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EXECUTIVE CABINET

Day: Wednesday
Date: 15 December 2021
Time: 1.00 pm or at the rise of Strategic Commissioning Board, whichever is the later
Place: George Hatton Hall, Dukinfield Town Hall, Dukinfield. SK16 4LA

Item No.	AGENDA	Page No
1.	APOLOGIES FOR ABSENCE To receive any apologies for the meeting from Members of the Executive Cabinet.	
2.	DECLARATIONS OF INTEREST To receive any declarations of interest from Members of Executive Cabinet.	
3.	MINUTES	
a)	EXECUTIVE CABINET To consider the Minutes of the meeting of the Executive Cabinet held on 24 November 2021.	1 - 8
b)	STRATEGIC COMMISSIONING BOARD To receive the Minutes of the meeting of the Strategic Commissioning Board held on 24 November 2021.	9 - 12
c)	EXECUTIVE BOARD To receive the Minutes of the meetings of Executive Board held on 10 November and 1 December 2021.	13 - 24
4.	MONTH 7 INTEGRATED FINANCE REPORT To consider the attached report of the Executive Member, Finance and Economic Growth / CCG Chair / Director of Finance.	25 - 36
5.	SAVINGS DELIVERY 2021/22 To consider the attached report of the Executive Member, Finance and Economic Growth / Director of Finance.	37 - 42
6.	COUNCIL TAX BASE 2022/2023 To consider the attached report of the Executive Member, Finance and Economic Growth / Assistant Director, Exchequer Services.	43 - 56

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

Item No.	AGENDA	Page No
7.	KICKSTART SCHEME To consider the attached report of the Executive Leader / Assistant Director, People and Workforce Development.	57 - 66
8.	IMPLEMENTATION OF A 2021 MODEL PAY POLICY FOR BOTH SCHOOL BASED AND CENTRALLY BASED TEACHING STAFF To consider the attached report of the Executive Leader / Executive Member, Lifelong Learning, Equalities, Culture and Heritage / Assistant Director, People and Workforce Development.	67 - 114
9.	APPROVAL & IMPLEMENTATION OF REVISED WASTE STRATEGY AND ENFORCEMENT POLICY To consider the attached report of the Executive Member, Neighbourhoods, Community Safety and Environment / Director of Place.	115 - 178
10.	CLIMATE CHANGE AND ENVIRONMENT STRATEGY To consider the attached report of the Executive Member, Neighbourhoods, Community Safety and Environment / Director of Place.	179 - 242
11.	URGENT ITEMS To consider any additional items the Chair is of the opinion shall be dealt with as a matter of urgency.	

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

EXECUTIVE CABINET

24 November 2021

Commenced: pm

Terminated: pm

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

In Attendance:

Ashwin Ramachandra	Co-Chair, Tameside & Glossop CCG
Steven Pleasant	Chief Executive & Accountable Officer
Sandra Stewart	Director of Governance & Pensions
Kathy Roe	Director of Finance
Ian Saxon	Director of Place
Steph Butterworth	Director of Adult Services
Debbie Watson	Interim Director of Public Health
Tim Bowman	Director of Education (Tameside and Stockport)
Sarah Threlfall	Assistant Director, Policy, Performance and Communications
Tracy Brennand	Assistant Director, People and Workforce Development
Jordanna Rawlinson	Head of Communications

Apologies for absence: Councillor Fairfoull

82. DECLARATIONS OF INTEREST

Member	Subject Matter	Type of Interest	Nature of Interest
Councillor Cooney	Item 7 - Changes to the Provision of a Statutory Housing Options Service	Prejudicial	Trustee/Director – Jigsaw Homes
Councillor Ryan	Item 7 - Changes to the Provision of a Statutory Housing Options Service	Prejudicial	Housing North Board Member – Jigsaw Homes

83. MINUTES OF EXECUTIVE CABINET

RESOLVED

That the Minutes of the meeting of the Executive Cabinet meeting held on 27 October 2021 be approved as a correct record.

84. MINUTES OF STRATEGIC COMMISSIONING BOARD

RESOLVED

That the Minutes of the meeting of the Strategic Commissioning Board held on 27 October 2021 be noted.

85. MINUTES OF EXECUTIVE BOARD

RESOLVED

That the Minutes of the meetings of Executive Board held on: 13 October 2021 and 3

November 2021, be noted.

86. ENVIRONMENT AND CLIMATE EMERGENCY WORKING GROUP

RESOLVED

That the Minutes of the meeting of the Environment and Climate Emergency Working Group held on 17 November 2021 be noted.

87. STRATEGIC PLANNING AND CAPITAL MONITORING PANEL

Consideration was given to the minutes of the meeting of the Strategic Planning and Capital Monitoring Panel meeting held on 22 November 2021. Approval was sought of recommendations of the Strategic Planning and Capital Monitoring Panel arising from the meeting.

RESOLVED

- (a) The minutes of the meeting of the Strategic Planning and Capital Monitoring Panel held on 22 November 2021, be noted; and
- (b) That the following recommendations be approved:

MONTH 6 CAPITAL MONITORING REPORT

RESOLVED

That EXECUTIVE CABINET be RECOMMENDED to:

- (i) Note the forecast outturn position for 2021/22 as set out in Appendix 1.
- (ii) Approve the re-profiling of budgets into 2022/23 as set out on page 4 of Appendix 1.
- (iii) Note the funding position of the approved Capital Programme as set on page 9 of Appendix 1.
- (iv) Note the changes to the Capital Programme as set out on page 10 in Appendix 1
- (v) Note the updated Prudential Indicator position set out on pages 11-12 of Appendix 1, which was approved by Council in February 2021.

