approach to the work already taking place including the One Public Estate. It is accepted that all of the town centres will benefit from the HSTF programme as the Council and officers will be able to learn and cascade ideas around the other centres.
- 3.5 In terms of timescales, the Task Force team will immediately appoint an expert advisor who will begin to undertake desk based research around Hyde Town Centre. This will be followed by a half day diagnostic visit to Hyde by the advisor. Once a tour of the centre has been undertaken, the advisor will look to meet with local place makers, ward members, Council staff and other key stakeholders identified in a 3-hour work shop.
- 3.6 The visit and proceeding research will aim to identify the key barriers to and opportunities for improvement in Hyde. The type of support offered will be dependent on the findings of this initial research and could include specialist advice on planning matters, visioning, design, branding and marketing, leadership, mentoring and training. A Data Dashboard will also be set up and will monitor such indicators like footfall in Hyde town centre.
- 3.7 A post-visit report, produced by the High Streets Task Force Expert, which will Hyde's key strengths and challenges, and provide a prescription of future support from the Task Force.

### **4. CONCLUSION**

- 4.1 Once Tameside has been appointed an advisor from the Task Force team of experts, they will contact the Council to discuss scheduling the first 'Unlocking your Place Potential visit'.
- 4.2 From this visit, further tailored support will be programmed in for Hyde. This work will determine the necessary intervention required for the town centre. From this, the Council will seek to prepare an action plan in order to begin to implement recommendations that are

identified as a result of this programme of work. There will be a further report to Cabinet outlining the findings of the diagnostic and focus for the action plan.

## **5. RECOMMENDATIONS**

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

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<b>Report to:</b>	<b>EXECUTIVE CABINET</b>
<b>Date:</b>	23 June 2021
<b>Executive Member:</b>	Councillor Allison Gwynne – Neighbourhoods, Community Safety and Environment
<b>Reporting Officer:</b>	Emma Varnam – Assistant Director, Operations and Neighbourhoods
<b>Subject:</b>	<b>NEW CUSTOMER SERVICE CENTRE DELIVERY MODEL</b>
<b>Report Summary:</b>	<p>On 26 August 2015 Executive Cabinet, following a comprehensive review of the Council's face to face Customer Service function, agreed a new model for the service.</p> <p>Prior to the Covid 19 pandemic the service consisted of Level 2 service (book, pay, request a service and verification of housing benefit documents) at all libraries in the Borough. Additionally Ashton Customer Services offered a reactive drop in Level 2 service and also in-depth housing benefit and council tax support advice (Level 1 service).</p> <p>The service was suspended over 12 months ago in March 2020 due to the Covid 19 pandemic and no face to face Customer Service function has been offered since that time. The report reviews the previous face to face contact enquiry type, considers the impact the pandemic has had on how residents access services, the cost to provide the service and proposes a future service model based on digital first where possible followed by supported channels i.e. telephone/web chat/email etc. Face to face customer service would be available but only for those enquiries from residents where other channels are deemed inappropriate.</p> <p>Public consultation on the future service provision is proposed to take place for a 12 week period commencing at the end of June 2021 before any final decisions are made on the service model for the future.</p>
<b>Recommendations:</b>	<p>That Executive Cabinet be recommended to agreed that:</p> <ul style="list-style-type: none"><li>(i) the reasons for a review and the proposed new delivery model are considered</li><li>(ii) public consultation on the proposed delivery model is undertaken from the 28 June 2021 to 19 September 2021 with the results being presented at Executive Cabinet for further consideration at the end of the year.</li></ul>
<b>Corporate Plan:</b>	The Corporate Plan sets out a number of priorities and delivery of these priorities relies heavily on effective customer contact and care.
<b>Policy Implications:</b>	The report seeks agreement to commence public consultation on the future face to face customer service provision.
<b>Financial Implications:</b>	The report sets out details of a consultation for a proposed new customer services delivery model.
<b>(Authorised by the statutory Section 151 Officer &amp; Chief Finance</b>	It is envisaged that if a self-serve model with support options via telephone, web chat and face to face appointments were

**Officer)**

implemented, the estimated savings that would be realised equate to £0.051m part year in 2021/22 increasing to £0.097m annually from 2022/23 and recurrently thereafter. These savings will contribute to the overall savings allocation for the Operations and Neighbourhoods directorate of £1.823m in 2021/22 increasing to £2.415m by 2025/26.

For context, the 2021/22 net revenue budget for Customer Services is £0.220m. This value is net of the aforementioned estimated savings for 2021/22 and also includes a 5% vacancy factor savings allocation on the related pay budgets. Section 9.2 references two recently vacated posts within the service that will not be advertised for recruitment. The annual saving that will be realised by non recruitment to these posts is £0.045m.

Members should note that the estimated savings values realised via this proposed new delivery model currently assumes that there will be no additional investment required in any related systems. Clearly any additional investment required would lead to an increase in savings that will need to be realised by the directorate to ensure a balanced budget is delivered on a recurrent basis.

Table 3 in section 4.1 provides prior year average unit cost details of different types of contact with the Council for comparator purposes. These include web based, call centre enquires and face to face enquiries. It should be noted that the existing contact type relating to customer services is face to face.

The financial implications of the consultation outcome will be included in the subsequent report to Members towards the end of this calendar year.

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

The Council has a duty to ensure that its service delivery represents best value. Therefore in light of the unprecedented shift in delivery methods caused by covid 19 now is an appropriate time to review delivery methods.

The outcome and the EIA and the consultation are likely to be critical to this project particularly in relation to accessibility. Therefore the decision makers will be required to consider the findings carefully as part of the decision making process.

If the delivery model is to change there will be staffing implications which will require support from HR and consideration will have to be given to the implication of any redundancy costs to the proposed savings.

**Risk Management:**

It is necessary to fully understand the impact any changes may have on the public accessing Council services. The consultation process suggested in the report seeks to understand the views of previous users, prior to the Covid 19 pandemic, and future users' needs including those with a protected characteristic. A full Equality Impact Assessment will be completed which will clearly identify and mitigate where possible any negative impact of any service changes.



**Background Information:**

The background papers relating to this report can be inspected by contacting Mandy Kinder, Head of Cultural and Customer Services:



Telephone: 0161 342 2061



e-mail: [mandy.kinder@tameside.gov.uk](mailto:mandy.kinder@tameside.gov.uk)

## 1. INTRODUCTION

- 1.1 On 26 August 2015 Executive Cabinet, following a comprehensive review of the Council's face to face Customer Service function, agreed a new model for the service. The review took into account the usage of the service at that time, the likely reduction in the need for the service in the future, the increasing cost to serve and the public's determination in consultation that this was an area where budget cuts could be made.
- 1.2 It was determined that the service offer would consist of Level 2 service (book, pay, request a service and verification of housing benefit documents) which would take place at all libraries in the Borough. Additionally Ashton Customer Services would be retained and continue to offer a reactive drop in Level 2 service and also in-depth housing benefit and council tax support advice (Level 1 service).
- 1.3 The service was offered from Clarence Arcade during the period when Tameside One was being built and moved into level one of the new building in March 2019.
- 1.4 The service was suspended in March 2020 due to the Covid 19 pandemic and no face to face Customer Service function has been offered since that time. During that period officers have been supporting call centre operators handling customer enquiries via the telephone, web chat or on-line. Officers have also been assisting customers to complete housing benefit/council tax support applications by telephone appointment.
- 1.5 Over twelve months have now elapsed without the face to face customer service, the landscape of customer service has had an abrupt and enforced change requiring customers to very quickly become familiar with accessing services via other channels. UK Government figures estimate that 96% of households in Great Britain have internet access, increased from 93% in 2019 and 90% in 2018. The Office of National Statistics (ONS) indicates that in quarter 1 of 2020 93% of people in Greater Manchester had used the internet in the last 3 months or prior to that, an increase from 92.9% in 2019 and 91.4% in 2018.
- 1.6 Another consequence of the coronavirus pandemic has meant that this has been one of the most challenging budget rounds faced by the Council. The Council's 2021/22 revenue budget assumes savings proposals of £8.9m that increase to £14.8m by 2025/26. However, despite these levels of savings, the Council still has a financial gap to close of £14.3m in 2022/23 which increases to £22.3m by 2025/26 based on current assumptions.
- 1.7 It is now timely to undertake a further review of the service to determine how this might be offered in the future taking into account the changes in peoples' attitudes to technology, the future need for a reactive drop in face to face service and the fact that face to face customer service has always been the highest cost channel with the lowest volume of customers.
- 1.8 This report sets out what a future service offer may look like and seeks permission to undertake public consultation to fully understand and consider views before implementing any changes.

## 2. SERVICE PRIOR TO AND DURING COVID 19

- 2.1 Prior to the pandemic face to face customer services was offered on a reactive drop in basis from level one of Tameside One in Ashton. The opening hours were:
  - **Monday – Wednesday:** 8.30am – 5.00pm
  - **Thursday:** 8.30am – 4.30pm
  - **Friday:** 8.30am – 4.00pm

- 2.2 Customers attending the service would be greeted by a Meet and Greet Officer who would triage the enquiry and assist with issuing tickets to the relevant queue (Customer Services, CAB, Credit Union, Planning etc). This officer could also respond to quick general enquiries depending on how busy the customer service floor was at any point in time.
- 2.3 Customer Services Officers, with a higher level of training, would handle all types of enquiries including those categorised as Level 1 (in-depth housing benefit and Council tax enquiries) alongside Level 2 enquires (book, pay, request a service and verification of housing benefit documents).
- 2.4 In addition to the offer at Tameside One, all libraries in the Borough also offered Level 2 service to customers, including Ashton library which is also based in Tameside One on the ground floor.
- 2.5 During the pandemic it has not been possible to offer face to face customer services and therefore the service was suspended in March 2020. During this time officers from the service have been working at home handling telephone and web chat contact alongside the Corporate Contact Centre staff. The contact centre responds to calls categorised as Level 2 and primarily consist of refuse, street scene, parking, blue badge administration etc but also the Covid helpline calls.
- 2.6 The majority of Council Tax and Housing Benefit calls are responded to by the Revenues and Benefits service rather than in the Corporate Contact Centre. However those customers who require assistance to complete an application form are still able to access assistance but this is currently over the phone or web chat by Customer Services Officers.

### 3. DEMAND IN CUSTOMER SERVICES

- 3.1 Prior to Covid 19 the demand in Customer Services, whilst showing some fluctuations, had reduced significantly over the years as demonstrated in **Table 1**.

**Table 1**

Year	Number of visitors
2003/04	100126
2004/05	104986
2005/06	92560
2006/07	81110
2007/08	83463
2008/09	74694
2009/10	77599
2010/11	83114
2011/12	75896
2012/13	71262
2013/14	62440
2014/15	43325
2015/16	32682
2016/17	31411
2017/18	38020
2018/19	32236
2019/20	32359

- 3.2 The majority of demand presenting at the face to face Customer Service Centre is in respect of Housing and Council Tax matters. **Table 2** below details contact type and denotes whether the contact is categorised as Level 1 or Level 2 contact.

**Table 2**

<b>April 2019 – March 2020</b>			
<b>Type of enquiry</b>	<b>Level 1</b>	<b>Level 2</b>	<b>Total</b>
Housing Benefit	6,096	6,037	<b>12,133</b>
Council Tax	4,580	4,584	<b>9,164</b>
Education Admissions		379	<b>379</b>
Adult Social Services		314	<b>314</b>
Blue Badges		4,188	<b>4,188</b>
Waste Management		1,545	<b>1,545</b>
Parking		274	<b>274</b>
Referred to Partners		1,875	<b>1,875</b>
Street scene/highways		364	<b>364</b>
Other enquiries	361	1,762	<b>2,123</b>
<b>Total</b>	<b>11,037</b>	<b>21,322</b>	<b>32,359</b>

- 3.3 Analysis of the enquires received at Ashton Customer Service Centre during the 12 months prior to Covid 19 indicate that nearly 66% were Level 2 enquiries and only 34% were Level 1 enquiries. During normal operating times all libraries can assist with Level 2 enquiries, meaning that customers who are travelling to Ashton could actually seek assistance at a venue closer to their home. Also, many Level 2 enquiries can be dealt with over the phone, via webchat or email.
- 3.4 Further analysis of the Level 1 enquiries has revealed that just under 83% (9131) could be dealt with by other contact channels, albeit in some cases assisted by a Customer Services officer trained to handle Level 1 enquiries. The remaining 17% (1906) could also be dealt with via other channels although this may be less likely due to the nature of the enquiries, for example: assist in completion of blue badge application, council tax billing, housing benefit appeals and over payments etc. Whilst these types of enquiries can be handled via other contact channels, some vulnerable customers may still need face to face assistance in these areas.

#### **4. COST OF SERVICE**

- 4.1 The cost of each transaction for the face to face customer service function far outweighs the cost of other channels. **Table 3** below details the cost for each of the channels:

**Table 3**

	<b>Web</b>		<b>Call Centre</b>		<b>Face to Face</b>	
<b>Period</b>	<b>Volume</b>	<b>Average Cost</b>	<b>Volume</b>	<b>Average Cost per contact</b>	<b>Volume</b>	<b>Average Cost per visit</b>
2003/04	452378	£0.45	303511	£1.29	100126	£8.57
2004/05	679813	£0.30	314602	£1.20	104986	£8.46
2005/06	1499904	£0.14	275555	£1.31	92560	£8.92
2006/07	1954604	£0.07	225516	£1.46	81110	£9.23
2007/08	1984500	£0.06	272043	£1.28	83463	£9.07
2008/09	2286087	£0.05	219804	£1.68	74694	£9.90
2009/10	2423329	£0.05	211957	£1.65	77599	£8.70
2010/11	2378582	£0.04	197061	£1.59	83065	£7.96
2011/12	2601214	£0.01	170532	£1.61	75828	£7.62

2012/13	2316793	£0.02	180135	£1.35	71210	£6.08
2013/14	2244788	£0.02	166957	£1.36	62440	£5.55
2014/15	3000404	£0.01	165369	£1.31	43225	£7.48
2015/16	3338273	£0.01	179001	£1.26	32682	£10.52
2016/17	3658006	£0.01	156055	£1.47	31411	£7.68
2017/18	3332619	£0.01	121061	£1.84	38020	£5.92
2018/19	3218502	£0.01	104912	£2.20	32236	£6.00
2019/20	3245374	£0.01	96461	£2.32	32359	£7.08

- 4.2 The cost to serve is calculated using the number of visits against the cost of providing the service and therefore it follows that if the number of visits reduces and the cost to provide the service does not take a corresponding reduction, the cost per visit will increase.
- 4.3 Over the years staffing levels have reduced to reflect the reducing number of visits, but in a reactive drop in service model, staffing levels cannot be reduced below that required to ensure sufficient cover is available during peak demand and holiday/sickness.
- 4.4 The volume of visitors has remained fairly static over the 5 year period prior to the pandemic, however as the service has not been available for the past 12 months it is highly likely that were it to return as a drop in service, visitor numbers would be significantly reduced as residents have become accustomed to alternative contact channels. If this were the case the cost per visit would increase dramatically.

## **5. POTENTIAL FUTURE FACE TO FACE SERVICE MODEL**

- 5.1 It is clear that with the advent of social trends and technological advancements the way customers access services has changed over recent years.
- 5.2 UK Government figures estimate that in January/February 2020 96% of households in Great Britain had access to the internet, an increase from 93% in 2019 and 90% in 2018. Internet connections in households with one adult 65 years and over had increased by seven percentage points to 80% since 2019, although these households have the lowest percentage of internet connections. 87% of all adults had shopped on-line in the previous 12 months with those aged 65 years and older showing the highest growth from raising from 16% in 2008 to 65% in 2020.
- 5.3 The Office of National Statistics (ONS) indicates that in quarter 1 of 2020 93% of people in Greater Manchester had used the internet in the last 3 months or prior to that, an increase from 92.9% in 2019 and 91.4% in 2018.
- 5.4 The pandemic has pushed the use of technology to another level and served to create a catalyst for change in peoples' attitudes. Many who would not have previously used technology in any aspect of their lives are now turning to such platforms to order shopping, access services, keep in touch with family/friends etc.
- 5.5 Some evidence of this change can be seen following the Council introducing a web chat function in early 2019/20. Since implementation over 12,000 enquiries have been responded to via this channel.
- 5.6 Residents are able to access services on the Council's website for both information and advice but also to complete applications for Housing Benefit, Council Tax Support, discounts/exemptions and notify of change of circumstances etc. Applications can be completed on all devices eg PCs, laptops, tablets and smart phones.