EDUCATION CAPITAL PROGRAMME

RESOLVED

That EXECUTIVE CABINET be RECOMMENDED to approve:

- (i) The proposed changes to return (£208,000) the Basic Need funding as detailed in paragraph 2.2.
- (ii) The proposed changes to return (£104,500) the School Condition funding as detailed in paragraph 2.7.
- (iii) Contributions from schools of £90,000 to be added to the programme and replace the condition funding as detailed in paragraph 2.9.

ADULTS CAPITAL PLAN

RESOLVED

That EXECUTIVE CABINET be RECOMMENDED to note the report.

CHILDREN SOCIAL CARE CAPITAL SCHEMES UPDATE REPORT

RESOLVED

That the EXECUTIVE CABINET be RECOMMENDED to:

- (i) Note the progress update in the report; and
- (ii) Note the drawdown of £30k, from the remaining capital reserves has been approved and works underway on the refurbishment of 66 Chester Ave.

CAPITAL PROGRAMME - OPERATIONS AND NEIGHBOURHOODS (PLACE DIRECTORATE)

RESOLVED

That EXECUTIVE CABINET be RECOMMENDED to note the following:

- (i) The completion of the scheme Flooding: Flood Prevention and Consequential Repairs.

- (ii) The progress with regard to the Slope Stability Programme and potential additional works required.
- (iii) The progress with regards to the replacement of Cremators and Mercury Abatement, Filtration Plant and Heat Recovery Facilities.
- (iv) The progress of capital schemes in section 2.18-2.29, and external grant schemes in sections 3 and 4.
- (v) The progress of the Walking and Cycling infrastructure schemes set out in section 3 of the report.

That the EXECUTIVE CABINET be RECOMMENDED to approve the following:

- (vi) The addition of £0.060m to the Capital Programme for the provision of a pedestrian controlled crossing, associated road markings, traffic calming, bus stops review, bus stop clearway markings and school keep clear road markings for Laurus Ryecroft School, Lumb Lane Droylsden (Section 3.19). This scheme will be financed by funds secured under Section 106 of the Town and Country Planning Act 1990, for the siting of the new Laurus Ryecroft School.

GROWTH CAPITAL PROGRAMME - UPDATE

RESOLVED

That EXECUTIVE CABINET be RECOMMENDED to:

- (i) Note the report including the consolidation of various remaining funding streams for Godley Green to create one capital scheme with a total value of £12.599m (section 2.7 table 1 refers).
- (ii) Note that a £1m budget was approved by Executive Cabinet on 29 September 2021 for statutory compliance (section 2.18 refers).
- (iii) Approve an uplift to the Planning Obligation Calculator of 11% (in line with CPIH, March 2016-August 2021, section 3.12 table 2 refers).

88. CONSOLIDATED 2021/22 REVENUE MONITORING STATEMENT AT 30 SEPTEMBER 2021

Consideration was given to a report of the Executive Member, Finance and Economic Growth / Lead Clinical GP / Director of Finance. The report detailed actual expenditure to 30 September 2021 (Month 6) and forecasts to 31 March 2022 for the Council and 30 September 2021 for the CCG.

Members were advised that at the halfway point in the financial year, the forecast outturn position for the council was beginning to look more positive for 2021/22. This was largely due to non-recurrent, pandemic related funding streams which would not be available next year.

It was reported that while the council position had improved, due to the allocation of one-off funding streams there continued to be significant financial pressures, particularly in Children's Social Care services. These needed to be addressed in order to balance the in-year financial position and address the longer term financial challenge.

It was stated that the NHS financial regime had still not fully normalised following the command and control response to the pandemic last year. Funding had been allocated in order to cover the current costs in the system and was being monitored at a system level (i.e. Greater Manchester). Both the ICFT and the CCG have managed within the required financial envelopes in the first half of this year. Financial and operational guidance for the second half of the year was recently published. This included a system level allocation and confirmation that HDP & ERF funding would continue into H2. But detailed budgets or financial envelopes were not yet agreed at a locality/organisation level. As such this report only included NHS financial information for the first 6 months of the financial year.

The Assistant Director for Finance explained that in 2020/21 the deficit on Dedicated Schools Grant (DSG) increased from £0.557m to £1.686m mainly due to funding the overspend on the High Needs Block. If the 2021/22 projections materialised, there would be a deficit of £3.124m on the DSG

reserve by 31 March 2022. Under DfE regulations a deficit recovery plan would be required, which would be submitted to the DfE outlining how the deficit would be recovered and spending would be managed. This would require discussions and agreement of the Schools Forum.

RESOLVED

- (i) That the forecast outturn position and associated risks for 2021/22 as set out in Appendix 1 to the report, be noted;**
- (ii) That the detailed analysis of budget forecasts and variances set out in Appendix 2 to the report, be noted;**
- (iii) That the forecast position on the Collection Fund in respect of Council Tax and Business Rates as set out in Appendix 3 to the report, be noted;**
- (iv) That the forecast position in respect of Dedicated Schools Grant as set out in Appendix 4 to the report, be noted; and**
- (v) That the write-off of irrecoverable debts for the period 1 July to 30 September 2021 as set out in Appendix 5 to the report, be approved.**

89. TAMESIDE & GLOSSOP INEQUALITIES REFERENCE GROUP ANNUAL REPORT 2020/2021

Consideration was given to a report of the Executive Member, Lifelong Learning, Equalities, Culture and Heritage / Director of Transformation, which explained that Tameside & Glossop Inequalities Reference Group (IRG) was established in November 2020 and aimed to reduce inequality in Tameside & Glossop by providing advisory recommendations on tackling key issues within the community. When established, the group's terms of reference committed to the publication of an annual update. The report discharged that obligation and provided an overview of the group's activities in the last 12 months.

RESOLVED

That the content of the report be noted, ensuring the council and CCG work with partners to address the recommendations made in the two reports published to date and support future activity of the Inequalities Reference Group.

90. ASHTON TOWN CENTRE LEVELLING UP FUND

Consideration was given to a report of the Executive Member, Finance and Economic Growth / Director of Place / Assistant Director for Investment, Development & Housing, providing an update on the successful bid by the Council to the Levelling Up Fund for Ashton Town Centre and sought approval to progress the Ashton Town Centre Regeneration Programme.

Members were advised that the Council had been successful in its £19.87m bid to the Levelling Up Fund. The bid and the specific interventions proposed within it had been prepared in the context of an emerging wider strategic vision for Ashton Town Centre. The interventions proposed were critical to unlocking the comprehensive redevelopment of the Town Centre and integrating with other as part of a coherent vision, completing of the final phase of Vision Tameside. This in turn would help deliver a catalytic economic and social impact to the local community.

It was explained that the items identified within the bid to the Fund aimed to address the key priorities identified in the engagement and building on the investment delivered in the Town Centre to date focused on:

- Land remediation and enabling infrastructure works on the former interchange site
- Walking/cycling and public realm improvements
- Support the restoration of Ashton Town Hall

This has been set within the context of emerging wider Town Centre masterplanning work and would provide the enabling works to act as a catalyst for significantly accelerating delivery of the

comprehensive transformation of the Town Centre and unlock its full potential.

It was concluded that the interventions supported by the Fund and the wider Ashton Town Centre Regeneration Programme would support delivery of the Council's strategic priorities as set out in the Tameside Corporate Plan and Tameside Inclusive Growth Strategy. The funding secured provided a significant financial contribution to Ashton Town Centre and provided a proactive and positive response to the impact of the recent COVID-19 pandemic in terms of economic recovery and future inclusive growth.

RESOLVED

- (i) That the successful £19.87m Levelling Up Fund bid for Ashton Town Centre (Appendix A refers), be noted;**
- (ii) That approval be delegated to the Executive Member for Finance and Economic Growth to enter into the formal agreements for the receipt of Levelling Up Fund monies once further documentation is received from the Department for Levelling Up, Housing and Communities (DLUHC) and reviewed by Legal and Finance, in consultation with the Executive Member for Finance and Economic Growth;**
- (iii) That the Director of Place manage the programme of works associated with the Levelling Up Fund, the Town Centre Regeneration Programme and to drawdown and incur all Levelling Up Fund expenditure related to delivery. On-going performance and reporting will be provided to the Strategic Planning and Capital Monitoring Panel; and**
- (iv) That the use of £4.8m from the GM Mayors Challenge Fund (MCF) associated with the Ashton Streetscape and Ashton South projects as match funding to the Levelling Up Fund, be approved.**

91. CHANGES TO THE PROVISION OF A STATUTORY HOUSING OPTIONS SERVICE

At this juncture, Councillor Cooney and Ryan left the meeting and took no further part in the consideration of the following item of business, having declared a prejudicial interest as Trustee/Director and Housing North Board Member for Jigsaw Homes, respectively.

Consideration was given to a report of the Executive Member, Housing, Planning and Employment / Director of Place / Assistant Director of Operations and Neighbourhoods outlining the current provision of a Housing Options Service in Tameside, the need for a change to the way in which the service was provided and the three options available to the Council for the future of the House Options Service.

Members were advised that in light of increasing financial pressure, increasing demand on services and the desire to introduce new and innovative working practices, the Authority should consider the three options detailed in the report, in respect of the Council's Housing Options Service. It was for the consideration of Members to decide which option would provide the best service to the residents of Tameside in the most cost-effective way.

It was explained that the current position, contracting the service out to an external provider, did not fit with the changes required to the service or with the increasing demand.

It was further explained that keeping the service contracted-out, either with the existing provider or with a new provider, significantly reduced the opportunities to redevelop the service into a more flexible and responsive service. It did not offer the level of control that the Council should have over how the service was managed or the financial aspect of the provision. In addition, it would limit opportunities to reduce costs and make significant changes to how temporary accommodation is managed in Tameside.

The three options available to the authority in respect of the Housing Options Service were detailed as follows:

1. Implement no changes to the service currently contracted out to Jigsaw Homes;
2. Serve six months' notice of termination on Jigsaw Homes, in respect of the current contract

and re-tender for provision of a service, which was closer aligned with the ambitions and changing demands of the service; or

3. Serve six months' notice of termination on Jigsaw Homes in respect of the current contract and move the service "in house", to be operated and managed by Tameside Council within the existing Community Safety and Homelessness Service.

Option 3 was proposed as the chosen option. It was explained that should Option 3 be chosen, the working group established to oversee the process had drafted a timetable for change:

- November 2021: Service of 6 months' notice on Jigsaw Homes for early termination of the contract;
- December 2021: Consultation with existing THAS staff over TUPE process, terms & conditions;
- March 2022: Report to ECG for TUPE process;
- May 2022: Service & staff transfer to TMBC; and
- September 2022: Service redesign process undertaken.

RESOLVED

That permission be granted to serve 6 months' notice of termination on Jigsaw Homes in respect of the current contract and move the service "in house", to be operated and managed as a Tameside Council service within the existing Community Safety & Homelessness Service.

92. EDUCATION SPECIALIST AND BASIC NEED PROJECTS UPDATE

Consideration was given to a report of the Executive Member, Lifelong Learning, Equalities, Culture and Heritage / Director of Education for Tameside and Stockport, which provided an update on the Education Specialist and Basic Need Capital projects. The report sought approval to move a number of schemes forward and outlined the projected costs of the schemes and sought approval for grant agreements with the academies.

Members were advised that All Saints Catholic College had a chronic shortage of suitable accommodation to meet the increased need for the specialist physical education curriculum that additional pupils would need.