- 5.7 It is worth noting that we do not hold any qualitative data on why residents using face to face customer services need or choose to do so. However, the service has been suspended for over 12 months and residents have had to make contact via other channels including telephone, web chat, on-line etc. During this time new technology skills will have been learnt, utilised and become common place for many residents and continued utilisation of these skills should be encouraged when accessing services in the future rather than reverting back to reliance on expensive face to face services.
- 5.8 Customers have been assisted by Council services adapting requirements to access their service, for example evidence for Housing Benefit claims is being accepted by screenshot from telephones and emailed to the relevant service. Customer Service Officers have been assisting residents to complete claim forms for Housing Benefit and Council Tax Support over the telephone rather than face to face. Wherever possible processes that make it easier and more cost effective to access services should be retained in the future.
- 5.9 It is probably fair to conclude that if a customer has accessed a service by an alternative channel whilst face to face customer services has been suspended, and that contact produced the required results to satisfy the enquiry, accessing by that method in the future would be preferable to making the trip to customer services and queuing up at a drop in service with no guarantee of not having a long wait time.
- 5.10 As detailed in section 4 of this report face to face Customer Service is the most expensive channel, yet it serves the fewest customers. The majority of enquiries during 2019/20 to the service (66%) were Level 2 enquiries which can be dealt with in all Tameside libraries. The ideal would be that expensive face to face customer service is only provided to those residents that really need it and those that can self-serve and use other more cost effective channels do so.
- 5.11 As protectors of public funds it is incumbent upon all Council services to review the service offer from time to time and ensure services are cost effective whilst meeting residents' needs. The Covid 19 pandemic has created a unique circumstance where change has been accelerated at pace and this change has led to many residents becoming less reliant on face to face services. These circumstances should be capitalised upon when determining future service provision rather than simply returning to the previous landscape and it is therefore now time to undertake a further review of the Customer Service provision with the main drivers for this being:
- Covid-19 and the health and safety of residents and staff with the likelihood that we will be living with Covid for the foreseeable future
  - Using learning from the lockdown to shape the future service and build back better
  - A desire to improve and modernise the service offer to residents
  - Improvements in technology and on-line support
  - Understanding that visiting Ashton is not always the most convenient or cost effective option for residents
  - Take into consideration vulnerable customers' needs to ensure they can access services and do not suffer any detriment
  - Use the limited resources in the best way possible and ensure the most cost effective delivery model which also meets residents requirements
- 5.12 The proposed service model for the future would be based on providing the most appropriate access channel according to customers' requirements and would be very similar to the current offer but with the addition of face to face contact where necessary and only for those where other channels would not be suitable. The principles would be:
- not to re-open the expensive reactive drop in Customer Service centre based in Tameside One at Ashton in the previous format
  - retain Level 2 enquiries at all Tameside Libraries

- promote, encourage and support a digital first model with the expectation that where possible, residents should self-serve utilising the Council website or other technology such as mobile applications (Apps) where available.
- where this is not possible a supported service offer over the telephone, web chat, email etc to assist customers with their enquiries.
- where more detailed assistance is required, for example completing a housing benefit application, a telephone call back service by appointment would be available
- face to face appointments only for the most vulnerable to ensure that residents are able to access services and assistance without disadvantage. Appointments will be bookable by telephone.

5.13 There is no doubt that some customers may be more vulnerable and/or do need additional support to access to services or make enquiries. This can be because the enquiry is complex, there are multiple issues or there are additional health problems which affect a person's ability to manage their situation. Any new service model must take into account all residents' needs and therefore some face to face element would be retained. It is proposed that this would be by appointment only rather than drop-in and would be following a triage process to understand the nature of the enquiry and the assistance required.

## **6. TAMESIDE AND GLOSSOP DIGITAL STRATEGY**

6.1 The Tameside and Glossop Digital Strategy was approved by Cabinet in September 2020 and it sets out a five year vision and plan for the use of digital technologies for Tameside Council (TMBC) and Tameside and Glossop Clinical Commissioning Group (T&G CCG). The strategy details both organisations ambitions to be at the forefront of delivering world class accessible, engaging and targeted digital communication channels for residents and as such reviewing and remodelling Customer Services is an important stream of work which will present significant opportunities.

6.2 Specific actions within the Digital Strategy include:

- The development of a single economy wide digital front door offering online public services that are joined up, user-friendly and make sense.
- A new single virtual Call Centre for all Council services with new features such as web chat and automation.
- The use of new and emerging technology and Artificial Intelligence to delivery better services and smarter, tailored digital interactions.

6.3 The Digital Strategy will become an important strand of a wider corporate business transformation strategy and delivery programme, a proposition for which will be presented to the May Budget Board meeting.

6.4 The new model for face to face customer services in Operations and Neighbourhoods is therefore the first phase of a wider corporate review of how the Council interacts with the public and businesses, a process that will ensure that in the future we have the appropriate systems, skills and capacity to deliver longer term benefits both financially and qualitatively. This new overarching customer services model will include but not limited to the following areas:

- Planning
- Enforcement
- Adults social care
- Children's social care
- Complaints
- Payment services
- Advice and guidance

## **7. PUBLIC CONSULTATION**

- 7.1 It is proposed that specific public consultation is undertaken on the possible future service model, to seek views of those who have used the service when it was operational and any others who may have views, before any final decision is made.
- 7.2 Such consultation would be in the form of a standard questionnaire with an introduction to explain the reasons for the proposed changes followed by a series of questions to seek relevant views which would be used to shape the future provision of the service. The questionnaire would provide free format text boxes to allow people to provide comments, views and suggestions which would be taken into account.
- 7.3 It is proposed that the survey forms part of the Council's Big Conversation process to allow the results to be evaluated in a consistent manner and would be available for a 12 week period. It is suggested that the consultation could open on Monday 28 June 2021 and close on Sunday 19 September 2021. The consultation pack is included at **Appendix 1**.
- 7.4 The link to consultation would be shared with partners and engagement channels including the Partnership Engagement Network, Community Champions. Social media channels would also be utilised alongside staff within libraries actively encouraging people to complete the questionnaire.
- 7.5 Views of elected Members and other services of the Council would be sought as part of the consultation process. Consultation would also be undertaken with staff in Customer Services and Libraries to ensure that they are kept fully informed on the proposed changes and to gain their views.

## **8. EQUALITY IMPACT ASSESSMENT**

- 8.1 Before taking any decision on the future of customer services the Council will need to fully understand the impact of that decision on communities and in particular the impact on those groups with a recognised protected characteristic. For this purpose a full equality impact assessment (EIA) would need to be developed which includes analysis of the consultation responses.
- 8.2 An EIA has been undertaken to ensure the public consultation is robust and takes into account the views of residents who wish to have their views heard but particularly those groups with a protected characteristic. The EIA is included at **Appendix 2**.
- 8.3 The consultation would be by way of a questionnaire which would be available on-line and in paper form, along with personal assistance with completion at any of our libraries (subject to Covid 19 safety measures).
- 8.4 The returns being received will be monitored regularly throughout the consultation to ensure that returns are being received from groups with a protected characteristic. If further actions need to be taken during the consultation period to increase returns from these groups they will be implemented accordingly.

## **9. STAFF IMPLICATIONS**

- 9.1 If the proposed service model is implemented staff levels within the service would need to be reviewed. Sufficient staff would be required to conduct telephone appointments to support people with their enquiries and also to undertake face to face appointments where necessary.



- 9.2 A new staffing structure would be developed and there may be a competitive process for some of the positions. Two officers have left the service recently and have not been replaced, however it is envisaged that the proposed service model would take fewer staff to deliver and further staff reductions would be required.
- 9.3 It would be necessary to consult with staff and unions to ensure they are fully aware of any new service model and staffing structure.

## **10. FINANCIAL IMPLICATIONS**

- 10.1 If a new service model is implemented and staffing levels reduced accordingly there would be a budget reduction, assuming staff either leave the authority or are re-deployed into other roles.
- 10.2 It is envisaged that if a self-serve model with support options via telephone, web chat and face to face appointments were implemented, the estimated savings that would be realised equate to £0.051m part year in 2021/22 increasing to £0.097m annually from 2022/23 and recurrently thereafter. These savings will contribute to the overall savings allocation for the Operations and Neighbourhoods directorate of £1.823m in 2021/22 increasing to £2.415m by 2025/26.
- 10.3 For context, the 2021/22 net revenue budget for Customer Services is £0.220m. This value is net of the aforementioned estimated savings for 2021/22 and also includes a 5% vacancy factor savings allocation on the related pay budgets. Section 9.2 references two recently vacated posts within the service that will not be advertised for recruitment. The annual saving that will be realised by non-recruitment to these posts is £0.045m.
- 10.4 Members should note that the estimated savings values realised via this proposed new delivery model currently assumes that there will be no additional investment required in any related systems. Clearly any additional investment required would lead to an increase in savings that will need to be realised by the directorate to ensure a balanced budget is delivered on a recurrent basis.

## **11. RISK**

- 11.1 There is a risk that the consultation does not reach all those that would have an interest in the future customer service model. This risk can be mitigated by ensuring the consultation is shared with as many organisations and services as possible asking them to forward on to their clients/service users. Additionally utilising social media will assist in reaching more residents.
- 11.2 If a new service model is implemented any budget reductions depend on staff leaving the service. Two officers have already left the service recently and will not be replaced. If there were displaced staff, following recruitment to roles available in any new service model, they would be supported to seek alternative roles within the Council or if voluntary severance were available some may choose that option.
- 11.3 Consideration may need to be given to investing in a basic appointment booking system, however one was developed in-house some years ago and may still be available. If a new system is required there would be additional cost for this which would need to be factored into the overall cost to provide the service.
- 11.4 The service redesign forms part of the savings proposals for the Operations and Neighbourhoods Directorate. Additional savings proposals have been made as part of a

cross-cutting project for Digital Transformation. When the detail of how those savings will be realised the implication of those service changes can be added to these service redesign proposals.

## **12. CONCLUSION**

- 12.1 Over recent years the way customers access services has changed and the Covid 19 pandemic has pushed this to another level and served to create a catalyst for change in peoples' attitudes meaning people are now learning to use technology in many different aspects of their lives. UK Government figures estimate that households access to the internet continues to rise when compared to previous years.
- 12.2 Face to face customer services has been suspended for over 12 months due to the pandemic. During this time new technology skills will have been learnt, utilised and become common place for many residents and continued use of these skills should be encouraged when accessing services in the future rather than reverting back to reliance on face to face services.
- 12.3 Customer Services is the most expensive access channel and analysis of contacts made during the year prior to the Covid 19 pandemic revealed that 66% of these were Level 2 enquiries and could be handled at libraries across the Borough or via more cost effective access channels. Additionally of the remaining 34% of enquiries, which were categorised as Level 1, just under 83% of these could also be dealt with by another more cost effective access channel.
- 12.4 As the most expensive contact channel serving the lowest volume of customers, the face to face customer service should be retained only for those residents that would not be able to use an alternative access channel. This may be due to reasons such as complexity of the enquiry or health issues affecting a person's ability to manage their situation etc.
- 12.5 It is proposed that a new customer contact model should encourage, promote and support self-service digital first via the website or applications where available but retain other supported channels, telephone, web chat, email etc for those who need additional assistance. Face to face contact would feature in the model, but only for those where other contact channels would not be appropriate.
- 12.6 To determine the impact of such a customer contact model, it is proposed that public consultation is undertaken for a period of 12 weeks from 28 June 2021 – 19 September 2021 to seek views of residents and others who wish to respond.
- 12.7 A full EIA would be completed to fully understand the impact on the communities and particularly those with a protected characteristic under the Equalities Act 2010.

## **13. RECOMMENDATIONS**

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

## **Customer Services Review Consultation**

### **Introduction and background:**

The way that customers access services has changed over recent years, due to changes in technological advancements and increasing access as well as the Covid-19 pandemic.

UK Government figures estimate that in January/February 2020, 96% of households in Great Britain had access to the internet, an increase from 93% in 2019 and 90% in 2018. Internet connections in households with one adult 65 years and over have increased by seven percentage points to 80% since 2019. The Office of National Statistics (ONS) indicates that in quarter 1 of 2020 93% of people in Greater Manchester had used the internet in the last 3 months or prior to that, an increase from 92.9% in 2019 and 91.4% in 2018.

The Covid-19 pandemic has created unique circumstances where many residents are no longer reliant on face-to-face services. Some evidence of this change can be seen following the Council introducing web chat in early 2019/20. Since implementation over 12,000 enquiries have been responded to via this channel.

Since March 2020, due to the Covid-19 pandemic no face-to-face Customer Service function has been offered. Residents wishing to contact the Council have had to make contact via other channels, including telephone, email or Webchat via the Council website.

Another consequence of the coronavirus pandemic has meant that this has been one of the most challenging budget rounds faced by the Council. The Council's 2021/22 revenue budget assumes savings proposals of £8.9m that increase to £14.8m by 2025/26. However, despite these levels of savings, the Council still has a financial gap to close of £14.3m in 2022/23 which increases to £22.3m by 2025/26 based on current assumptions.

It is incumbent upon all Council services to review the service provision from time to time and ensure services are cost effective whilst meeting residents' needs.

These circumstances of accelerated change combined with decreasing budgets have presented an opportunity to review the way we deliver services.

### **Proposed changes to the service:**

We are proposing to undertake a review of the face-to-face Customer Service provision.

Prior to the Covid 19 pandemic face-to-face Customer Services based in Tameside One in Ashton offered a reactive drop in service handling all types of enquiries including those categorised as Level 1 (in-depth housing benefit and Council tax enquiries) alongside Level 2 enquires (book, pay, request a service and verification of housing benefit documents).

Level 2 enquiries can also be dealt with at the 8 libraries within the Borough.

The proposed service model for the future would be based on providing the most appropriate access channel according to customers' requirements. It would be very similar to the current offer but with the addition of face-to-face contact where necessary and only for those where other channels would not be suitable. The principles would be:

- Not to re-open the drop-in customer service centre based in Tameside One in Ashton in the previous format
- Retain Level 2 enquiries at all Tameside Libraries

- Promote, encourage and support a digital-first model with the expectation that where possible, residents should self-serve utilising the Council website or other technology such as mobile applications where available.
- Where this is not possible, provide a supported service offer over the telephone, web chat, email etc. to assist customers with their enquiries.
- Where more detailed assistance is required, for example completing a housing benefit application, a telephone call back service by appointment would be available
- Face-to-face appointments only for the most vulnerable to ensure that residents are able to access services and assistance without disadvantage. These will be bookable via telephone.

There is no doubt that some customers may be more vulnerable and/or do need additional support to access services or make enquiries. Any new service model must take into account all residents' needs and therefore some face-to-face element would be retained. It is proposed that this would be by appointment only rather than drop in and would be following a triage process to understand the nature of the enquiry and the assistance required.

We want to hear your views on the proposed changes to Customer Services.

You can find more information about the proposals [here](#).

To have your say, please complete the following survey: [\[link\]](#)

If assistance is required in completing the questionnaire this can be obtained at libraries, subject to Covid-19 safety measures being in place.

The consultation will run from 28 June 2021 – 19 September 2021. All returns will be considered along with our existing information to form firm recommendations for the Council's Executive Cabinet to consider.

### **Questions:**

#### **1. Please tick the box that best describes your interest in this issue? (Please tick one box only)**

- ☐ I am a Tameside resident
- ☐ I am a Tameside Council employee
- ☐ I represent a community or voluntary group
- ☐ I represent a partner organisation
- ☐ I represent a business /private organisation
- ☐ I am an Elected Member
- ☐ Other (please specify below)

### **Accessing Customer Services**

- 2. Prior to the Covid-19 pandemic there were a number of ways to access customer services. How did you typically access customer services prior to the pandemic? Please indicate any methods that you have previously used to contact customer services by ticking all that apply.**

☐ Face-to-face

☐ Online

☐ Telephone

☐ Webchat

☐ I have not contacted customer services within the last 2 years (Go to Q13)

☐ Other (please specify below)

- 3. Please tell us why you chose to use the methods of contact indicated at Q2? Please give your comments in the box below.**

- 4. Do you have access to the internet at home? For example using a computer/laptop, a mobile phone or tablet? Please tick one box only.**

☐ Yes

☐ No

### **Face to Face Customer Services**

**5. Prior to the Covid-19 pandemic and the suspension of face-to-face customer services in March 2020, did you visit customer services in Tameside One during the previous 12 months i.e. between April 2019 and March 2020? (Please tick one box only)**

- ☐ Yes
- ☐ No (Please go to Q8)

**6. How many times in that previous 12 month period (April 2019 to March 2020) did you use face-to-face customer services? (Please give your best estimate)**

- ☐ Between 1-5 times
- ☐ Between 6-10 times
- ☐ Between 11-15 times
- ☐ Between 16-20 times
- ☐ More than 20 times

**7. Which of the following reasons did you use face-to-face customer services for in the 12 month period between April 2019 and March 2020? (Please tick all that apply)**

- ☐ Adult Services
- ☐ Blue Badge
- ☐ Children's Services
- ☐ Council Tax
- ☐ Democratic Services (Elections)
- ☐ Highways
- ☐ Housing Benefit
- ☐ Libraries
- ☐ Licensing
- ☐ Parking
- ☐ Parks/greenspaces/environmental
- ☐ Planning
- ☐ Registrars
- ☐ Schools
- ☐ Tameside Resettlement Scheme/ Homelessness

- ☐ Waste & refuse
- ☐ Welfare Rights/Debt Advice
- ☐ Other (please specify)

**Accessing Customer Services since Covid-19 Pandemic (March 2020 onwards)**

**8. Have you needed to access services or assistance from the Council since the beginning of the pandemic (March 2020 to present) i.e. during the time face-to face customer services has been suspended? Please tick one box only.**

- ☐ Yes (Please go to Q9)
- ☐ No (Please go to Q13)

**9. How have you accessed services or assistance from the Council since face-to-face customer services were suspended due to Covid-19? (March 2020- present) Please tick all that apply.**

- ☐ Online
- ☐ Telephone
- ☐ Webchat
- ☐ Friends/family helped me
- ☐ Other (please specify below)

**10. What was your experience of using these methods of contact? Please describe in the box below.**

**11. When you contacted the Council to access services or assistance via one of the methods mentioned at Q9, was your query resolved? (Please tick all that apply)**

☐ Yes (Please go to Q13)

☐ No (Please go to Q12)

☐ Partly resolved / in process of resolution (Please go to Q12)

**12. Why were customer services unable to help resolve your issue? Please give details in the box below.**

**The Future of Customer Services**

**13. Having read the proposals around how customer services may be delivered in future, please explain how the proposals will impact you / your family or friends / or other users of the service (Please state in the box below)**



**14. Please give any other comments you wish to make regarding customer services in Tameside (Please state in the box below)**

### **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.

**15. Are you: (Please tick one box only)**

- ☐ Female
- ☐ Male
- ☐ Other (Please state below)
- ☐ Prefer not to say

**16. Is your gender identity the same as the sex you were assigned at birth?**

- ☐ Yes
- ☐ No
- ☐ Prefer not to say

**17. What is your age? (Please state)**

**18. What is your postcode? (Please state)**

**19. What is your ethnic group? (Please tick one box only)**

**White**

- ☐ English / Welsh / Scottish / Northern Irish / British
- ☐ Irish
- ☐ Gypsy or Irish Traveller
- ☐ Any other White background (please specify)

**Mixed / Multiple Ethnic Groups**

- ☐ White and Black Caribbean
- ☐ White and Black African
- ☐ White and Asian
- ☐ Any other Mixed / Multiple ethnic background (please specify)

**Black / African / Caribbean / Black British**

- ☐ African
- ☐ Caribbean
- ☐ Any other Black / African / Caribbean background (please specify)
- ☐ Any other Black / African / Caribbean background (please specify)

**Asian / Asian British**

- ☐ Indian
- ☐ Pakistani
- ☐ Bangladeshi
- ☐ Chinese
- ☐ Any other Asian background (please specify)

**Other ethnic group**

- ☐ Arab
- ☐ Any other ethnic group (please specify)

**20. 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)

**21. 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)

**22. 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

**23. 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

**24. Are you a member or ex-member of the armed forces? (Please tick one box only)**

- ☐ Yes
- ☐ No
- ☐ Prefer not to say

**25. What is your marital status? (Please tick one box only)**

- ☐ Single
- ☐ Married
- ☐ Civil Partnership
- ☐ Divorced
- ☐ Widowed
- ☐ Prefer not to say

**26. Are you pregnant, on maternity leave or returning from maternity leave?**

- ☐ Yes
- ☐ No
- ☐ Prefer not to say

**27. If yes, are you:**

- ☐ Pregnant
- ☐ On maternity leave
- ☐ Returning from maternity leave

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<b>Subject / Title</b>	New Customer Service Centre Delivery Model
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<b>Team</b>	<b>Department</b>	<b>Directorate</b>
Customer Services	Cultural and Customer Services	Operations and Neighbourhoods

<b>Start Date</b>	<b>Completion Date</b>
9 April 2021	

<b>Project Lead Officer</b>	Mandy Kinder
<b>Contract / Commissioning Manager</b>	
<b>Assistant Director/ Director</b>	Emma Varnam

<b>EIA Group</b> (lead contact first)	<b>Job title</b>	<b>Service</b>
Mandy Kinder	Head of Cultural and Customer Services	Cultural and Customer Services
Janine Yates	Team Manager Welfare Rights	Cultural and Customer Services

**PART 1 – INITIAL SCREENING**

<b>1a.</b>	<b>What is the project, proposal or service / contract change?</b>	A review of the Council's face to face Customer Service function.
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<p><b>1b.</b></p>	<p><b>What are the main aims of the project, proposal or service / contract change?</b></p>	<p>To consider the current customer service model and propose a more cost effective and efficient model with the ideal being face to face customer service is only provided to those residents that really need it and those that can self-serve and use other more cost effective channels do so.</p> <p>The new proposed model would remove the 'drop-in' facility at Tameside One for the customer services centre.</p> <p>The current customer services model delivers advice at both Level 1 and Level 2. Customer Services Officers, with a higher level of training, would handle all types of enquiries including those categorised as Level 1 (in-depth housing benefit and council tax enquiries) alongside Level 2 enquires (book, pay, request a service and verification of housing benefit documents).</p> <p>In addition to the offer at Tameside One, all libraries in the Borough also offered Level 2 service to customers, including Ashton library, which is also based in Tameside One on the ground floor.</p> <p>To undertake public consultation on the proposed new model.</p> <p>The principles of the proposed model is as follows:</p> <p>Not to re-open the expensive reactive drop in customer service centre based in Tameside One at Ashton in the previous format          retain Level 2 enquiries at all Tameside Libraries          promote, encourage and support a digital first model with the expectation that where possible, residents should self-serve utilising the Council website or other technology such as applications where available          where this is not possible a supported service offer over the telephone, web chat, email etc to assist customers with their enquiries          where more detailed assistance is required e.g. completing a housing benefit application a telephone call back service by appointment would be available          face to face appointments only for the most vulnerable to ensure that residents are able to access services and assistance without disadvantage. These will be bookable via telephone</p>		
<p><b>1c. Will the project, proposal or service / contract change have either a direct or indirect impact on, or relevance to, any groups of people with protected equality characteristics? Where there is a direct or indirect impact on, or relevance to, a group of people with protected equality characteristics as a result of the project, proposal or service / contract change please explain why and how that group of people will be affected.</b></p>				
<p><b>Protected Characteristic</b></p>	<p><b>Direct Impact/Relevance</b></p>	<p><b>Indirect Impact/Relevance</b></p>	<p><b>Little / No Impact/Relevance</b></p>	<p><b>Explanation</b></p>

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Age	✓			<p>Some older people may be less likely to access services digitally or have the digital skills to do so and be more reliant on face to face assistance.</p> <p>Resident information from the customer services recording system (NI14) shows 59.23% of customers in 2019/20 were aged under 55 with 40.77% over the age of 55. Data has been considered from Tameside Insight on: Older singles, low income; Older singles, moderate income; pensioners on low income and; affluent pensioners. Specifically, for the purpose of the EIA – preferred method of contact when getting in touch with their local authority. Based on the data available, it shows that there is a mix of preferred methods of contact among older people in Tameside. For example, people falling under the ‘older singles, low income’ category, there is strong preference for face-to-face contact. However, among the other categories there appears to be no strong demand for accessing council services in this way. Other preferred methods are post, and a neutral attitude to telephone contact.</p> <p>UK Government figures estimate that in Jan/Feb 2020, households with one adult 65 years and over have increased by seven percentage points to 80% since 2019.</p>
Disability	✓			<p>Some residents with a disability may struggle to access services both digitally and on the telephone. This may include those who are learning disabled. There would need to be consideration how those with hearing and sight impairments would be able to access services.</p> <p>Resident information from NI14 shows 21.74% of customers in 2019/20 identified as having a disability</p>
Ethnicity		✓		<p>The data we have available suggests that in 2019/20 71.12% of those contacting customer services identified themselves as British, followed by 28.88% identifying as Ethnic Minorities</p>
Sex			✓	<p>This is a universal service to all residents including those within the protected characteristic groups</p> <p>Resident information from NI14 shows</p>

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				52.14% of customers are female and 47.86% male
Religion or Belief			✓	This is a universal service to all residents including those within the protected characteristic groups
Sexual Orientation			✓	This is a universal service to all residents including those within the protected characteristic groups
Gender Reassignment			✓	This is a universal service to all residents including those within the protected characteristic groups
Pregnancy & Maternity			✓	This is a universal service to all residents including those within the protected characteristic groups
Marriage & Civil Partnership			✓	This is a universal service to all residents including those within the protected characteristic groups
<b>Other protected groups determined locally by Tameside and Glossop Strategic Commission?</b>				
<b>Group (please state)</b>	<b>Direct Impact/Relevance</b>	<b>Indirect Impact/Relevance</b>	<b>Little / No Impact/Relevance</b>	<b>Explanation</b>
Mental Health	✓			People with a mental health issue may struggle to access services digitally and by telephone and may be more reliant on face to face services.
Carers			✓	This is a universal service to all residents including those within the protected characteristic groups
Military Veterans			✓	This is a universal service to all residents including those within the protected characteristic groups
Breast Feeding			✓	This is a universal service to all residents including those within the protected characteristic groups
<b>Are there any other groups who you feel may be impacted by the project, proposal or service/contract change or which it may have relevance to? (e.g. vulnerable residents, isolated residents, those who are homeless)</b>				
<b>Group (please state)</b>	<b>Direct Impact/Relevance</b>	<b>Indirect Impact/Relevance</b>	<b>Little / No Impact/Relevance</b>	<b>Explanation</b>
Low or no income groups	✓			As the majority of the enquiries to customer services are housing benefit/council tax related which affects low income groups



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				there may be some impact. This group are potentially less likely to have funds to secure devices/data/telephone credit to contact the council
People whose first language isn't English	✓			Some residents whose first language is not English may struggle to access services digitally and by telephone and may be more reliant on face to face services. Resident information from NI14 in 2019/20 showed 71.12% of customers identifying as British with 28.88% identifying as Ethnic Minorities

*"Low or no income groups" should be included as a key consideration when assessing the impact of your project, proposal, policy or service/contract change.*

*Wherever a direct or indirect impact or relevance has been identified you should consider undertaking a full EIA or be able to adequately explain your reasoning for not doing so. Where little / no impact or relevance is anticipated, this can be explored in more detail when undertaking a full EIA.*

1d.	Does the project, proposal or service / contract change require a full EIA?	Yes	No
		✓	
1e.	What are your reasons for the decision made at 1d?	<p>If the proposed service model is implemented it will be on the basis that face to face customer service is only provided to those residents that really need it and those that can self-serve and use other more cost effective channels do so. The expectation will be that customers self-service digitally where possible and if this is not possible then access via more cost effective supported channels i.e. telephone, web chat, email etc is utilised. Face to face would only be for those customers where other channels are not appropriate.</p> <p>This may impact on older people who are not as familiar with digital technology, those with a disability or people who do not have English as their first language.</p> <p>By removing the 'drop-in' facility for customers, it should be considered how those residents with a protected characteristic are able to access the service, and in particular how they can access a face to face appointment if this is required. Any concerns raised through the consultation should be considered.</p> <p>The consultation needs to take account of people with these protected characteristic to ensure they have equal access to services.</p>	

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*If a full EIA is required please progress to Part 2.*

## **PART 2 – FULL EQUALITY IMPACT ASSESSMENT**

### **2a. Summary**

Prior to the pandemic face to face customer services was offered on a reactive drop in basis from level one of Tameside One in Ashton. The opening hours were:

Monday – Wednesday 8.30am – 5.00pm

Thursday - 8.30am – 4.30pm

Friday – 8.30am – 4.00pm

Customer Services Officers, with a higher level of training, would handle all types of enquiries including those categorised as Level 1 (in-depth housing benefit and council tax enquiries) alongside Level 2 enquires (book, pay, request a service and verification of housing benefit documents).

In addition to the offer at Tameside One, all libraries in the Borough also offered Level 2 service to customers, including Ashton library, which is also based in Tameside One on the ground floor.

The face to face customer services function at Tameside One in Ashton has been suspended for over 12 months due to the Covid 19 pandemic. During this time, residents have had to make contact with the Council via other channels including telephone, web chat, on-line etc. Customer Service Officers have been assisting residents to complete claim forms for Housing Benefit and Council Tax Support over the telephone rather than face to face.

Another consequence of the coronavirus has meant that this is one of the most difficult budget rounds ever as the pandemic has led to a large increase in spending, as well as a significant reduction in revenue.

The face to face Customer Services function is the most expensive provision when compared to on-line and telephone/web chat, yet it serves the fewest customers. Analysis of the enquires received at Ashton Customer Service Centre during the 12 months prior to Covid 19 indicate that nearly 66% were general level enquiries and only 34% were higher level enquiries. During normal operating times, all libraries can assist with general level enquiries, meaning that customers who are travelling to Ashton could actually seek assistance at a venue closer to their home. Also, many level 2 enquiries can be dealt with over the phone, via web chat or email.

As protectors of public funds, it is incumbent upon all Council services to review the service provision from time to time and ensure services are cost effective whilst meeting residents' needs. The Covid 19 pandemic has created a unique circumstance where change has been accelerated at pace and this change has led to many residents becoming less reliant on face to face services. These circumstances should be capitalised upon when determining future service provision rather than simply returning to the previous landscape.

Based on this, it is proposed that the council undertakes a review of the face to face Customer Service provision.

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The ideal would be that expensive face to face customer service is only provided to those residents that really need it and those that can self-serve and use other more cost effective channels do so.

The main drivers for a review are:

Covid-19 and the health and safety of residents and staff with the likelihood that we will be living with Covid for the foreseeable future

Using learning from the lockdown to shape the future service and build back better

A desire to improve and modernise the service offer to residents

Improvements in technology and on-line support

Understanding that visiting Ashton is not always the most convenient or cost effective for residents

Take into consideration vulnerable customers to ensure they can access services and do not suffer any detriment

Use the limited resources in the best way possible and ensure the most cost effective delivery model which also meets residents requirements

The proposed service model for the future would be based on providing the most appropriate access channel according to customers' requirements and would be very similar to the current offer but with the addition of face to face contact where necessary and only for those where other channels would not be suitable. The principles would be:

Not to re-open the expensive reactive drop in customer service centre based in Tameside One at Ashton in the previous format

retain Level 2 enquiries at all Tameside Libraries

promote, encourage and support a digital first model with the expectation that where possible, residents should self-serve utilising the Council website or other technology such as applications where available.

where this is not possible a supported service offer over the telephone, web chat, email etc to assist customers with their enquiries.

where more detailed assistance is required e.g. completing a housing benefit application a telephone call back service by appointment would be available

face to face appointments only for the most vulnerable to ensure that residents are able to access services and assistance without disadvantage. These will be bookable via telephone

It is proposed to consult on this new potential customer service model with the public to ensure that all users and potential user's views are taken into consideration.

This draft EIA concentrates on ensuring that the consultation process is accessible to all residents in the Borough and that all who wish their views to be considered, including those with a protected characteristic are able to access it. The draft EIA has been prepared using customer data held by the service along with anecdotal evidence from officers. It is felt that the areas of concern may be that some protected characteristic groups (age, disability, mental health, ethnicity and low income) could be impacted more than others. This is possibly due to inability to access services digitally or by telephone. To ensure these groups' views are represented during the consultation, there will be continual monitoring of responses throughout the consultation period and if there are groups within the community that are under-represented then further discussion will take place with Action Together to assist in cascading to all groups.

Such consultation would be in the form of a standard questionnaire with an introduction to explain the reason for the proposed changes followed by the proposed change and a series of questions

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to seek relevant views, which would be used to shape the future provision of the service, in particular the face-to-face aspect. Additionally there would be a free format text box to allow people to provide any comments, views and suggestions they wish to be taken into account. It is proposed that the survey forms part of the Council's Big Conversation consultation process for a 12-week period and alongside this would be available in paper format at all libraries. It is proposed that the consultation will be promoted through a number of organisations who work with the most vulnerable such as Citizens Advice, Community and Voluntary Sector organisations, Housing Associations, mental health organisations and through the Partnership and Engagement Network (PEN). Efforts will be made to target people in the protected characteristic groups that have been identified to be impacted by the proposals to complete the consultation.

**2b. Issues to Consider**

The issues to consider at this stage in the draft EIA are that during the consultation process the diverse population within the Borough can access the consultation and have their views taken into account and give due regard to the Equality Act.

Consideration needs to be given to equality issues relating to ability to complete the questionnaire, in particular during the covid pandemic when many face to face services are closed to the public. The questionnaire will be available digitally and there will be paper copies available in libraries; however, it needs to be acknowledged that the most vulnerable residents may have apprehensions about visiting public places during covid-19 and may possibly be in those protected characteristic groups less digitally enabled or without access to the internet. This could have a disproportionate impact on protected characteristic groups such as disability, age and ethnicity (the survey is in English), whose views we would seek to gather to reflect the impact on the proposed changes to the customer services model.

Staff will be available in libraries to assist people to complete the questionnaire if required, covid restrictions allowing. There will also be assistance on the telephone through the contact centre to help people complete the questionnaire if required. In order to seek the views of residents currently using the Customer Services facility on the telephone, officers will make the resident aware of the questionnaire during the call and will offer assistance to complete where it is required.

Face to face contact is in some instances a matter of preference for the customer. However, for certain groups it is a necessity, for example particular customers who find it difficult to complete forms without assistance, or if the query is particularly complex or there are multiple issues. This may include, amongst others, elderly customers, customers with language barriers and customers who are disabled. In addition, there are customers who do not fall into these groups but would still have difficulty completing transactions either by phone or on the internet. This may include those on very low income who have no access to the internet or phone credit to use the telephone. It is imperative that the views of these customers are received during the consultation in order to understand how the proposals may affect them.

As the proposals remove the customer services drop-in, any concerns raised in the consultation around people being able to make a face to face appointment should be considered, particularly those in a protected characteristic group who may struggle with the internet or using the telephone.