It was explained that All Saints and their consultants Atkins had undertaken a tender exercise and wished to appoint contractors to undertake the work described and were requesting a drawdown of £258,887 against the previously agreed £2 million budget. The total cost of all phases of the work (Appendix 1) was estimated to be £2m and which had previously been agreed through Strategic Planning and Capital Monitoring Panel and Executive Cabinet on 29 July 2020. This had been allocated to the project from Basic Need Funding. If the recommendation to enter into a grant agreement for this work was agreed, All Saints Catholic College would have £1,741,110 for further phases of work.

It was reported that the works would be commissioned by the Shrewsbury Diocese with oversight within the Council's Capital Projects Team and a grant agreement would be put in place to fund the project. It was recommended that a grant agreement of £258,890 be agreed with the St Anselm's Catholic Multi Academy 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.

The report also proposed a grant agreement be agreed with The Epworth Education Trust for £23,000. It was explained that the school had been identified as a site where the current resource base provision could be expanded for September 2021.

RESOLVED

- (i) **That a grant agreement be approved for an initial £258,890 with St Anselm's Catholic Multi Academy Trust to enable All Saints Catholic College to accommodate additional school places from September 2021. The capital scheme focusses on remodelling two**

- classrooms into a fitness studio and dance studio to support the additional places;
- (ii) That a grant agreement be approved for £23,000 with The Epworth Education Trust to refurbish an external play area at Rosehill Primary Academy, allowing children in the resourced provision to have dedicated access to a suitable play area. This will provide 10 additional resourced pupil places for at least 10 years from September 2021; and
- (iii) That a further report be received on the projects for Hawthorns Primary School and Cromwell School to ensure sufficient funding and on track to deliver.

93. CORONAVIRUS (COVID-19) MANDATORY VACCINATION OF PEOPLE WORKING OR DEPLOYED IN CARE HOMES

A report was submitted by the Executive Leader / Assistant Director, People and Workforce Development summarising the legislative requirements in relation to mandatory vaccinations of workers who may be deployed or work within a care home setting during their employment/engagement. This would be applicable for both Council and Tameside and Glossop CCG workers and would see the implementation of a Vaccination Policy to support the legislative changes, which would come into effect from 11 November 2021.

The report gave details of:

- Workforce implications;
- Identified job roles in scope of the legislation;
- Refusal of vaccine in roles where it was mandated;
- Recruitment pre-employment screening;
- Medical exemption;
- Required evidence of vaccination status;
- Recording vaccination/exemption status information;
- If an individual had been vaccinated outside of the UK; and
- Implementation of the legislation.

A copy of Tameside MBC and Tameside and Glossop CCG's Vaccination Policy was appended to the report.

RESOLVED

That implementation of the Vaccination Policy detailed in Appendix 1 to the report, be approved across the Council and Tameside & Glossop CCG, in line with legislative requirements.

94. GM MINIMUM LICENSING STANDARDS – STAGE 2 (VEHICLES)

The Executive Member, Neighbourhoods, Community Safety and Environment / Director of Place submitted a report in respect of the GM Minimum Licensing Standards – Stage 2 (Vehicles).

It was explained that the GM Minimum Licensing Standards (MLS) were ready to be consulted on when the Department for Transport published statutory guidance for taxi and private hire licensing authorities in July 2020. The MLS project had regard for that guidance, which largely mirrored what was already proposed across GM. To that end, it was important to recognise that Taxis and Private Hire services were unique in the potential opportunity and risks they presented to the travelling public. In no other mode of public transport were passengers as vulnerable or at risk to those who had mal-intent; risks that were increased for children and vulnerable adults. The sector itself was also vulnerable to being used for criminal activity such as child sexual exploitation, county lines and other drug dealing/money laundering activity.

It was with public safety as the primary duty in mind as Licensing Authorities that the MLS were proposed. Overall, the GM approach looked to provide:

- the public with safe, visible, accessible and high-quality hackney and private hire services;
- the hackney and private hire trades with clarity over what the required standards would be over the long term, and through the GM Clean Air Plan, with unprecedented investment to help renew the fleet; and
- local authorities with the continued regulatory role in relation to driver, vehicle and operator licensing whilst retaining scope to exceed the MLS as agreed locally by elected members.

The Minimum Licensing Standards were divided into four distinct sections, which were detailed in the report.

Members were advised that an important element of the overall approach was to provide clarity and long term certainty for vehicle owners, so that they were able to plan the upgrade of their vehicles in a way that met and contributed positively to GM's Air Quality, Carbon and other environmental obligations

Members were further advised that a summary of the GM wide public consultation that took place between 8 October and 3 December 2020, had been provided in the Stage 1 Report.

The GM consultation report, including a full breakdown of demographics could be viewed at www.gmtaxistandards.com. The response breakdown for Tameside was also provided. Higher level summaries of the consultation responses at a GM level were detailed, including comments and district specific feedback on individual standards.

The report concluded that the consultation had demonstrated that the public were overwhelmingly in support of the additional safeguards and protection that the project could deliver. As well as the local policy strengthening that minimum licensing standards would bring across Greater Manchester it delivered on the implementation of the statutory standards on safeguarding that the Government had introduced.

The vision of Greater Manchester was to continue to work closely together, influence policy change and support the licensed trade by delivering on its promise to provide financial support to move to greener vehicles. This was the start of a journey to continue to deliver excellence in licensing regulation in Greater Manchester. This in turn would help drive more business and passengers to a well-regulated, safe and efficient locally licensed hackney and private hire trade, for example by GM local authorities, TfGM and the GMCA delivering PR and other campaigns encouraging the public to only use and book local licensed services.