Following the consultation and during the development of the future customer services provision, a further EIA will be carried out to ensure the impact of any change is understood and managed

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effectively. The EIA will include the full analysis of the consultation responses.

### 2c. Impact/Relevance

At this point in the draft EIA the impact of any change to the service is not known. The draft EIA concentrates on ensuring that the consultation process is accessible to the diverse population within the Borough and that all who wish their views to be considered, including those with a protected characteristic are able to access the consultation.

During the consultation process returns will be monitored to ensure that they are representative of customers who use the service. Should it become apparent that the results are not representative of the community, additional interventions will need to be put in place to increase returns from any under-represented groups particularly those with a protected characteristic.

### 2d. Mitigations *(Where you have identified an impact/relevance, what can be done to reduce or mitigate it?)*

<i>Residents are not able to access the consultation due to no access to the internet</i>	Paper copies will be accessible in libraries and help provided from library staff where it is required
<i>Residents without digital skills who require assistance to complete the questionnaire</i>	Help will be available through contact centre to complete the questionnaire.
<i>Protected characteristic groups do not know about the consultation</i>	<p>The consultation will be accessible through the Big Conversation digitally, and paper copies will be available in libraries. The consultation will be promoted by customer services officers when advising customers on the telephone.</p> <p>The consultation will be promoted through the PEN, Social Media channels, Registered Providers, Public Health, Action Together, Citizens Advice and Community and Voluntary Sector organisations.</p>
<i>Protected characteristic groups are unable to access a face to face appointment under the new proposals</i>	Consideration is being given to whether libraries would be able to make face to face appointments for those residents unable to use digital or telephone services.

### 2e. Evidence Sources

At this stage, the draft consultation is being prepared along with a report seeking approval to undertake public consultation on possible changes to the customer services model.

Evidence sources at this stage in the process have been limited to:

NI14 data – this is the customer services database which includes number and type of enquiry along with demographic data - ethnicity/age/disability and gender



**Tameside & Glossop Strategic Commission  
Equality Impact Assessment (EIA) Form**

Anecdotal evidence from the officers who work in customer services as well as colleagues in welfare rights and exchequer who have been making referrals to customer services for residents who require assistance during covid-19.

[Internet access – households and individuals, Great Britain - Office for National Statistics \(ons.gov.uk\)](https://ons.gov.uk)

<https://www.tameside.gov.uk/TamesideMBC/media/policy/Equality-and-Diversity-Profile-Tameside-v9.pdf>

Further evidence will be considered from the consultation response from the public and partners and the EIA will be updated to reflect this.

**2f. Monitoring progress**

Issue / Action	Lead officer	Timescale
<i>Required</i>	<i>Required</i>	<i>Required</i>

Signature of Contract / Commissioning Manager	Date
Signature of Assistant Director / Director	Date

<b>Report to:</b>	<b>EXECUTIVE CABINET</b>
<b>Date:</b>	23 June 2021
<b>Executive Member:</b>	Cllr Gerald Cooney – Executive Member (Housing, Planning and Employment)
<b>Reporting Officer:</b>	Jayne Traverse – Director of Growth
<b>Subject:</b>	<b>STATEMENT OF COMMUNITY INVOLVEMENT</b>
<b>Report Summary:</b>	<p>The Council's current Statement of Community Involvement was adopted 2 November 2020. It was updated to; reflect how consultation and engagement could occur in a covid compliant way, ensure consistency in messaging about the Greater Manchester Spatial Framework (GMSF), and incorporate other technical amendments.</p> <p>Given the recent agreement of Council (23 February 2021) and Executive Cabinet (24 March 2021) to the establishment of a joint committee to prepare a joint plan 'Places for Everyone', following the withdrawal of Stockport from the GMSF, the update to the SCI presented within this report is to simply reflect the change in narrative around joint planning.</p>
<b>Recommendations:</b>	It is recommended that Executive Cabinet approves the publication of the updated Statement of Community Involvement and accompanying EIA as set out at Appendix 1 and 2, and bring it into immediate effect.
<b>Corporate Plan:</b>	Community engagement is an essential part of the Corporate Plan, ensuring the residents of Tameside, its communities and businesses are involved within shared decision making. The Statement of Community Involvement helps to achieve this through the consultation and engagement mechanisms which are set out within it.
<b>Policy Implications:</b>	<p>The updated Statement of Community Involvement brings the narrative associated with joint planning, formerly the GMSF, now Places for Everyone, up to date. It does not propose to change any other part of the statement as an updated SCI was only recently adopted, 2 November 2020.</p> <p>In addition, Local Planning Authorities must review their SCI every five years from adoption, as set out within the Town and Country Planning (Local Planning) (England) (Amendment) Regulations 2017. This update, while focusing on the specifics of joint planning, helps to ensure continued compliance with that requirement.</p>
<b>Financial Implications:</b> <b>(Authorised by the</b> <b>statutory Section 151</b> <b>Officer &amp; Chief Finance</b> <b>Officer)</b>	Section 4.2 of <b>Appendix 1</b> states that the costs of community engagement will mainly be financed from existing resources. However, alternative resource allocations will need to be considered should specific circumstances and additional costs arise. The related funding allocation will be need to be identified and agreed in advance should this be necessary.
<b>Legal Implications:</b>	The procedures considered appropriate by the Council and as required or recommended by national legislation, and Government

**(Authorised by the  
Borough Solicitor)**

guidance must be followed to review and revise the Council's SCI (as set out in paragraph 5.2 of the adopted SCI).

There are no changes proposed to who will be involved in preparing and revising local planning documents and making decisions on planning applications, how they will be involved and when. Stockport MBC remains a specific consultation body and must be consulted in accordance with the Planning and Compulsory Purchase Act and the Town and Country Planning (Local Planning) (England) Regulations 2012.

Where local planning authorities are proposing to revise their SCI without formal consultation, it is considered good practice to inform the public of their intentions to update the SCI and of the changes that have been made.

**Risk Management:**

Risks are associated with failure to publish the revised SCI including increased risk of challenge relating to plan making activities should a consistent position in relation to 'Places for Everyone' not be established.

**Access to Information:**

The Statement of Community Involvement and accompanying documentation will be published on the Council website at the address below and as appended to this report.

<https://www.tameside.gov.uk/planning/ldf/sci>

**Background Information:**

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



Telephone: 0161 342 4460



e-mail: [graham.holland@tameside.gov.uk](mailto:graham.holland@tameside.gov.uk)



## **1. INTRODUCTION**

- 1.1 Community involvement is an important part of the planning process. It can bring significant benefits by strengthening the evidence base for plan-making and decision taking; ensuring community commitment to the further development of an area; promoting regeneration and investment; and increasing ownership and strength of delivery. The Statement of Community Involvement (SCI) helps the Council to achieve this.
- 1.2 The current SCI was adopted 2 November 2020 following comprehensive review and a 6 week period of public consultation. While the period of consultation was not a statutory requirement, it was undertaken as commitments were given in the prior SCI, adopted in 2016, that when revising it, the same procedures used to prepare it would be followed. Permanent changes were proposed were proposed in the 2020 update, which were reflective of the significant changes in how people are interacting physically at that time.
- 1.3 This 2021 update however, represents a technical amendment and follows the decisions of Stockport Council (3 and 4 December 2020) not to approve the submission of the Greater Manchester Spatial Framework (GMSF), following the intended consultation period and not to publish the GMSF 2020. This in effect signalled the end of the GMSF as a joint plan of ten Greater Manchester Boroughs.
- 1.4 On the 11 December 2020 AGMA Executive agreed in principle to prepare a plan covering the remaining nine GM districts and on the 12 February 2021 considered a number of recommendations for boroughs to take forward, to establish a new joint committee for the nine remaining boroughs and prepare an alternative joint development plan document (DPD) titled 'Places for Everyone'.
- 1.5 The purpose of this SCI update is to reflect the change in narrative and terminology around joint planning of the nine boroughs and 'Places for Everyone', given the recent agreements of Council (23 February 2021) and Executive Cabinet (24 March 2021) to establishment and delegation to a new joint committee the preparation of the plan.

## **2. CONSULTATION**

- 2.1 Given the recent comprehensive update to the SCI undertaken last year (November 2020) and as the amendments proposed through this update relate only to the technical narrative around joint planning, no period of public consultation is proposed.
- 2.2 This follows the matter of preparing 'Places for Everyone' and establishment of the new joint committee having already been subject to a separate decision-making process at Council and Cabinet.
- 2.3 In addition, there is no legislative requirement to consult on amendments to the SCI<sup>1</sup>, nor is there any such explicit commitment to consult on amendments within the existing SCI itself. As advised is good practice, approval via the Executive process ensures the updates proposed to the SCI are part of a public process and the changes made are clear.

## **3. EQUALITY IMPACT ASSESSMENT**

- 3.1 The existing SCI was subject to an Equalities Impact Assessment (EIA) undertaken with support from the Council's policy team. The EIA seeks to ensure that the SCI is compliant with the relevant legislation. As the update to the SCI relates only to the narrative around

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<sup>1</sup> Paragraph: 078 Reference ID: 61-078-201200513 <https://www.gov.uk/guidance/plan-making>

joint planning, the EIA is considered to remain fit for purpose. A copy of the EIA is included at **Appendix 2**.

#### **4. CONCLUSION**

- 4.1 An updated SCI is presented for approval to be published which has been prepared to reflect changes in preparing a joint plan of nine boroughs through Places for Everyone. Due to the technical nature of the update, recent comprehensive review following consultation and no statutory or local commitment to do so, no period of public consultation is proposed. The SCI is included at **Appendix 1** and the EIA is included at **Appendix 2**.

#### **5. RECOMMENDATIONS**

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

**Statement of Community Involvement**

**Statement of Community Involvement**



# Statement of Community Involvement

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# 1.0 Introduction

- 1.1 Planning ensures that the right development happens in the right place at the right time, benefitting communities and the economy. It plays a critical role in identifying what development is needed and where, what areas need to be protected or enhanced and in assessing whether proposed development is suitable<sup>2</sup>.
- 1.2 This Statement of Community Involvement (SCI) sets out how Tameside Council will involve people in preparing and revising local planning documents and making decisions on planning applications.
- 1.3 The aim is that by achieving greater community engagement throughout the planning process the Council's stakeholders and other organisations will have an active involvement in identifying and addressing the main planning issues, and in the development of planning policies and proposals. In this way it is hoped that many objections will be resolved prior to the independent examination of local plans, and prior to the determination of planning applications.
- 1.4 This SCI highlights the importance of communities in planning. The Council will follow the guidelines and requirements set out in the following pages, monitoring and updating them when appropriate.
- 1.5 The Council recognises that community involvement can bring significant benefits:
- **Strengthening the evidence base for plans, strategies and planning decisions**
    - stakeholders and local communities bring a different perspective to planning and are valued for their expertise, opinions and insight.
  - **Community commitment to the future development of an area**
    - local people make a difference in their area, with long-term benefits.
  - **Promoting regeneration and investment**
    - by publicising proposals and inviting the involvement of stakeholders and local communities, the Council demonstrates its commitment to joint working to achieve better quality results.
  - **Ownership and strengthening delivery**
    - many elements of local planning require joint working between the Council, local communities and stakeholders. The Council believes that involving communities at an early stage of document preparation helps to resolve issues and achieve a common commitment.
- 1.6 The Council is required to publish a SCI detailing how they will engage local communities, this is set out in the Planning and Compulsory Purchase Act 2004. In addition there are a number of regulations and guidance documents which set specific requirements for the Council to follow, detailed in Table 1 below.

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<sup>2</sup> Plain English Guide to the Planning System, Department for Communities and Local Government, January 2015

<b>Legislation / Guidance</b>	
<b>Planning and Compulsory Purchase Act 2004</b>	For Local Plan making including for a Statement of Community Involvement (Section 18).
<b>Development Management Procedure Order 2015</b>	Sets out the statutory provisions for consultation on planning applications and specific bodies to be consulted depending on the type of planning application.
<b>Town and Country Planning (Local Planning) (England) Regulations 2012</b>	For Local Plan making, including consultation and consideration of representations, including submission, examination and publication requirements. (Regulations 4, 5, 12, 13, 17, 18, 19, 20, 35 and 36).
<b>The Town and County Planning (Local Planning) (England) (Coronavirus) (Amendment) Regulations 2020</b>	Makes temporary changes to Regulations 35 and 36 referred to above.
<b>Planning Practice Guidance</b>	Sets out who should be involved in preparing a Local Plan.
<b>Environmental Assessment of Plans and Programmes Regulations 2004</b>	Sets out consultation requirements (Regulation 13) and post adoption requirements (Regulation 16).
<b>The Conservation of Habitats and Species Regulations 2017</b>	Sets out requirements for consultation with regard to Habitats Regulations Assessment (Chapter 8).

**Table 1 Summary of the relevant Acts, regulations and guidance documents in relation to requirements to engage local communities in the planning process.**

- 1.7 This SCI is a revision to the previous editions adopted by the Council in 2016 and revised in 2020, to reflect changes in legislation, Government guidance and the challenges presented by the Covid-19 pandemic. It is now revised to establish a consistent message across the nine Greater Manchester boroughs involved in preparing the joint development plan document 'Places for Everyone'.
- 1.8 When preparing Local Development Documents or determining planning applications the Council must comply with the community engagement requirements set out in the adopted SCI.

## 2.0 Planning Policy

2.1 The Council wants to give local people a greater role in shaping their local area, and the provisions of the Localism Act and the National Planning Policy Framework (NPPF) gives the boroughs communities the opportunity to get more involved in the preparation of planning documents, together with new powers to help shape their neighbourhoods.

2.2 The Local Planning Authority is responsible for new plan making with the following section of the SCI setting out the consultation methods and opportunities for community involvement during the processes of policy making. The Council will always comply with the statutory minimum requirements prescribed by legislation, although in many cases it will go beyond this.

### 2.3 National Planning Policy Framework

The NPPF, introduced in March 2012 and most recently updated in February 2019, sets out the Government's planning policies for England and how these are expected to be applied. The Framework acts as guidance for Local Planning Authorities in preparing plans and making decisions on planning applications. Additional advice is provided in the Planning Practice Guidance (PPG).

2.4 When preparing policies in Development Plan Documents (DPD), they must be broadly consistent with the NPPF and PPG, being supported by appropriate evidence.

### 2.5 The Development Plan

2.6 The Development Plan for Tameside comprises various Local Development Documents (LDD) of which there are two main types;

- Development Plan Documents (DPDs) are documents that have been subject to independent examination and testing. Once adopted these are the documents against which planning applications are assessed. Planning decisions must be made in accordance with these documents unless material considerations indicate otherwise.
- Supplementary Planning Documents (SPDs) are not subject to independent examination and are not policy themselves, but they do provide guidance on how the DPDs will be implemented and are a material consideration in determining planning applications.

2.7 The current Development Plan for Tameside comprises of the following DPDs;

- Unitary Development Plan
- Unitary Development Plan Proposals Map
- Greater Manchester Joint Minerals Plan
- Greater Manchester Joint Waste Plan

2.8 When preparing a LDD the Council should comply with the requirements set out within the adopted SCI. The Council's intentions on the production of future DPD or SPD, including the timetable for doing so, are outlined in its Local Development Scheme (LDS) and reviewed in the Authority's Monitoring Report (AMR). These requirements also apply to any documents which the Council produces jointly with other Local Planning Authorities. Such documents in

the past have included the aforementioned Greater Manchester Joint Minerals Plan and the Greater Manchester Joint Waste Plan.

## **2.9 Places for Everyone – A Joint Development Plan Document for Sustainable Development**

- 2.10 The Publication of the Greater Manchester Spatial Framework (GMSF) was due to occur in December 2020 for a period of public consultation, prior to submission to the Secretary of State. However, following the decision of Stockport Council not to approve the Publication plan, it was agreed in principle at a meeting of the AGMA Executive Board on 11 December 2020 to prepare a joint DPD for the remaining nine Greater Manchester Authorities.
- 2.11 As with the GMSF, this Joint DPD titled 'Places for Everyone' will principally cover strategic policies including housing and employment land requirements and, as appropriate, strategic site allocations and Green Belt boundary amendments and associated infrastructure across the nine districts.
- 2.12 Consultation on Places for Everyone is carried out on a joint basis and is in line with the Town and Country Planning (Local Planning) (England) Regulations 2012 and the nine districts' Statements of Community Involvement.
- 2.13 If you wish to register your interest in being informed of future joint planning consultations please register on the mailing list sign up page or contact:  
[planningandhousing@greatermanchester-ca.gov.uk](mailto:planningandhousing@greatermanchester-ca.gov.uk)

## **2.14 The Tameside Development Plan**

- 2.15 All local authorities are required to produce a Local Plan with the aim of providing a more flexible planning system that adapts to changing priorities and which seeks to secure sustainable development.
- 2.16 The Council will consult widely during the preparation of DPDs, inviting representations on what they should contain, the supporting evidence, the key issues and the options for addressing these at various stages.
- 2.17 The formal adoption of DPDs requires following a set process culminating in submission of the documents to the Secretary of State for Communities and Local Government who appoints an independent examiner whose role it is to assess whether the plan has been prepared in accordance with legal and procedural requirements and whether it meets specified soundness tests.
- 2.18 Tameside's future Development Plan is expected to consist of the following;
- Greater Manchester Joint Minerals Plan
    - Already adopted (April 2013), this document contains policies and site proposals to meet the needs for minerals planning across Greater Manchester.
  - Greater Manchester Joint Waste Plan
    - Already adopted (April 2012), this document contains policies and site proposals to meet the needs for waste planning across Greater Manchester.
  - Places for Everyone – A Joint DPD of nine GM Districts

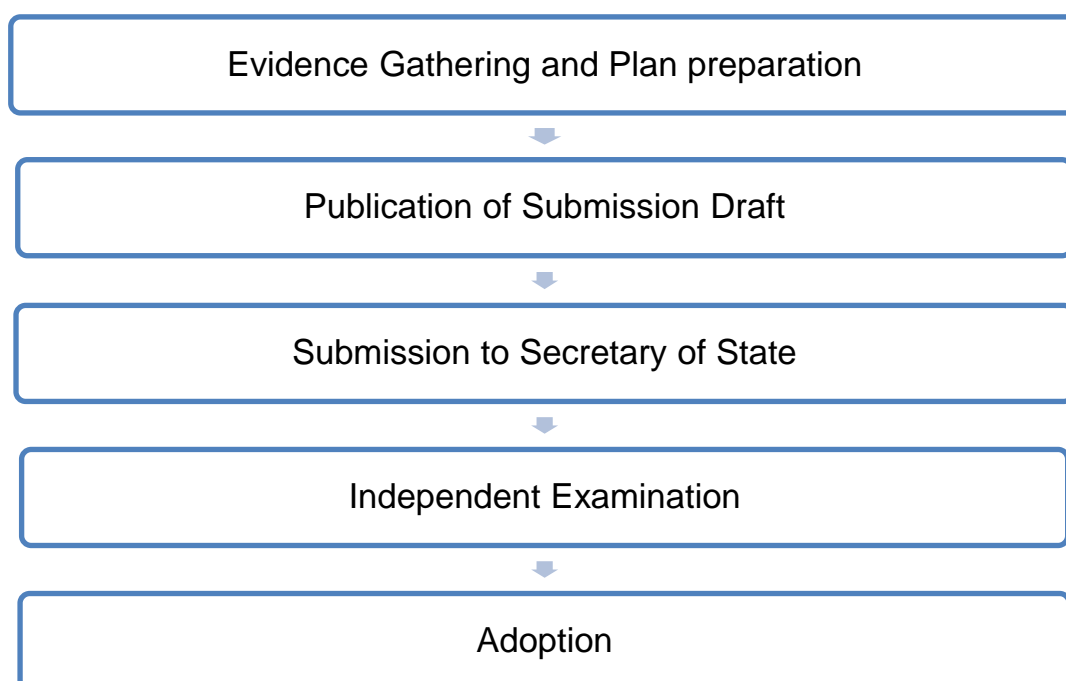


- Being prepared by nine of the Local Planning Authorities of Greater Manchester, the Joint DPD will focus primarily on planning sub-regionally for housing and employment land requirements for the districts of Bolton, Bury, Manchester, Oldham, Rochdale, Salford, Tameside, Trafford and Wigan.
- Tameside Local Plan
  - Will include both policies and site allocations, establishing where development will be encouraged and where it will be resisted.
- Tameside Local Plan Proposals Map
  - Will illustrate where policy designations and site specific proposals are on plan.
- Supplementary Planning Documents
  - Will be prepared and updated on a range of guidance areas

2.19 When relevant in the preparation of the above documents the Council will assess the social, economic and environmental impacts of the policies at each stage of plan production through carrying out a Sustainability Appraisal to identify and enhance the positive effects of policies whilst minimising any potentially adverse impacts. In addition, where necessary the Council will also carry out Habitat Regulations Assessment.

## 2.20 Consultation on Development Plan Documents

2.21 There are a number of key stages involved in the preparation of any planning policy documents. These stages are required by Government through planning legislation and regulations and are designed to ensure that the process of plan making is as open and transparent as possible. The below highlights the key stages usually involved in the preparation of DPDs.



2.22 Further details about local plan preparation and the statutory process can be found here:

<https://www.gov.uk/guidance/plan-making>

2.23 Notification of public consultation on the emerging Tameside Local Plan or other DPD will be provided at various stages, as detailed below.

**2.24 Who will be involved?**

2.25 When preparing DPDs the Council is required by planning legislation to consider formally consulting and involving a number of specific bodies and organisations as well as voluntary bodies whose activities benefit any part of the borough, and other general consultation bodies representing a range of interested parties which are listed in appendix 1.

2.26 Additionally the Council has developed a consultation database which contains a wide range of other consultees and individuals. When appropriate, those on the database are contacted when preparing planning policy documents so there are numerous opportunities to influence policies and proposals as they develop.

2.27 Any interested parties or individuals are able to register to receive such correspondence at:

<http://www.tameside.gov.uk/planning/ldf/sci>

**2.28 When will they be involved?**

- **Evidence Gathering and Plan Preparation**

In developing a DPD, such as the Local Plan, the Council will seek to engage with interested parties at an early stage. This will typically conclude in a minimum 6 week period of consultation on a draft version of the DPD which would be likely to include the key issues and the realistic options for addressing these.

- **Publication of Submission Draft Stage**

Following consideration of all comments submitted on a draft DPD, the Council will prepare a Publication version of it which it effectively considers to be the 'sound' and final document which will be subject to a further period of consultation lasting at least 6 weeks.

- **Submission and Examination**

The Council will inform anyone who has requested to be notified when the DPD is submitted to the Secretary of State.

- **Adoption**

The Council will notify of the adoption of the DPD to all interested parties. The Inspector may advise the Council of their view as to whether the DPD requires modifications to be considered 'sound'. The Council is able to ask the Inspector to make recommendations as to what modifications are required.

**2.29 How will they be involved?**

2.30 The Council will consider using a range of consultation methods and activities (a number of which are specified by regulation (as varied from time to time)) selected from the following list<sup>3</sup> when undertaking consultation exercises in connection with DPDs:

- Electronic copies of documents made available on the Council's website
- Hard copies of documents made available at the Council's main reception
- Hard copies of documents made available at local libraries and other public buildings as the Council considers appropriate
- Emails and letters sent to database contacts
- Social media items
- Local newspaper articles
- Planning policy newsletter
- Other online news sources
- Site notice displayed at or near sites
- Information displayed in prominent public spaces including at Council buildings, public notice boards and leisure centres.
- Presentation at established public meeting cycles
- Key stakeholder discussions
- Workshops
- Other alternative methods of physical and/or virtual engagement as deemed appropriate

### **2.31 Consultation on Supplementary Planning Documents**

2.32 Similar to DPDs a number of key stages are involved in the preparation of SPDs although they are typically much quicker to produce as SPDs are not required to be submitted to the Secretary of State or be independently examined thereafter. SPDs are produced to support and provide additional information and guidance on policies and proposals contained in DPDs.

### **2.33 Who will be involved?**

2.34 When preparing SPDs the Council will seek to encourage involvement from a wide range of bodies and organisations, individuals, businesses and other stakeholders as it sees fit. The nature of involvement will largely be dependent on the document's content, where for site specific SPDs the Council will seek to notify all those that are considered to be directly affected by the proposal.

2.35 The Council has developed a consultation database which includes a wide range of consultees and individuals, forming the starting point for engaging with stakeholders. Any interested parties or individuals are able to register to receive such correspondence at:

<http://www.tameside.gov.uk/planning/ldf/sci>

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<sup>3</sup> Where circumstances arise that are beyond the Council's control, such as a time of national lockdown during the coronavirus (Covid-19) restrictions, the Council may not be able to make use of some of the methods listed or may need to consult in a socially distanced way. In such circumstances the Council will tailor its consultation methods in line with legal requirements and the most up to date Government guidance that exists at that time.

### **2.36 When will they be involved?**

- 2.37 Where necessary the Council will engage with relevant stakeholders to inform the development of a draft SPD dependent upon the intended policy content. The Council will prepare a draft SPD and make this available for public comment for a period of no less than 4 weeks.
- 2.38 Once adopted the Council will make the SPD available on its website, principle office and libraries and also notify of the adoption to any person or body that made representation or who asked to be notified of the adoption.

### **2.39 How will they be involved?**

- 2.40 The Council will consider using a range of consultation methods and activities (a number of which are specified by regulation) selected from the following list<sup>4</sup> when undertaking consultation exercises in connection with SPDs:
- Electronic copies of documents made available on the Council's website
  - Hard copies of documents made available at the Council's main reception
  - Hard copies of documents made available at local libraries and other public buildings as the Council considers appropriate
  - Emails and letters sent to database contacts
  - Social media items

### **2.41 Consultation on Neighbourhood Plans**

- 2.42 Neighbourhood Planning is an optional process led by the community, parts of which the Council have to undertake and publicise. It is however the responsibility of Town Councils, Parish Councils or Neighbourhood Forums to engage and consult with the neighbourhood they seek to represent during the development of a neighbourhood plan, where the council will take a pragmatic approach to assisting established groups. Neighbourhood Plans need to be consistent with other elements of the Development Plan and would be subject to an examination conducted by an independent inspector.
- 2.43 Further guidance and advice on Neighbourhood Plans can be found on the Government's Planning Practice Guidance website

<https://www.gov.uk/guidance/neighbourhood-planning--2>

### **2.44 Wish to be kept informed?**

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<sup>4</sup> Where circumstances arise that are beyond the Council's control, such as a time of national lockdown during the coronavirus (Covid-19) restrictions, the Council may not be able to make use of some of the methods listed or may need to consult in a socially distanced way. In such circumstances the Council will tailor its consultation methods in line with legal requirements and the most up to date Government guidance that exists at that time.

- 2.45 If you have an interest in Local Plan preparation matters and would like to add your details to our database of contacts and receive emails or letters on future consultations please register your details here:

<http://www.tameside.gov.uk/planning/ldf/sci>

## 3.0 Planning Applications

### 3.1 Introduction

- 3.2 The construction of most new buildings, major changes to existing buildings or to the local environment needs planning consent. Without a planning system everyone could construct buildings or use land in any way they wanted, no matter what effect this would have on other people who lived or worked in that area and the environment.
- 3.3 The Local Planning Authority is responsible for determining the applications submitted to it. The following section of this SCI set out the opportunities for community involvement during the processing of applications.

### 3.4 Pre-Application Discussions

- 3.5 The National Planning Policy Framework (NPPF) emphasises the importance to applicants of carrying out pre-application discussions with the Local Planning Authority and communities on their emerging proposals.
- 3.6 The aim of the pre-application process is to encourage discussion with a range of bodies including the local community before a formal application is made. By using this process it may be possible to amend a proposal in response to issues raised by Council officers, stakeholders, elected members or the community. This approach can help to avoid objections being made at a later stage.
- 3.7 Developers are therefore encouraged to contact the Council prior to the submission of a planning application to discuss their development proposal and any challenges which may arise from it. Generally this will involve discussions with relevant Council officers and the applicant or their agent, although the Council may also involve other interested parties where their knowledge or expertise could assist with discussions.
- 3.8 Where the Council consider a proposal is likely to generate significant levels of public interest, the prospective developer will be encouraged to engage in consultation with the local community prior to the submission of a planning application. This is likely to raise awareness of future proposals and enable the developer to take on board the views of local people when drawing up the details of the development proposal. Details of how consultation with the local community has assisted in shaping an application should be submitted with the proposal.
- 3.9 Community engagement should be genuine, where failure by the applicant to consult appropriately could lead to objections being made which could be material to the determination of the application.
- 3.10 Small scale developments such as house extensions will generally not require pre-application community involvement, but applicants are encouraged to discuss their proposal with neighbours and people who are directly affected, prior to the submitting an application. Further information on the pre-application stage can be found here:

<http://planningguidance.communities.gov.uk/blog/guidance/before-submitting-an-application/>

### 3.11 Applications – Who Will We Consult

- 3.12 The Council is committed to involving communities in Tameside in the planning application process and will actively seek the views of the community on planning matters as set out in this SCI. The Council's arrangements for publicity and notification will never be less than the statutory minimum set out in the Development Management Procedure Order 2015 (and its amendments).
- 3.13 In addition to pre-application discussions and wider community involvement there are statutory consultees which the Council must consult on planning applications. Exactly which body is consulted depends on the nature of the application but includes organisations such as the Environment Agency or Historic England for example. There are also a significant number of non-statutory bodies which the Council may consult in appropriate circumstances.
- 3.14 Further details on the statutory requirements for consulting on planning applications can be found here:

<http://planningguidance.planningportal.gov.uk/blog/guidance/consultation-and-pre-decision-matters/>

### 3.15 Applications – How Will We Consult

- 3.16 In publicising planning applications it is not only necessary for the Council to meet its statutory obligations but to strike a balance between considerations of cost, speed of decision making and providing appropriate opportunity for comment.
- 3.17 A weekly list of all valid planning applications received by the Planning Service is published on the Council's website and is sent to all Elected Members. This can be viewed at:

<http://public.tameside.gov.uk/plan/f422planapp.asp>

- 3.18 Consultees are able to download electronic documents, plans and reports from the Council's website in respect of the relevant application for inspection from the same link given above. Computers are available at the Council's Libraries for website access. Interested parties can also check the progress of an application via the same web pages.
- 3.19 Once a valid application has been received the Council's arrangements for publicity and notification will never be less than the statutory minimum set out in the Development Management Procedure Order 2015 (and its amendments), shown by hatching in table 2 below.

Type of Development	Site Notice	Site Notice or Neighbour Notification Letter	Press advertisement	Website
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Applications for major development as defined in Article 2 of the Development Management Procedure Order	✓			
Applications subject to Environmental Impact Assessment which are accompanied by an environmental statement				
Applications which do not accord with the development plan.		✓		
Applications which would affect a right of way to which Part 3 of the Wildlife and Countryside Act 1981 applies.		✓		
Applications for planning permission not covered in the entries above (e.g. Non major development)				
Applications for listed building consent where works to the exterior of the building are proposed.		✓		
Applications to vary or discharge conditions attached to a listed building consent or conservation area consent or involving exterior works to a listed building.		✓		

**Table 2 - Statutory minimum and Tameside publicity requirements for planning and heritage applications.**  
(Note: Environmental Impact Assessment guidance sets out further publicity and consultation requirements for applications where this is relevant).

Community involvement in the development management process may require general publicity with the wider community and also more targeted consultation where it is considered a proposed development could have an impact on an individual or set of individuals neighbouring the application site. The Council will, in addition, publicise proposals as shown in Table 2 indicated by ticks, which exceeds the statutory minimum requirements.

- 3.20 The Council's principle method of contact will be by a standard letter. The letter gives an address or location description of the application site, brief details of the proposal, where further details of the proposal can be inspected and when comments should be made by.
- 3.21 In respect of every valid planning application Neighbour Notification letters will be sent to adjacent properties sharing a boundary with the application site as depicted below in figure 1. This will also include properties separated from the application site by the public highway.
- 3.22 Where schemes affect the application site frontage and/or have a significant impact on the street scene, Neighbour Notification letters may be sent to additional properties at the discretion of the case officer. As highlighted in Table 2 in the case of major planning applications the Council will additionally consult through the use of at least one site notice.

**Figure 1 - Consultation of adjoining properties, meaning any property which shares a boundary with the application site.**





- 3.24 During the consultation period, representations to the Local Planning Authority should raise material planning considerations to carry any weight in the determination of the application (material considerations are genuine planning considerations). The considerations must also fairly and reasonably relate to the application concerned.
- 3.25 Representations must be made in writing or by email giving the name and address of the respondent. Verbal representations cannot be considered in the determination of an application. Representations cannot be made in confidence, they become part of the publicly viewable planning file, including by the applicant.
- 3.26 Any representations received which refer to material planning considerations either for or against the proposed development will be considered.

### **3.27 Applications – When will they be involved?**

- 3.28 Once an application is considered to be valid, the Council will contact consultees allowing 21 days from the date of the communication for comments to be made in writing. If material (significant) amendments to plans or other details are received during the course of processing the application, the persons notified and/or those who have commented on the application thus far will be re-notified and given a further period of at least 14 days to make any representations.
- 3.29 In dealing with non-material amendments for minor alterations to applications during the course of processing the application then no further notification will be sent out.
- 3.30 The Council will not as a matter of course reply to or acknowledge representations made, but will not determine a planning application until the public consultation period relevant to the application has expired.

### **3.31 Decision Making**

- 3.32 Most planning applications are decided by the Assistant Executive Director for Development Growth and Investment, who is afforded delegated powers as part of the Council's Constitution. The Council's Speakers Panel (Planning) and on occasion Strategic Capital

Panel, which consists of Elected Members are able to make decisions about applications which cannot be determined through the scheme of delegated powers. The dates, times and locations of Council meetings can be found on its website.

- 3.33 In the case of non-householder applications, members of the public are entitled to request the opportunity to address the Speakers Panel (Planning) before a decision is made. Requests to speak should be made in writing to the Head of Planning within 21 days of receiving a neighbour notification letter. The applicant will also be given the opportunity to speak. Only one person from either side is allowed to speak, each for a maximum of five minutes. It is also possible for a member of the public to ask a local Councillor to speak on their behalf. Householder applications will only be determined by the Speakers Panel where a written request is made by a Ward Councillor.