However, it was important not to underestimate the challenges the trade continued to face and the balance that must be struck in order to continue to support the trade whilst safeguarding the public; delivering a licensing regime that offered journeys in safe licensed vehicles, driven by safe licensed drivers. The 10 GM licensing authorities would continue to work with the hackney and private hire trade to provide that ever-important support and guidance whilst ensuring that public protection was at the forefront of considerations.

RESOLVED

That it be RECOMMENDED that Council approve the implementation of the Minimum Licensing Standards as outlined in paragraph 4 of the report and in the appendices.

95. URGENT ITEMS

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

CHAIR

Officer, Monitoring Officer, Democratic Services Officer and the Chair.

52. DECLARATIONS OF INTEREST

There were no declarations of interest submitted by Board members.

53. MINUTES OF THE PREVIOUS MEETING

RESOLVED

That the minutes of the meeting of the Strategic Commissioning Board held on 27 October 2021 be approved as a correct record.

54. MINUTES OF THE EXECUTIVE BOARD

RESOLVED

That the Minutes of the meetings of the Executive Board held on: 13 October 2021 and 3 November 2021, be noted.

55. CONSOLIDATED 2021/22 REVENUE MONITORING STATEMENT AT 30 SEPTEMBER 2021

Consideration was given to a report of the Executive Member, Finance and Economic Growth / Lead Clinical GP / Director of Finance. The report detailed actual expenditure to 30 September 2021 (Month 6) and forecasts to 31 March 2022 for the Council and 30 September 2021 for the CCG.

Members were advised that at the halfway point in the financial year, the forecast outturn position for the council was beginning to look more positive for 2021/22. This was largely due to non-recurrent, pandemic related funding streams which would not be available next year.

It was reported that while the council position had improved, due to the allocation of one-off funding streams there continued to be significant financial pressures, particularly in Children's Social Care services. These needed to be addressed in order to balance the in-year financial position and address the longer term financial challenge.

It was stated that the NHS financial regime had still not fully normalised following the command and control response to the pandemic last year. Funding had been allocated in order to cover the current costs in the system and was being monitored at a system level (i.e. Greater Manchester). Both the ICFT and the CCG have managed within the required financial envelopes in the first half of this year. Financial and operational guidance for the second half of the year was recently published. This included a system level allocation and confirmation that HDP & ERF funding would continue into H2. But detailed budgets or financial envelopes were not yet agreed at a locality/organisation level. As such this report only included NHS financial information for the first 6 months of the financial year.

The Assistant Director for Finance explained that in 2020/21 the deficit on Dedicated Schools Grant (DSG) increased from £0.557m to £1.686m mainly due to funding the overspend on the High Needs Block. If the 2021/22 projections materialised, there would be a deficit of £3.124m on the DSG reserve by 31 March 2022. Under DfE regulations a deficit recovery plan would be required, which would be submitted to the DfE outlining how the deficit would be recovered and spending would be managed. This would require discussions and agreement of the Schools Forum.

RESOLVED

- (i) That the forecast outturn position and associated risks for 2021/22 as set out in Appendix 1 to the report, be noted;**

- (ii) That the detailed analysis of budget forecasts and variances set out in Appendix 2 to the report, be noted;
- (iii) That the forecast position on the Collection Fund in respect of Council Tax and Business Rates as set out in Appendix 3 to the report, be noted;
- (iv) That the forecast position in respect of Dedicated Schools Grant as set out in Appendix 4 to the report, be noted; and
- (v) That the write-off of irrecoverable debts for the period 1 July to 30 September 2021 as set out in Appendix 5 to the report, be approved.

56. TAMESIDE & GLOSSOP INEQUALITIES REFERENCE GROUP ANNUAL REPORT 2020/2021

Consideration was given to a report of the Executive Member, Lifelong Learning, Equalities, Culture and Heritage / Director of Transformation, which explained that Tameside & Glossop Inequalities Reference Group (IRG) was established in November 2020 and aimed to reduce inequality in Tameside & Glossop by providing advisory recommendations on tackling key issues within the community. When established, the group's terms of reference committed to the publication of an annual update. The report discharged that obligation and provided an overview of the group's activities in the last 12 months.

RESOLVED

That the content of the report be noted, ensuring the council and CCG work with partners to address the recommendations made in the two reports published to date and support future activity of the Inequalities Reference Group.

57. URGENT ITEMS

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

CHAIR

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BOARD

10 November 2021

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

Borough Solicitor **Sandra Stewart**
 Deputy Section 151 **Caroline Barlow**
 Officer

Also in Attendance: **Dr Ashwin Ramachandra, Tracy Morris, Catherine Moseley,
Jordanna Rawlinson, Ian Saxon, Emma Varnam and Debbie
Watson**

137 **DECLARATIONS OF INTEREST**

Councillor Cooney and Ryan declared a prejudicial interest on Item 4e Changes to the provision of a statutory Housing Options Service as Trustee/Director and Housing North Board Member for Jigsaw Homes respectively.

138 **MINUTES OF PREVIOUS MEETING**

The minutes of the Board meeting on the 3 November 2021 were approved a correct record.

139 **MONTH 6 INTEGRATED FINANCE REPORT**

Consideration was given to a report of the Executive Member for Finance and Economic Growth / Lead Clinical GP / Director of Finance. The report detailed actual expenditure to 30 September 2021 (Month 6) and forecasts to 31 March 2022 for the Council and 30 September 2021 for the CCG.

Members were advised that at the halfway point in the financial year, the forecast outturn position for the council was beginning to look more positive for 2021/22. This was largely due to non-recurrent, pandemic related funding streams which would not be available next year.

It was reported that while the council position had improved, due to the allocation of one-off funding streams there continued to be significant financial pressures, particularly in Children's Social Care services. These needed to be addressed in order to balance the in year financial position and address the longer term financial challenge.

It was stated that the NHS financial regime had still not fully normalised following the command and control response to the pandemic last year. Funding had been allocated in order to cover the current costs in the system and was being monitored at a system level (i.e. Greater Manchester). Both the ICFT and the CCG have managed within the required financial envelopes in the first half of this year. Financial and operational guidance for the second half of the year was recently published. This included a system level allocation and confirmation that HDP & ERF funding would continue into H2. But detailed budgets or financial envelopes were not yet agreed at a locality/organisation level. As such this report only included NHS financial information for the first 6 months of the financial year.

The Assistant Director for Finance explained that in 2020/21 the deficit on Dedicated Schools Grant (DSG) increased from £0.557m to £1.686m mainly due to funding the overspend on the High Needs Block. If the 2021/22 projections materialised, there would be a deficit of £3.124m on the DSG reserve by 31 March 2022. Under DfE regulations a deficit recovery plan would be required, which would be submitted to the DfE outlining how the deficit would be recovered and spending would be

managed. This would require discussions and agreement of the Schools Forum.

AGREED

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

- (i) Note the forecast outturn position and associated risks for 2021/22 as set out in Appendix 1.**
- (ii) Note the detailed analysis of budget forecasts and variances set out in Appendix 2.**
- (iii) Note the forecast position on the Collection Fund in respect of Council Tax and Business Rates as set out in Appendix 3.**
- (iv) Note the forecast position in respect of Dedicated Schools Grant as set out in Appendix 4.**
- (v) Approve the write-off of irrecoverable debts for the period 1 July to 30 September 2021 as set out in Appendix 5.**

140 MONTH 6 CAPITAL MONITORING REPORT

Consideration was given to a report of the Executive Member for Finance and Economic Growth / Director of Finance, which summarised the budget and forecast expenditure for fully approved projects in 2021/22 financial year.

Members were advised that the approved budget for 2021/22 was £74.352m and current forecast for the financial year was £42.521m. There were additional schemes that had been identified as a priority for the Council, and, where available, capital resource had been earmarked against these schemes, which would be added to the Capital Programme and future detailed monitoring reports once satisfactory business cases have been approved by Executive Cabinet.

It was reported that the current forecast was for service areas to have spent £42.521m on capital investment in 2021/22, which was £31.831m less than the current capital budget for the year. This variation was spread across a number of areas, and was made up of a number of over/underspends on a number of specific schemes (£2.842m) less the re-profiling of expenditure in some other areas (£28.989m).

AGREED

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

- (i) Note the forecast outturn position for 2021/22 as set out in Appendix 1.**
- (ii) Approve the re-profiling of budgets into 2022/23 as set out on page 4 of Appendix 1.**
- (iii) Note the funding position of the approved Capital Programme as set on page 9 of Appendix 1.**
- (iv) Note the changes to the Capital Programme as set out on page 10 in Appendix 1**
- (v) Note the updated Prudential Indicator position set out on pages 11-12 of Appendix 1, which was approved by Council in February 2021**

141 ASHTON TOWN CENTRE LEVELLING UP FUND

Consideration was given to a report of the Executive Member for Finance and Economic Growth / Director of Place / Assistant Director for Investment, Development & Housing. The report provided an update on the successful bid by the Council to the Levelling Up Fund for Ashton Town Centre and sought approval to progress the Ashton Town Centre Regeneration Programme.

Members were advised that the Council had been successful in its £19.87m bid to the Levelling Up Fund. The bid and the specific interventions proposed within it had been prepared in the context of an emerging wider strategic vision for Ashton Town Centre. The interventions proposed were critical to unlocking the comprehensive redevelopment of the Town Centre and integrating with other as part of a coherent vision, completing of the final phase of Vision Tameside. This in turn would help deliver a catalytic economic and social impact to the local community.

It was explained that the items identified within the bid to the Fund aimed to address the key priorities identified in the engagement and building on the investment delivered in the Town Centre to date focused on:

- Land remediation and enabling infrastructure works on the former interchange site
- Walking/cycling and public realm improvements
- Support the restoration of Ashton Town Hall

In response to questions, the Director of Place described the work that would take place around the Ashton Market and Town Hall over the upcoming weeks. It was explained that the scaffolding would start to be removed from the town hall, the tired hording would be replaced with new Harris fencing and some minor works to tidy the area would be undertaken.

AGREED

That Executive Cabinet be recommended to:

- (i) Note the successful £19.87m Levelling Up Fund bid for Ashton Town Centre (Appendix A refers);**
- (ii) Delegate to the Executive Member for Finance and Economic Growth the approval for entering into the formal agreements for the receipt of Levelling Up Fund monies once further documentation is received from the Department for Levelling Up, Housing and Communities (DLUHC) and reviewed by Legal and Finance, in consultation with the Executive Member for Finance and Economic Growth;**
- (iii) Enable the Director of Place to manage the programme of works associated with the Levelling Up Fund, the Town Centre Regeneration Programme and to drawdown and incur all Levelling Up Fund expenditure related to delivery. On-going performance and reporting will be provided to Strategic Planning and Capital Monitoring;**
- (iv) Approve the use of £4.8m from the GM Mayors Challenge Fund (MCF) associated with the Ashton Streetscape and Ashton South projects as match funding to the Levelling Up Fund.**

142 REQUEST FOR PERMISSION TO CONSULT IN RELATION TO DRAFT LICENSING POLICIES

Consideration was given to a report of the Executive Member for Neighbourhoods, Community Safety and Environment / Director of Place / Assistant Director for Operations and Neighbourhoods. The report sought approval to consult on the existing Council policies relating to licensing and gambling.

The Director of Place explained that Licensing Authorities were obliged to review and revise their licensing policies on a regular basis. Regular reviews ensured that policies were kept up-to-date with any changes to legislation and that policies accurately reflected the aims, ambitions and working practices currently employed by the Authority.