## 4.0 Resources

- 4.1 Community involvement has resource implications but the Council nonetheless recognises that investing in it can help minimise future costs by avoiding as far as possible the need for a lengthy and controversial Local Plan examination process.
- 4.2 The level of community involvement for both Local Plan preparation and Development Management related work that is identified in this SCI is considered to be realistic and is sufficiently targeted to enable the Council to achieve its requirements for community involvement, as set out in this SCI, can largely be met through existing internal staffing resources.
- 4.3 There may however be specific circumstances in which the Council will need to consider assigning additional resources to cover the costs of further assistance. Additionally, officers will continue to work closely with colleagues and partner organisations to adopt a positive approach to involving external groups and individuals and will utilise existing networks linked to other Council plans and strategies.

## 5.0 Monitoring and Review

- 5.1 The SCI has and will continually be reviewed in the future. The continuing aim is to learn from experience and to find ways to improve upon the arrangements and processes set out.
- 5.2 The Council will continue to evaluate its consultation processes in terms of resources used and responses received. The Council will also assess the effectiveness of various community involvement techniques used in order to review the appropriateness of the methods and procedures used. Amendments required as a result of any future changes will manifest in revision of the SCI in line with the procedures considered appropriate by the Council and as required or recommended by national legislation, and Government guidance.

# Appendix 1 – Consultees

Please note the below lists are not exhaustive and the Council will apply its discretion where appropriate particularly in relation to successor bodies where reorganisations occur.

## **Duty to Cooperate Bodies:**

- Civil Aviation Authority;
- Environment Agency;
- Historic England;
- Homes England;
- The Marine Management Organisation;
- Natural England;
- The Office of Rail and Road;
- Tameside and Glossop Clinical Commissioning Group;
- Tameside Local Highways Authority;
- Transport for Greater Manchester; and
- Highways England.

Above is a list of the relevant agencies that are to be engaged in addition to any neighbouring local planning authority or other local planning authorities with which there is a cross boundary matter.

- Local Enterprise Partnerships
- Local Nature Partnerships

The above two bodies are not subject to the requirements of the duty. However local planning authorities that are subject to the duty must cooperate with them and have regard to their activities when preparing Local Plans, provided their activities are relevant.

## **Specific Consultation Bodies**

The following will be consulted in accordance with the Planning and Compulsory Purchase Act and the Town and Country Planning (Local Planning) (England) Regulations 2012 and subsequent amendments. Sustainability Appraisal, Strategic Environmental Assessment and Habitats Regulations Assessment legislation refers to the Statutory Consultees who are shown in bold in the list below:

- **Environment Agency;**
- **Historic England;**
- **Natural England;**
- Oldham Council;
- Stockport Metropolitan Borough Council;
- Manchester City Council;
- High Peak Borough Council;
- Derbyshire County Council;
- Mossley Town Council;
- Greater Manchester Police Authority;
- Greater Manchester Police and Crime Commissioner;

- Derbyshire Police and Crime Commissioner;
- Highways England;
- Homes and Communities Agency;
- Network Rail Infrastructure Limited;
- Peak District National Park Authority;
- Tameside and Glossop Clinical Commissioning Group;
- The Coal Authority;
- The Marine Management Organisation;
- Tintwistle Parish Council;
- Charlesworth Parish Council;
- Chisworth Parish Council;
- Saddleworth Parish Council.
- Relevant electricity and gas companies;
- Relevant sewerage undertakers (e.g. United Utilities);
- Relevant water undertakers (e.g. United Utilities);
- Relevant telecommunications companies; and
- Manchester Airport<sup>5</sup>

## **General Consultation Bodies**

The following are defined as general consultation bodies and will be consulted, as appropriate, in accordance with the Town and Country Planning (Local Planning) (England) Regulations 2012:

- Voluntary bodies some or all of whose activities benefit any part of the local planning authority's area
- Bodies which represent the interest of different racial, ethnic or national groups in the local planning authority's area
- Bodies which represent the interests of different religious groups in the local planning authority's area
- Bodies which represent the interest of disabled persons in the local planning authority's area
- Bodies which represent the interest or persons carrying on business in the local planning authority's area

## **Other Consultees**

To ensure robust consultation and enable early engagement in the planning document production process the Council will continue to consider the need to consult, where appropriate, with those it has historically consulted including with a wide variety of groups and individuals to those included on the existing Local Plan database of contacts.

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<sup>5</sup> Town and Country Planning (Local Planning)(England) Regulations 2012 stipulate who are specific consultation bodies, this does not include Manchester Airport, they are however included here due to their sub regional role.

# Appendix 2 – Glossary

## **AMR**

Authority's Monitoring Reports

Authority's Monitoring Reports set out the effectiveness of plans adopted by monitoring progress made across a number of social, economic and environmental indicators split in to topic based areas that affect the Borough.

## **DPD**

Development Plan Document

Development Plan Documents are those which have been subject to independent testing, contain policy content and collectively DPDs comprise the boroughs planning framework.

## **GMCA**

Greater Manchester Combined Authority

The ten authorities in Greater Manchester are the first in the country to develop a statutory Combined Authority which will co-ordinate key economic development, regeneration and transport functions.

## **GMSF**

'Greater Manchester's Plan for Homes, Jobs, and the Environment' – The Greater Manchester Spatial Framework

The joint plan worked on by the ten Greater Manchester authorities. The GMSF aimed to provide the overarching framework to strategically manage sustainable growth and development across the conurbation over the next twenty years or so.

## **HRA**

Habitats Regulations Assessment

A Habitats Regulations Assessment involves assessment of strategic policy and potential allocated sites for potential impact upon European designated nature sites.

## **LDD**

Local Development Document

Local Development Documents collectively comprise Development Plan Documents (DPDs) that have been subject to independent testing and Supplementary Planning Documents (SPDs) which are not subject to independent testing.

## **LDS**

Local Development Scheme

The Local Development Scheme is the project plan or timetable which sets out which planning documents the Local Authority will look to prepare when.

## **NPPF**

National Planning Policy Framework

The National Planning Policy Framework is a statement of the Government's national planning policy which acts as guidance for local planning authorities and decision-takers, both in drawing up plans and making decisions about planning applications.

**NPPG**

National Planning Practice Guidance

The National Planning Practice Guidance sits alongside the NPPF and provides technical guidance on its application.

**SA**

Sustainability Appraisal

Sustainability appraisal is an assessment process used to appraise the social, environmental and economic effects of the strategies and policies proposed in planning documents. Its purpose is to enhance the positive effects of policies whilst minimising any potentially adverse impacts.

**SCI**

Statement of Community Involvement

The Statement of Community involvement sets out how Tameside will involve people in preparing and revising local planning documents and making decisions on planning applications.

**SPD**

Supplementary Planning Document

A Local Development Document that has not been subject to independent testing. SPD were formerly known as Supplementary Planning Guidance (SPG).



## **Appendix 2**

### **Equality Impact Assessment**

### Tameside & Glossop Strategic Commission Equality Impact Assessment (EIA) Form

<b>Subject / Title</b>	2021 revision/update of Statement of Community Involvement
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<b>Team</b>	<b>Department</b>	<b>Directorate</b>
Planning Policy	Planning and Transport	Growth

<b>Start Date</b>	<b>Completion Date</b>
24/07/2020	2/11/2020

<b>Project Lead Officer</b>	William Partington
<b>Contract / Commissioning Manager</b>	Graham Holland
<b>Assistant Director/ Director</b>	Jeff Upton – Interim Assistant Director

<b>EIA Group</b> (lead contact first)	<b>Job title</b>	<b>Service</b>
William Partington	Planning Policy Officer	Planning Policy
Graham Holland	Planning Policy Team Manager	Planning Policy
Michael Clegg	Policy Officer	Policy, Performance and Intelligence

**Tameside & Glossop Strategic Commission  
Equality Impact Assessment (EIA) Form**

**PART 1 – INITIAL SCREENING**

<b>1a.</b>	<b>What is the project, proposal or service / contract change?</b>	The update of Tameside Council's Statement of Community Involvement (SCI).
<b>1b.</b>	<b>What are the main aims of the project, proposal or service / contract change?</b>	<p>Regulation requires an SCI to be reviewed at least every five years. Tameside Council's current SCI was last reviewed on 31 August 2016 and is due for review. Since the SCI was last reviewed there are three areas of update and revision:</p> <ul style="list-style-type: none"> <li>- The Covid-19 pandemic and how the Council is able to comply with its SCI in the context of local and national laws and guidance regarding social distancing</li> <li>- The Greater Manchester Spatial Framework (GMSF), a strategic development plan for the Greater Manchester conurbation of which Tameside is one of 10 constituent boroughs</li> <li>- General technical modifications such as government guidance about consultation on reviewing and updating SCI's now being optional</li> </ul>

<b>1c. Will the project, proposal or service / contract change have either a direct or indirect impact on, or relevance to, any groups of people with protected equality characteristics?</b> <b>Where there is a direct or indirect impact on, or relevance to, a group of people with protected equality characteristics as a result of the project, proposal or service / contract change please explain why and how that group of people will be affected.</b>				
<b>Protected Characteristic</b>	<b>Direct Impact/Relevance</b>	<b>Indirect Impact/Relevance</b>	<b>Little / No Impact/Relevance</b>	<b>Explanation</b>
Age	<u>X</u>			The revision to the SCI which takes into account potential Covid-19 legislation or guidance could have a direct impact on, and relevance to, older people. This is because

### Tameside & Glossop Strategic Commission Equality Impact Assessment (EIA) Form

				<p>Covid-19 legislation that mandated closure of public libraries, the Council customer services centre, or potential physical consultation workshops would mean that the main methods of communication would be digital. Older people (65+) are less likely to have digital skills or access to the internet than working aged people (16-64) or younger people.</p>
Disability		<u>X</u>		<p>There may be an indirect impact on, or relevance to, people with a disability as the SCI sets out how the entire local community will be consulted on planning matters. However, it is not expected to be a direct impact, as in the case of the older people.</p>
Ethnicity		<u>X</u>		<p>There may be an indirect</p>

### Tameside & Glossop Strategic Commission Equality Impact Assessment (EIA) Form

				impact on, or relevance to, people of minority ethnicities as the SCI sets out how the entire local community will be consulted on planning matters. However, it is not expected to be a direct impact, as in the case of the older people.
Sex		<u>X</u>		There may be an indirect impact on, or relevance to, people of different sex or genders as the SCI sets out how the entire local community will be consulted on planning matters. However, it is not expected to be a direct impact, as in the case of the older people.
Religion or Belief		<u>X</u>		There may be an indirect impact on, or relevance to, people with different religions or beliefs as the SCI sets out how the entire

### Tameside & Glossop Strategic Commission Equality Impact Assessment (EIA) Form

				local community will be consulted on planning matters. However, it is not expected to be a direct impact, as in the case of older people.
Sexual Orientation		<u>X</u>		There may be an indirect impact on, or relevance to, people with different sexual orientations as the SCI sets out how the entire local community will be consulted on planning matters. However, it is not expected to be a direct impact, as in the case of the older people.
Gender Reassignment		<u>X</u>		There may be an indirect impact on, or relevance to, people who are undergoing/have undergone gender reassignment as the SCI sets out how the entire local community will be consulted on planning matters. However, it is

### Tameside & Glossop Strategic Commission Equality Impact Assessment (EIA) Form

				not expected to be a direct impact, as in the case of the older people.
Pregnancy & Maternity		<u>X</u>		There may be an indirect impact on, or relevance to, people who are pregnant or on maternity as the SCI sets out how the entire local community will be consulted on planning matters. However, it is not expected to be a direct impact, as in the case of the older people.
Marriage & Civil Partnership		<u>X</u>		There may be an indirect impact on, or relevance to, people who are married or in civil partnerships as the SCI sets out how the entire local community will be consulted on planning matters. However, it is not expected to be a direct impact, as in the case of the older people.

### Tameside & Glossop Strategic Commission Equality Impact Assessment (EIA) Form

Other protected groups determined locally by Tameside and Glossop Strategic Commission?				
Group (please state)	Direct Impact/Relevance	Indirect Impact/Relevance	Little / No Impact/Relevance	Explanation
Mental Health		<u>X</u>		There may be an indirect impact on, or relevance to, people with mental health issues as the SCI sets out how the entire local community will be consulted on planning matters. However, it is not expected to be a direct impact, as in the case of the older people.
Carers		<u>X</u>		There may be an indirect impact on, or relevance to, people who are carers as the SCI sets out how the entire local community will be consulted on planning matters. However, it is not expected to be a direct impact, as in the case of the older people.
Military Veterans		<u>X</u>		There may be an indirect



### Tameside & Glossop Strategic Commission Equality Impact Assessment (EIA) Form

				<p>impact on, or relevance to, people who are military veterans as the SCI sets out how the entire local community will be consulted on planning matters. However, it is not expected to be a direct impact, as in the case of the older people.</p>
Breast Feeding		<u>X</u>		<p>There may be an indirect impact on, or relevance to mothers who breast feed their children as the SCI sets out how the entire local community will be consulted on planning matters. However, it is not expected to be a direct impact, as in the case of the older people.</p>
<p><b>Are there any other groups who you feel may be impacted by the project, proposal or service/contract change or which it may have relevance to?</b>  <b>(e.g. vulnerable residents, isolated residents, those who are homeless)</b></p>				
<b>Group (please state)</b>	<b>Direct Impact/Relevance</b>	<b>Indirect Impact/Relevance</b>	<b>Little / No Impact/Relevance</b>	<b>Explanation</b>

**Tameside & Glossop Strategic Commission  
Equality Impact Assessment (EIA) Form**

Low or no income groups	<u>X</u>			<p>The revision to the SCI which takes into account potential Covid-19 legislation or guidance could have a direct impact on, and relevance to, people of low or no income. This is because Covid-19 legislation that mandated closure of public libraries, the Council customer services centre, or potential physical consultation workshops would mean that the main methods of communication would be digital. People of low or no income, particularly homeless people, are less likely to have access to the internet or methods of accessing it than people of higher income than them.</p>
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<b>1d.</b>		<b>Yes</b>	<b>No</b>
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### Tameside & Glossop Strategic Commission Equality Impact Assessment (EIA) Form

	<b>Does the project, proposal or service / contract change require a full EIA?</b>	X	
<b>1e.</b>	<b>What are your reasons for the decision made at 1d?</b>	<p>It is expected that the revision of the SCI could have a direct impact on two vulnerable groups, older people and people of low/no income.</p> <p>It is expected that the revision of the SCI could have an indirect impact on all of the other protected characteristic groups outlined in 1c.</p>	

*If a full EIA is required please progress to Part 2.*

## **PART 2 – FULL EQUALITY IMPACT ASSESSMENT**

<b>2a. Summary</b>
<p>A Statement of Community Involvement (SCI) sets out the way a council will involve the local community, stakeholders and statutory bodies in the preparation and revision of local plan documents. A local plan is a development plan that sets out strategic priorities for an area and covers housing, commercial, public and private development.</p> <p>Regulation requires an SCI to be reviewed at least every five years. Tameside Council's current SCI was last reviewed on 31 August 2016 and is due for review. Since the SCI was last reviewed there are three areas of update and revision:</p> <ul style="list-style-type: none"> <li>- The Covid-19 pandemic and how the Council is able to comply with its SCI in the context of local and national laws and guidance regarding social distancing</li> <li>- The Greater Manchester Spatial Framework (GMSF), a strategic development plan for the Greater Manchester conurbation of which Tameside is one of 10 constituent boroughs</li> <li>- General technical modifications such as government guidance about consultation on reviewing and updating SCIs now being optional.</li> </ul> <p>The scope of this EIA is the review and revision of Tameside Council's Statement of Community Involvement and any consultation on a revised draft Statement of Community Involvement.</p> <p>An EIA was completed in 2016 for the 2016 update of the SCI. The pertinent changes from the 2016 SCI to the 2020 draft SCI, which will be focused on in this EIA are summarised below:</p>

## Tameside & Glossop Strategic Commission Equality Impact Assessment (EIA) Form

- The SCI must take into account local and national guidance regarding Covid-19, particularly in regards to social distancing and this may require tailoring of physical consultation methods, i.e. hard copies of documents in libraries
- The SCI has been updated to include an up to date email address whereby readers can register their interest about being informed about future GMSF consultation; reference to specific methodology of the GMSF consultation has been removed as some consultation has already taken place between August 2016 and August 2020; further consultation on the GMSF is planned and a separate EIA under which GMSF consultation in Tameside will fall is planned

Issues to consider, the impact on protected characteristic groups, and mitigations on these impacts are outlined in more detail in sections 2b, 2c and 2d; however in summary:

Due regard must be given to the Public Sector Equality Duty of the Equality Act 2010, the pertinent change from the 2016 version of the SCI to the 2020 version is that due to Covid-19 there could be a hypothetical second lockdown which would make some of the physical methods of consultation with the public outlined in the SCI impossible.

These physical methods of consultation are the displaying of planning documents in public buildings and physical consultations. If buildings were to be shut again due to Covid-19 then digital communication and consultation would be the main method, and older people and people of low/no income could be directly impacted by this as they are less likely to have access to digital methods of communication and consultation.

However, there are a number of other physical methods of communication which are already used in some cases due to legislative requirements, such as site notices, letters to neighbours of proposed developments and press notices. These physical methods could be considered for consultation with the community under the SCI.