It was further explained that the Licensing Act 2003 required Licensing Authorities to publish a revised "Statement of Licensing Policy" at least every five years. The Gambling Act 2005 required Licensing Authorities to publish a revised "Statement of Gambling Policy" at least every three years.

It was stated that a period of 12 weeks to consult was considered appropriate in line with Government guidance. However, a shorter period was allowed where the authority could rationalise this. As there were no significant amendments to either the Statement of Licensing Policy or Statement of Gambling Policy, it was proposed that these policies would be subject to an 8 week consultation period prior to their adoption by the Council.

AGREED

That the Executive Cabinet be recommended to approve the request for permission to consult on both policies.

143 CHANGES TO THE PROVISION OF A STATUTORY HOUSING OPTIONS SERVICE

At this juncture, Councillor Cooney and Ryan took no further part in the consideration of the following item of business, having declared a prejudicial interest as Trustee/Director and Housing North Board Member for Jigsaw Homes respectively.

Consideration was given to a report of the Executive Member for Housing, Planning and Employment / Director of Place / Assistant Director of Operations and Neighbourhoods. The report outlined the current provision of a Housing Options Service in Tameside, outlined the need for a change to the way in which the service was provided and the three options available to the Council for the future of the House Options Service.

The Assistant Director for Operations and Neighbourhoods advised that in light of increasing financial pressure, increasing demand on services and the desire to introduce new and innovative working practices, the Authority should consider the three above options in respect of the Council's Housing Options Service. It was for the consideration of Members to decide which option would provide the best service to the residents of Tameside in the most cost-effective way.

It was explained that the current position, contracting the service out to an external provider, did not fit with the changes required to the service or with the increasing demand.

It was further explained that keeping the service contracted-out, either with the existing provider or with a new provider, significantly reduced the opportunities to redevelop the service into a more flexible and responsive service. It did not offer the level of control that the Council should have over how that service was managed or the financial aspect of that provision. In addition, it would limit opportunities to reduce costs and make significant changes to how temporary accommodation is managed in Tameside.

The three options available to the authority in respect of the Housing Options Service were detailed in the report:

1. Implement no changes to the service currently contracted out to Jigsaw Homes.
2. Serve six months' notice of termination on Jigsaw Homes, in respect of the current contract and re-tender for provision of a service, which is closer aligned with the ambitions and changing demands of the service.
3. Serve six months' notice of termination on Jigsaw Homes in respect of the current contract and move the service "in house", to be operated and managed by Tameside Council within the existing Community Safety and Homelessness Service.

The report proposed that option 3 be recommended to Executive Cabinet. It was explained that should Option 3 be chosen, the working group established to oversee the process had drafted a timetable for change:

- November 2021: Service of 6 months' notice on Jigsaw Homes for early termination of the contract
- December 2021: Consultation with existing THAS staff over TUPE process, terms & conditions
- March 2022: Report to ECG for TUPE process
- May 2022: Service & staff transfer to TMBC
- September 2022: Service redesign process undertaken

AGREED

That Members of the Board note the report and the Executive Cabinet be recommended to grant permission to serve 6 months' notice of termination on Jigsaw Homes in respect of the current contract and move the service "in house", to be operated and managed as a Tameside Council service within the existing Community Safety & Homelessness Service.

144 EDUCATION SPECIALIST AND BASIC NEED PROJECTS UPDATE

Consideration was given to a report of the Executive Member for Lifelong Learning, Equalities, Culture and Heritage / Director of Education for Tameside and Stockport. The report provided an update on the Education specialist and Basic Need Capital projects. The report sought approval to move a number of schemes forward. The report outlined the projected costs of the schemes and sought approval for grant agreements with the academies.

Members were advised that All Saints Catholic College had a chronic shortage of suitable accommodation to meet the increased need for the specialist physical education curriculum that additional pupils would need.

It was explained that All Saints and their consultants Atkins had undertaken a tender exercise and wished to appoint contractors to undertake the work described and were requesting a drawdown of £258,887 against the previously agreed £2 million budget. The total cost of all phases of the work (Appendix 1) was estimated to be £2m and which had previously been agreed through Strategic Planning and Capital Monitoring Panel and Executive Cabinet on 29 July 2020. This had been allocated to the project from Basic Need Funding. If the recommendation to enter into a grant agreement for this work was agreed, All Saints Catholic College would have £1,741,110 for further phases of work.

It was reported that the works would be commissioned by the Shrewsbury Diocese with oversight within the Council's Capital Projects Team and a grant agreement would be put in place to fund the project. It was recommended that a grant agreement of £258,890 be agreed with the St Anselm's Catholic Multi Academy 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.

The report also proposed a grant agreement be agreed with The Epworth Education Trust for £23,000. It was explained that the school had been identified as a site where the current resource base provision could be expanded for September 2021.

AGREED

That Executive Cabinet be recommended to:

- (i) Approve a grant agreement for an initial £258,890 with St Anselm's Catholic Multi Academy Trust to enable All Saints Catholic College to accommodate additional school places from September 2021. The capital scheme focusses on remodelling two classrooms into a fitness studio and dance studio to support the additional places.**
- (ii) Approve a grant agreement for £23,000 with The Epworth Education Trust to refurbish an external play area at Rosehill Primary Academy, allowing children in the resourced provision to have dedicated access to a suitable play area. This will provide 10 additional resourced pupil places for at least 10 years from September 2021.**
- (iii) Receive a further report on the projects for Hawthorns Primary School and Cromwell School to ensure sufficient funding and on track to deliver.**

145 SIGNS OF SAFETY PRACTICE IMPROVEMENT PROPOSAL

Consideration was given to a report of the Deputy Executive Leader / Executive Member for Adult Social Care and Population Health / Executive Member for Finance and Economic Growth. The report was to seek approval for investment to further develop and improve the implementation of the Signs of Safety Practice Model in Tameside.