Consultation on the draft SCI took place between Thursday 20 August and Thursday 1 October. The consultation on the draft SCI was promoted through the Partnership Engagement Network mailing list, which has contacts from a number of organisations representing protected characteristic groups, as well as through the Local Plan Consultation Database. The consultation webpage and online form also included a link to sign up to the Local Plan Consultation database so that members of the public or members of the Partnership Engagement Network mailing list can join this if they have not already done so.

### 2b. Issues to Consider

Section 149 the "Public Sector Equality Duty" of the Equality Act 2010 stipulates:

(1) A public authority must in the exercise of its functions, have due regard to the need to-

- (a) Eliminate discrimination, harassment, victimization and any other conduct that is prohibited by or under this Act;

## Tameside & Glossop Strategic Commission Equality Impact Assessment (EIA) Form

- (b) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- (c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it

(3) Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to-

- (a) Remove or minimize disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
- (b) Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of the persons who do not share it;
- (c) Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low

The removal of outdated GMSF methodology from the SCI, based on consultation that was planned in 2016 and has taken place since 2020, is not expected to impact or have relevance to particular protected characteristic groups, and future GMSF consultation within Tameside will have an independent EIA conducted rather than being within the scope of this EIA.

The updating of links to join the planning database of contacts and email addresses for enquiries, which is a change between the 2016 SCI and this 2020 version, is replacing like for like; an electronic method of communication with a similar electronic route of communication.

However, potential changes to the physical access to hard copies of planning documents due to the Covid-19 legislation and guidance, should be considered.

As the Statement of Community Involvement sets out the way the council will involve the local community in the preparation and revision of local plan documents it is expected that revisions to it will have at least an indirect impact on, or indirect relevance to, all of the nine protected characteristics defined by the 2010 Equality Act.

These are:

- Age
- Disability
- Ethnicity
- Sex/Gender
- Religion or Belief
- Sexual Orientation
- Gender Reassignment
- Pregnancy & Maternity
- Marriage & Civil Partnership

Revisions to the Statement of Community Involvement are also expected to have at least an indirect impact on, or indirect relevance to, the Tameside and Glossop Strategic Commission's locally determined protected characteristic groups:

## Tameside & Glossop Strategic Commission Equality Impact Assessment (EIA) Form

- Mental Health
- Carers
- Military Veterans
- Breastfeeding

As well as the additional vulnerable group of:

- Low income/no income

The impact on and relevance to these groups will be considered in section 2c.

Other considerations are that the Local Plan Consultation Database used by planning to consult on planning matters as part of the Statement of Community Involvement includes organisations representing different protected characteristic groups. Some of these groups are detailed below:

### **Age**

Age UK;  
Age UK Tameside; and  
Borough wide Community and Residents Associations.

### **Disability**

The Disabled Persons Transport Advisory Committee;  
Tameside Deaf Association;  
Greater Manchester Coalition of Disabled People; and  
Borough wide Community and Residents Associations.

### **Ethnicity**

Association of Ukrainians;  
Shree Bharatiya Mandal (Indian Association);  
Bangladesh Welfare Association;  
Tameside Racial Equality Council Ltd;  
The National Federation of Gypsy Liaison Groups;  
The Gypsy Council (Romani Kris); and  
Borough wide Community and Residents Associations.

### **Religion or Belief**

Denton Council of Churches;  
Muslim Welfare Society (Tameside);  
Catholic Women's League (Ashton); and  
The Church of England National Offices

### **Consultation**

## Tameside & Glossop Strategic Commission Equality Impact Assessment (EIA) Form

As outlined in section 2d. although there is no longer a legislative requirement for the Council to consult on the update/revision of the SCI, it is recommended that we do so. By putting up the draft SCI for feedback from the public, and promoting through the Council's Partnership Engagement Network mailing list (and Local Plan Consultation Database), as well as social media, press releases, press notices, partner organisations, and internal staff communications, we will hopefully gain insight directly from protected characteristic groups within the community.

The Partnership Engagement Network mailing list has nearly 400 contacts, many of whom are organisations representing protected characteristic groups. These contacts will also be able to circulate the link to any consultation on the SCI more widely within their organisations and communities. The consultation on the SCI provided participants with the option to join the Local Plan Consultation Database as recommended. A consultation on the SCI would also be able to gather demographic information from participants, which may identify any unanticipated impact of the draft SCI on specific protected characteristic groups.

### 2c. Impact/Relevance

As the Statement of Community Involvement sets out the way the council will consult the local community on planning matters, revisions to it will have an indirect impact on, and indirect relevance to, all members of the local community. This includes the Equality Act and Tameside Strategic Commission protected characteristics of disability, ethnicity, sex/gender, religion/belief, gender reassignment, sexual orientation, marriage/civil partnership, pregnancy/maternity, mental health, carers, military veterans, and breast feeding.

However the pertinent revisions to the SCI focus on the potential restriction of physical consultation methods on planning matters due to Covid-19. If there was another local or national lockdown in the event of a second wave of Covid-19, public and office buildings may be shut, this would mean it would be impossible for physical hard copies of planning documents to be made available in the Council's customer service centre, libraries and other public buildings. It would also mean physical consultation events would not be able to take place.

Whereas these physical restrictions are not expected to have a direct impact on, or direct relevance to, the protected characteristic groups outlined in the first paragraph of this section (2c.), it is possible they will have a direct impact on, and direct relevance to, the Equality Act protected characteristic of age (older people) and the vulnerable group of people with low/no income. This is because these groups are less likely to have access to the internet or have less digital skills. As digital methods of consultation and communication would be the main method of consultation and communication in the event of another local or national lockdown, it is possible these two groups would be disproportionately impacted.

There are mitigations that can be made, as outlined in section 2d. however it should be stated that in the event of another national or local lockdown due to Covid-19 that mandated the closure of public buildings, closure of offices and restricted interpersonal contact, there would be no option other than to follow this guidance. Furthermore any future national or local lockdown is a hypothetical scenario, and not guaranteed, and if it took place it would likely be temporary. Further to this, it is likely that in a scenario of strict lockdown that took place from later March 2020 for a number of months, construction and planning processes would also be put on hold, potentially along with any consultation on them.



## Tameside & Glossop Strategic Commission Equality Impact Assessment (EIA) Form

<b>2d. Mitigations</b> <i>(Where you have identified an impact/relevance, what can be done to reduce or mitigate it?)</i>	
Older people impacted by hypothetical second Covid-19 lockdown, as mandatory closure of public buildings would prevent display of hard copies of planning documents for consultation and physical consultations from taking place. Older people are less likely to have access to digital methods of communication or consultation which would become the de facto in this hypothetical second lockdown.	<ul style="list-style-type: none"> <li>- Other physical methods of consultation as part of the SCI to be carried out when mandated by legislation, but also considered in the cases when not mandated, these include: site notices, notification letters to neighbours of proposed developments, press advertisements. These physical methods would still adhere to potential lockdown and social distancing requirements.</li> <li>- Recommended for a consultation to be carried out on the actual SCI draft document, although there is no necessity to do so as according to legislation. This would be promoted via the Council's Partnership Engagement Network mailing list (as well as the Local Plan Consultation Database) which has representatives from many protected characteristic groups, including groups relevant to older people and people of no/low income such as Age UK, homelessness charities, etc. This could also be promoted via a website page, social media, partner organisations, TMBC internal staff communications, press notice and press release.</li> <li>- Recommended that the link to sign-up to the Local Plan Consultation Database is included on the consultation about the SCI, so that the Local Plan Consultation Database can be more widely promoted amongst groups that represent protected characteristics.</li> </ul>
People who have low or no income impacted by hypothetical second Covid-19 lockdown, as mandatory closure of public buildings would prevent display of hard copies of planning documents for consultation and physical consultations from taking place. People of low or no income are less likely to have access to digital methods of communication or consultation which would become the de	<ul style="list-style-type: none"> <li>- Other physical methods of consultation as part of the SCI to be carried out when mandated by legislation, but also considered in the cases when not mandated, these include: site notices, notification letters to neighbours of proposed developments, press advertisements. These physical methods would still adhere to potential lockdown and social distancing requirements.</li> <li>- Recommended for a consultation to be carried out on the actual SCI draft document, although there is no necessity to do so as according to legislation. This would be promoted via the Council's Partnership Engagement Network mailing list (as well as the Local Plan Consultation Database) which has representatives from many protected characteristic groups, including groups relevant to older people and people of no/low income such as Age UK, homelessness charities, etc. This could also be promoted via a website page social media, partner organisations, TMBC internal staff communications, press notice and press release.</li> </ul>



### Tameside & Glossop Strategic Commission Equality Impact Assessment (EIA) Form

facto in this hypothetical second lockdown.	- Recommended that the link to sign-up to the Local Plan Consultation Database is included on the consultation about the SCI, so that the Local Plan Consultation Database can be more widely promoted amongst groups that represent protected characteristics.
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2e. Evidence Sources
<p>Equality Act 2010  Tameside Statement of Community Involvement 2016  Draft Tameside Statement of Community Involvement 2020  Government Covid-19 Guidance  The Greater Manchester Spatial Framework</p>

2f. Monitoring progress		
Issue / Action	Lead officer	Timescale
To liaise with Policy, Performance and Communications about creating and promoting a consultation with the public on the draft SCI.	William Partington	Complete
To liaise with Planning Policy about creating and hosting a consultation with the public on the draft SCI	Michael Clegg	Complete
To update this EIA once the results of the draft SCI consultation have been analysed	William Partington	Complete
Ensure Local Plan Consultation Database is kept updated.	Graham Holland	Ongoing
Ensure Development Management are abreast of any legislative changes concerning when to consult statutory consultees	Martyn Leigh	Ongoing

Signature of Contract / Commissioning Manager	Date
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**Tameside & Glossop Strategic Commission  
Equality Impact Assessment (EIA) Form**

<b>Graham Holland</b>	<b>2/11/2020</b>
<b>Signature of Assistant Director / Director</b>	<b>Date</b>
<b>Jeff Upton</b>	<b>2/11/2020</b>

<b>Report to:</b>	<b>EXECUTIVE CABINET</b>
<b>Date:</b>	23 June 2021
<b>Executive Member:</b>	Councillor Leanne Feeley – Executive Member – Lifelong Learning, Equalities, Culture and Heritage
<b>Reporting Officer:</b>	Richard Hancock – Director, Children’s Services
<b>Subject:</b>	<b>NEW BUILDING FOR HAWTHORNS SCHOOL</b>
<b>Report Summary:</b>	This report informs members of the need to increase places at Hawthorns School, an outstanding school providing specialist education for primary aged children with an Education, Health and Care Plan (EHCP).
<b>Recommendations:</b>	<p>It is recommended that:</p> <ol style="list-style-type: none"><li>1. A budget of £13m of Basic Need funding is allocated to the expansion and relocation of Hawthorns School to 220 places on the Longdendale Playing Field site.</li><li>2. That the LEP is instructed to develop the design of the expanded / relocated Hawthorns School to RIBA Stage 3 and carry out site investigations as required to inform the development. With a target of opening in September 2023.</li><li>3. The issue of revenue funding be pursued with DfE as a matter of urgency.</li></ol>
<b>Corporate Plan:</b>	The proposals contained within this report will support the delivery of the Community Strategy, through the delivery of sufficient and suitable places to meet anticipated increased demand in 2022/23.
<b>Policy Implications:</b>	To deliver efficient and effective school places and reduce costs of doing so.
<b>Financial Implications: (Authorised by the statutory Section 151 Officer &amp; Chief Finance Officer)</b>	<p><b>Capital:</b> The Council had £12,010,447 of Basic Need available to spend in 2020/21 and notification has been received of additional allocations of £12,231,816 for 2021/22 and £6,348,338 for 2022/23, totalling £30,590,601. There is currently a commitment against this of £11,511,512 relating to previously approved earmarked schemes (£11,489,500) and commitments due to outturn spend for 2020/21 (£22,012). There is £19,079,089 available to allocate. This report requests approval of £13,000,000 which along with the separate requests in a separate agenda item for other specialist provision totals £14,016,000.</p> <p>There is also a separate report going to Strategic Planning and Capital Monitoring Panel (SMCMP) on 5 July 2021, which is requesting approval of £827,100 for other basic need schemes. If approval were given for all requests, this would result in unallocated basic need funding of £4,235,989. In order to afford all requests, future years funding would need to be committed. It is uncertain whether the remaining balance will be sufficient to meet future demands.</p> <p><b>Revenue:</b> The Council’s High Needs funding within the Dedicated Schools Grant is already in deficit (£1.8m at 31 March 2021). Section 5 of the report explains how the construction of a new building (as opposed to a new school) will increase that deficit by</p>

£0.480m per annum due to current national funding arrangements being restricted to new special schools. Dialogue is currently taking place with the DfE in an attempt secure additional revenue funding (that would automatically flow from a Free School application) as we consider that the Council's actions are not incompatible with government policy.

It is important this anomaly in funding arrangements is pursued as the Council would be deprived of £0.480m each year with no obvious means how to make good the shortfall. Therefore at this stage it is not recommended that full approval is given to the commissioning of a new building. Instead it is recommended that approval is given to proceed with RIBA stage 3 works. This would minimise delays in construction and the work should be helpful in a new school route to construction if that avenue becomes a necessity.

It is recommended that a full business case be brought forward for the proposals outlined at 4.8 once members have decided on the future use of the resulting vacant site. Depending on the proposed use this again may have an impact on the High Needs deficit.. This proposal should be subject to a formal governance route.

If Members agree to continue with the RIBA 3 works and the scheme did not progress due to the Special Free School Process being accessed, these costs may need to be treated as abortive costs in the Council's accounts and £0.538m revenue funds would need to be found to pay for this. This will be explored further with the Council's external auditors.

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

Members will note that in light of the financial implications a recommendation is only being sought to proceed with the RIBA stage 3 works which should minimise any delay if the full project is to proceed but also to assist and inform the Free School route.

Any works will be carried out under the LEP contract on the standard terms. Any variation of those terms should only be agreed once advise has been taken from legal and finance.

Even in relation to the preparatory work Members need to be content that the work is necessary and represents good value and the best use of finite funds.

**Risk Management:**

The proposals contained in this report are necessary to ensure that the Council has access to sufficient places in the borough for pupils needing specialist provision. Failure to expand the current provision will result in the Council being unable to fulfil its statutory duty to provide sufficient places for children in the borough and will result in additional revenue implications should specialist out of borough places be needed to meet the needs of children with Education, Health and Care Plans.

**Background Information:**

The background papers relating to this report can be inspected by contacting Catherine Moseley – Head of Access Services



Telephone: 0161 342 3302



e-mail: [catherine.moseley@tameside.gov.uk](mailto:catherine.moseley@tameside.gov.uk)

## **1. INTRODUCTION AND BACKGROUND**

- 1.1 All local authorities have a statutory duty to ensure that there are sufficient school places to meet demand in their area. Planning for fluctuations in demand for school places is an important function which needs to be carried out at a local level and will differ depending on the phase of learning, for example, pupils will travel further to secondary schools than primary schools. The compact geography of the borough and the mix of types of school, for example, single sex means that place planning happens at a level higher than wards or towns.
- 1.2 School place planning is a complex process that takes account a range of factors including the number of births in the borough, in year movement and cohort survival rates (how many children move from one year to the next) as well as parental preference and planned housing development. With rapid shifts in economic conditions for families and changing patterns of migration, planning for basic need for school places requires a proactive approach to best respond to both short and medium-term demand for places.
- 1.3 The Council has been proactive in tackling the issue of a 27% rise in births and a 24% increase in pupils starting primary schools over the last few years whilst also managing to maintain high levels of meeting parental preference.
- 1.4 The Published Admission Number (PAN) has been increased at many primary schools and overall by almost 18% from 2734 places in 2009/10 to 3195 places currently and we are now increasing secondary school places. In 2010, there were 2582 pupils in Year 7 and for September 2021, there are 3239 places available. With the cooperation of secondary schools across the borough, it is predicted that will be sufficient places for predicted demand for the next few years. However, major new housing developments will require additional places to be factored over a number of years.
- 1.5 As the numbers of pupils in mainstream schools increases, so does the number of pupils in specialist provision. In 2014/15, there were 519 children with a statement of special educational needs. As of January 2021, there were 1738 children and young people with an Education, Health and Care Plan. There has been some expansion of specialist provision in the borough but more is needed to ensure that needs are met appropriately and within the borough if possible.
- 1.6 The Council's strategy and plans to meet future forecast demand are approved by Executive Cabinet at least on an annual basis when school admission arrangements are also determined. The latest approval was on 27 January 2021. Progress on all education capital projects is reported to Strategic Planning and Capital Monitoring Panel.
- 1.7 Most of these increases in pupil numbers and admission numbers have necessitated capital work to expand the accommodation available in some of our schools. This has been funded through the Basic Need Grant from the Department for Education. Between 2011 and 2019, the Council received a total of £42,745,350 to fund additional places in the borough. A further £12,231,816 has been allocated for 2021-22 and £6,348,338 for 2022-23. In addition to Basic Need Funding, the Council has also received an allocation of £1,075,921 for the period 2018 – 21 from the special capital fund for provision in specialist settings.

## **2. SPECIALIST PROVISION CAPITAL PROJECTS**

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

- 2.2 However, there has been a significant increase in children requiring specialist provision over recent years. The SEND Forward Plan 2019-22 was developed with parents and carers, schools and other education providers and professionals working in the area of SEND, and children and young people to set out what the Council will do to develop and improve education provision for children and young people with SEND in Tameside. The plan will also develop and be refined as time goes on so, if needed, to ensure the actions are the right ones.
- 2.3 One of the intentions clearly set out in the Plan is that the Council wants all children and young people with SEND in Tameside to be able to attend a school or provision as close to their home as possible.
- 2.4 Tameside currently maintains 1780 Education Health and Care Plans (EHCPs). The number of plans maintained has been rising steadily since 2017. The number of EHCPs in Tameside has more than doubled since 2017, when the Local Authority maintained 828 plans. Tameside is now in line with our statistical neighbours, with EHCPs representing approximately 3.4% of the population. We can confidently conclude therefore that the growth in EHCP's was appropriate and necessary. However, this exponential growth in EHCPs has placed significant additional strain on specialist providers and resource bases across Tameside. The rapid rate of the growth in EHCPs in Tameside has been such that it was never going to be possible to plan and deliver provision sufficiency at the same rate. This has inevitably created pressure on placements for children with EHCPs, and particularly across the specialist sector, where all schools are currently oversubscribed. This is also true of our specialist resource bases. It is therefore imperative that we create additional provision in order to appropriately accommodate these vulnerable learners.
- 2.5 The table below shows our specialist provision across Tameside in both specialist schools and resource bases and illustrates the pressure on our existing provision. It highlights the need for additional resource bases and the expansion of some of our existing specialist schools.

School	Actual number	Commissioned number 2020	Commissioned number 2021
<b>Hawthorns</b>	141	114	140
<b>Thomas Ashton</b>	92	77	90
<b>Cromwell (inc 6<sup>th</sup> form)</b>	97	110	116
<b>Samuel Laycock</b>	178	170	170
<b>Oakdale</b>	136	125	130
<b>Oakfield</b>	13	8	8
<b>Linden Road</b>	4	8	8
<b>Russell Scott</b>	4	5	6
<b>St John Fisher</b>	16	12	15
<b>Hyde High</b>	2	2	2
<b>St Thomas More</b>	18	14	19
<b>Pupil Referral Service</b>	40	20	34

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

- 2.7 The Forward Plan identified the following priorities for additional provision:
- Develop sixth form provision at Cromwell High School
  - Increase special school places for primary aged children at Hawthorns School
  - Create a short term nurture provision for Key Stage 1 pupils within Thomas Ashton School
  - Increase the amount of resourced provision across the Borough with a focus on the main areas of need: SEMH, ASC and the prevalence of MLD so that there are at least three Resource Bases, capable of supporting 10 pupils, in each Neighbourhood. This would entail either having existing space refurbished, or extensions built.
- 2.8 A report on additional specialist provision is being considered by Executive Cabinet at its meeting in June 2021.

### **3 THE NEED TO INCREASE SPECIAL SCHOOL PLACES FOR PRIMARY AGED CHILDREN AT HAWTHORNS SCHOOL**

- 3.1 Hawthorns School is an outstanding primary special school located within the Audenshaw area of Tameside and caters for pupils with a range of complex special educational needs aged between 4-11 years old. The school is an academy and part of New Bridge Multi Academy Trust. As a result of growing pupil numbers and to meet expected need for additional places, there is a need to provide additional accommodation to accommodate both the current number of pupils enrolled at the school and the increases in admissions forecast over the coming years.
- 3.2 The main school building was originally constructed in 2006/07, the main building and site is shared between Hawthorns School and Aldwyn Primary School, a mainstream primary school.
- 3.3 The area of the school building designated as Hawthorns School was originally designed to accommodate 60 pupils. In 2015, it was identified that additional accommodation was needed and so a joint scheme to expand both Hawthorns School and Aldwyn Primary School was developed. The scheme for Hawthorns School included internal remodelling to create an additional classroom and a new build classroom. The internal remodelling work was completed. However, for a number of reasons, the joint external build scheme has not progressed as quickly as would have been ideal and so the opportunity has arisen to reconsider the scheme given the significant increase in pupil numbers at the school.
- 3.4 There are 141 pupils currently on site, more than double the number the school was originally built for. A four classroom demountable extension is currently on site to help the school accommodate the additional pupils but this is not a permanent solution and does not reinstate staff space already utilised for additional pupils. The demountable was the subject of a previous grant agreement for £300,000 with New Bridge Academies Trust.
- 3.5 The Inclusion Service have commissioned a space utilisation company, Space Solutions, to analyse the existing space in our specialist schools and to advise if the existing provision was fit for purpose. This work highlighted in particular the difficulties currently faced by Hawthorns School. They provided the following information:

*“With the caveat that at one group of modular building rooms remains unaccounted for, the building overall net and gross areas are significantly below the benchmark minima as set out in regulation BB104... All key groups of support spaces are under minimum recommended areas for current pupil numbers, and it needs to be recognised that some administrations spaces are shared with Aldwyn Primary School... Therefore, regardless of the capacity of teaching spaces, it is very unlikely that there is scope to increase pupil numbers without significantly extending the building. There is also a challenge over useable external space, which is significantly less than might be required, even without factoring in the loss of space*

*caused by the additional of temporary teaching spaces. Unless additional land can be acquired, extending the existing building to provide additional space would only further decrease available outdoor space.”*

- 3.6 This position cannot be allowed to continue and so a number of potential options have been considered to accommodate both the current number of pupils enrolled at the school and the increases in admissions forecast over the coming years to enable a total of 220 pupils to attend the school. This would mean that children could attend school in their home borough rather than having their needs met at schools in other areas.
- 3.7 A number of short term alternative accommodation options to reduce the number of pupils in the current Hawthorns School buildings are being considered with the aim of being available from September 2021. The New Bridge Multi Academy Trust are working with Victorious Academies Trust to identify and secure additional accommodation for September 2021.

#### **4 OPTIONS APPRAISAL FOR A NEW BUILDING**

- 4.1 A RIBA stage 1 site options appraisal has been undertaken by the LEP and only one Council owned site that is not already committed to disposal or another operational use, has been found that can accommodate an outline business case. This site is Longdendale playing field, adjacent to the Active Longdendale facility.
- 4.2 The site appraisal looked at three options for the future of school places:-

- Option 1 150 Places (Keep 70 places at Existing Hawthorns School)
- Option 2 220 Places (Move all Hawthorns School to new build)
- Option 3 460 Places through School (Move all Hawthorns School to new build)

The cost estimate for these 3 options are:-

Option	LEP Estimate	+ FFE + Zero Carbon Commitment	+ Internal and Legal	+ 10% Contingency	Total*
Option 1	£6.5 - £9M	£400k	£250k	£715k - £965k	£7.865m – £10.615m
Option 2	£9.5 - £11m	£500k	£250k	£1.025m – £1.175m	£11.275m- £12.925m
Option 3	£18- £22m	£800k	£300k	£1.91m - £2.31m	£21.01m - £25.41m

\*Excludes any allowance for Abnormal Ground Conditions/ MUGA

- 4.3 The LEP have indicated a cost to proceed to RIBA Stage 3 (Includes developing design up to a Planning Application)
- a. Option 1: 150 School Places (Keep 70 places at Existing Hawthorns School)
    - i. £490,992.03
  - b. Option 2: 220 Places (Move all Hawthorns School to new build)
    - i. £537,782.75
  - c. Option 3: 460 Places through School (Move all Hawthorns School to new build)
    - i. £789,836.30
- 4.4 There are 2 options for the delivery of this project. As Hawthorns School is an academy, the Council could chose a design and build contract funded through a grant agreement to the



New Bridge Multi Academy Trust. Alternatively, the Council could be responsible for a design and build scheme.

- 4.5 If the LEP were to deliver the scheme they have indicated a potential programme of:-
- (a) Tameside Council approval June 21 – Instruct Riba Stage 3
  - (b) RIBA Stage 3 Completion November 21 (Planning Submitted Dec 21)
  - (c) Practical Completion: June 23
- 4.6 It is recommended that the Council pursue option 2 as outlined in the options appraisal for the following reasons:
- 4.7 Option 2 would provide Hawthorns School with sufficient space to accommodate current and future demand for places on one site. The school would be purpose built using the area guidelines for SEND and alternative provision as outlined in the Department for Education's Building Bulletin 104. As demonstrated by the increasing numbers going into the school over recent years, the school is very popular with parents and it is an outstanding school. The current site was considered at the initial stages of the feasibility study but it was quickly discounted as it does not have sufficient space to expand on a permanent basis and a new build on a new site is the only option to increase specialist primary places for the school. A move to another site will need meticulous planning to ensure a smooth transition for all of the children but the transition would only be necessary once. Building on a new site would mean that the build would be completed without interruption for children at the school and the adjacent Aldwyn Primary School where building work is also currently underway.
- 4.8 Option 2 presents opportunities for the school and Trust to work with the Active Longdendale provision. A consultation is underway on the future of a number of Active Tameside sites including Longdendale, the results of the consultation are currently being analysed and will be presented to Executive Cabinet in July. The development of a new school on the Longdendale Playing Fields site may present opportunities for the New Bridge Multi Academy Trust to potentially work with the provision (buildings and pitches) and support the development of inclusive learning opportunities in a community environment. This will be considered as part of the consultation.
- 4.9 Whilst Option 1 is the lowest cost option, this would mean that the school would be operating on a split site model with significant distance (over 8 miles driving distance) between the two sites. This would increase the running costs of the school as it would incur additional, unavoidable costs. These would include additional: reception, cleaning and caretaking staff; head cook and senior mid-day supervisor; senior leadership to manage each separate site, models might include introducing Heads of Schools; travel costs to facilitate whole school staff training and meetings and the means to transport resources, deliveries and mail. There would be additional pressure on the Dedicated Schools Grant as there would be an additional split site payment to cover the costs highlighted.
- 4.10 Dependent on how Hawthorns School organises the curriculum across a split site, Option 1 could result in children with additional and complex needs needing to transition to another site during their primary phase of education. Whilst they would not be changing schools, they would be moving to another site with different people and learning environments together with changes to their travel to school patterns which can be difficult for children with complex needs. There would be a need to plan and prepare for any transition with children including establishing relationships with new staff, visiting the site, creating continuity in the new building and involving other professionals, for example, occupational therapist and physiotherapists. Transition can be unsettling for any child and the need for this transition is negated with a single site for the school.
- 4.11 In order to move the whole school to a new site, the academy trust would need to surrender the lease for the current school site on Lumb Lane but this would release that accommodation

back to the Council and this could be used to provide additional specialist places in the borough to meet the need set out in paragraphs 2.1 to 2.8. Plans for this accommodation would be subject to further governance reports.

- 4.12 The Council has extensively consulted with parents of current Hawthorns School children. The initial meeting with parents was as a result of concerns raised over the growing numbers of pupils being placed at Hawthorns School. This however, has led to a series of regular meetings over a sustained period with parents who have been involved in outlining the options that have featured in the options appraisal. Option 3 was considered on behalf of the parents who had requested that the Council look at the possibility of establishing a through special school which would cater for children from Reception to Year 14.
- 4.13 Option 3 is not a viable option for a number of reasons. A through school would cater for pupils from age 4 – 19. Whilst this is not a unique proposal, there are very few through special schools and only 167 through schools of any kind in England out of over 21,000 schools. The size of the school would be significant and would pose organisational challenges for the school. The average size of a special school in England in 2020 is 129 pupils (Department for Education – Schools, pupils and their characteristics 2020). A through school would be four times the average size and would be very large.
- 4.14 Currently, there isn't the same need to develop additional secondary special school places in the borough as Samuel Laycock School and Cromwell High School are larger than the primary schools. A through school providing a total of 460 places would include 240 secondary places over eight year groups for learners aged 11 – 19 which equates to an additional 30 places per year group to existing provision. In effect, this would provide enough places for all the pupils in the primary phase at Hawthorns School to progress into the secondary phase at the same school. Currently, pupils from Hawthorns School usually progress to Samuel Laycock School at the end of Year 6 as all other primary aged children in the borough do. If all the primary pupils were to remain at Hawthorns School for their secondary phase, this would jeopardise the viability of Samuel Laycock School into the future as significantly less pupils would be in the school. It would also mean that children attending Hawthorns Schools are less likely to make a transition into Year 7 alongside their peers.
- 4.15 The options appraisal highlights that the cost to build a through school is significantly beyond the basic need funding that the Council has been allocated for current and future years. To allocate all the remaining basic need funding to build a through school would mean that there is no funding to develop other specialist provision in the borough that currently forms part of the SEN forward plan and would require significant borrowing. Option 2 can be achieved from within existing grant allocations.
- 4.16 New Bridge Academies Trust have been involved in developing the range of options considered in the appraisal. As a multi academy trust, the trust may wish to develop proposals to deliver a new build themselves and this could be facilitated through a grant agreement. This potential option does not affect the recommendation of this report to instruct the LEP to develop the design of the expanded / relocated Hawthorns School to RIBA Stage 3 and carry out site investigations as required to inform the development. Further governance reports will be required should this be the preferred option for building a new school building.

## **5 REVENUE IMPLICATIONS OF A NEW HAWTHORNS SCHOOL BUILDING**

- 5.1 As outlined in at 2.4 and 2.5 there is increased demand across specialist settings in the borough, further demonstrated at 4.11 the additional capacity at the old Hawthorns site is needed for additional specialist demand to increase capacity across the borough which would deliver approximately 80 places for other settings alongside the Hawthorns 220 places.

5.2 The only option the DfE supports to build new special schools is via the Free Special School applications proposal process. This process is open only to Multi Academy Trusts and other non-Council organisations. This route not only provides capital funding for the build but also unlocks additional revenue funding into the High Needs Dedicated Schools Grant. The Free Special School process supports the government agenda for schools to move to Academy or Free School status. The Council can therefore not attract specific capital funding for special schools build in its own right however a Multi Academy Trust can.

5.3 The funding of all special school and resource base places must be funded from the High Needs element of the Dedicated School Grant. Funding to schools for pupils attending specialist settings is provided in separate elements as outlined below;

- Element 1 This is basic entitlement provided for all pupils – approximately £4,000
- Element 2 This is known as place funding - £6,000
- Element 3 Top Up funding this is awarded dependant on the pupil's individual need.

As pupil numbers increase the DfE High Needs DSG national formula provides additional element 1 funding for pupils as part of the formula allocation. However element 2 funding is not provided for general growth in special school population. If the school was built under the Special Free school process via the DfE Tameside would receive the additional element 2 funding to pay for the on-going revenue.

Per Pupil Values	DSG Funding by Council Expansion	DSG Funding by Special Free School Bid
Element One	£4,039	£4,039
Element Two	£0	£6,000
Per pupil funding	£4,039	£10,039
No of Additional Places	80	80
<b>Total Funding</b>	<b>£323,120</b>	<b>£803,120</b>
Cost of Placement at Hawthorns	£803,120	£803,120
<b>High Needs Pressure</b>	<b>-£480,000</b>	<b>£0</b>

The funding pressure would be a recurring annual pressure adding to the existing deficit.

5.4 It is recognised without sufficient local provision that the only option for specialist provision would be for pupils to be placed out of borough or access independent settings which would be more costly than an in borough offer. The average cost of an out of borough placement is broadly comparable with Tameside cost, however the average independent placement would cost approximately £34,119, the average out of borough place costing £26,484. Which is £7,635 more expensive see the table below;

Setting	Element 3	Total Cost	Difference
Hawthorns	£8,849	£ 18,849	
<b>Out of Borough Provision</b>			
Out of Borough Special	£8,849	£ 18,849	£0
Independent Schools		£ 34,119	£15,270
<b>Average Cost of Out of Borough</b>		<b>£ 26,484</b>	<b>£7,635</b>

- 5.5 Conversations have started with DfE to see if the revenue funding could be accessed as the Council's intention is to work with New Bridge Trust and for this school not to become a maintained special school. It is unclear at this point whether this representations will be successful. If these representations are unsuccessful consideration could be given for New Bridge to approach the DfE to see if it could be considered for the Special Free School proposal process, this will put a time delay into the process, which could result in students being placed out of borough whilst the process is progressed.

The annual cost of 80 places should the growth in numbers come through as anticipated would be as follows;

Setting	Places	Additional cost per place	Total	Payback years
Out of Borough Special	80	£0	£0	0.00
Independent Schools	80	£15,270	£1,221,565	2.54
Average Cost of Out of Borough	80	£7,635	£610,783	1.27

However these would not be recurring costs, this costs would be until the places became available in borough. Unlocking the £6,000 Element 2 funding per place at 80 places would give a payback period of 2.54 years if all pupil were placed in the a placement at the average independent cost or 1.27 years if the places were at the average out of borough cost.

## 6 CONCLUSION

- 6.1 There is an urgent need for additional accommodation at Hawthorns Primary School to provide for current and future children.
- 6.2 An options appraisal has concluded that there is only one site in Tameside that is large enough for a new school building and that is the Longdendale Playing Fields adjacent to Active Longdendale.
- 6.3 The increased demand in borough is creating financial pressure. A new special school in Tameside will be part of the strategy to manage the pressure, however a special free school bid or negotiations with the DfE are the best approach to achieve the capacity problem without placing increased annual pressures on the High Needs DSG fund.

## 7 RECOMMENDATIONS

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