The Interim Director for Population Health highlighted Tameside was now in its third year of implementing Signs of Safety and during this time, via a Signs of Safety Steering Group and a dedicated Signs of Safety Programme Manager, Tameside Council and local partners had been driving forward a strategic Implementation Plan involving four main work streams:

- Organisational Alignment;
- Training;

- Leadership;
- Meaningful Measures.

It was explained that significant progress had been made under these areas, however, the implementation of Signs of Safety had been challenging to embed as the approach taken initially was to put all staff in post at that time through the training programme and create a single programme lead to implement the approach for new starters. Given the ongoing issues relating to high levels of agency workers and staff turnover (at both a leadership and social work level), high levels of casework and capacity, along with the increase of complexity of our children and families, fully embedding the model had not been achieved as expected. These challenges had led to some areas of practice being underdeveloped and inconsistent for example old approaches, such as working agreements and service or expert led approaches, were 'shoehorned' into new forms with little discernible change or improvement to individual practice or evidence of meaningful change for children and families.

The Interim Assistant Director for Population Health further explained that Signs of Safety was a complex whole system change. Therefore, a new enhanced team structure was proposed to expedite progress under each work stream within the Tameside Implementation Plan. The new structure would be an increase in staffing to the current team of one person.

It was proposed that this new team structure would feed into the broader Children's Improvement Plan 2021, both in terms of financial investment and outcomes for children. When the model was fully embedded effectively into practice, expected outcomes would include more risks being managed by the family and their network with children remaining at home safely with their families and fewer children requiring higher end intervention under child protection plans or requiring removal and entering into our care system.

The Interim Director of Children's Services stated that the design and development of this new team structure had been informed by lessons from research and the learning from other Local Authorities who had successfully implemented Signs of Safety within their organisation. Members were advised that significant learning had been taken from the work in Sunderland who progressed from an 'Inadequate' Ofsted judgement to 'Outstanding' in three years, the full Ofsted report was attached at Appendix A.

It was reported that the proposed team structure outlined below, would fall under the leadership and management of the Head of Quality and Safeguarding. This structure included the current programme lead for the programme and would also encompass the role and responsibilities previously undertaken by the Workforce Development Manager whose funding had been transferred to the service following the retirement of the previous post holder. This would ensure that all programmes of work relating to the delivery and embedding of Signs of Safety, support to newly qualified social workers and ASYE, relationships with training providers and universities and specialist professional development and career pathways were delivered holistically by the team. Further details of the specific roles were outlined at the attached Appendix B.

AGREED

That the Deputy Executive Leader / Executive Member for Adult Social Care and Population Health / Executive Member for Finance and Economic Growth be recommended to agree, the investment of £455,000 over 2 years from Public Health Investment Fund reserve to support the continued and successful implementation of the Signs of Safety Practice Model in Tameside on the basis set out in the report with regular quarterly updates being provided to the Children's Performance meetings.

146 FORWARD PLAN

The forward plan of items for Board was considered.

BOARD

1 December 2021

Present:

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

Also in Attendance: **Dr Asad Ali, Caroline Barlow, Tracy Brennand, Simon Brunet, Ian Saxon, Emma Varnam and Debbie Watson**

Apologies for Absence **Councillor Kitchen**

147 DECLARATIONS OF INTEREST

There were no declarations of interest.

148 MINUTES OF PREVIOUS MEETING

The minutes of the Board meeting on the 10 November 2021 were approved a correct record.

149 CLIMATE CHANGE AND ENVIRONMENT STRATEGY

Consideration was given to a report of the Executive Member for Neighbourhoods, community Safety and Environment / Director of Place / Assistant Director of Strategic Property. The report detailed the Climate Change and Environment Strategy 2021-2026 and provided a framework to determine actions in response to climate emergency.

Members were advised that the strategy was the product of cooperation between departments within Tameside Council. Through public engagement and other forums, guidance from local people had been sought and work had taken place regionally with colleagues in partner organisations to develop a workable document and a framework for an effective action plan.

It was explained that the five focal points of the Strategy were, Greenspace & Biodiversity, Homes Workspaces & Council Buildings, Influencing Others, Reducing Consumption & Producing Sustainably and Travel & Transport.

The Strategy determined issues and groups solutions into the thematic areas described above shown as dynamic, draft action plans in the appendix.

The Environment & Climate Emergency Working Group was positioned to maintain and oversee the resultant action plans, with assistance from affiliated task-groups to oversee each of the five thematic areas.

Members requested that the report highlight work that had already taken place across Tameside and that the report detail the position across Greater Manchester.

AGREED

That Executive Cabinet be recommended to:

- (i) Approve and adopt the draft Climate Change and Environment Strategy 2021-2026 as attached at appendix 1 of this report.**
- (ii) Approve the draft Action Plans at appendices 2 - 6 of this report, noting that new**

initiatives which have budget implications will be the subject of separate reports to Executive Cabinet at the appropriate time.

- (iii) As with Health & Safety, the issue of climate change must be understood and owned by everybody, resulting in a complete and collective approach to solving the problem.**

150 HOUSEHOLD SUPPORT FUND - FREE SCHOOL MEALS

Consideration was given to a report of the Executive Leader / Executive Member for Lifelong Learning, Equalities, culture and Heritage / Director of Transformation. The report detailed the one time fund released by the Department of Work and Pensions (DWP) for local authorities to support residents with their costs of living through from October 2021 to 31 March 2022.

Members of the Board were advised that Tameside MBC was awarded approximately £2.2m in this funding package. After funding the provision of free school meal vouchers to cover school holidays, it was expected that approximately £800 thousand would remain to support residents through the winter. It was proposed that the DWP-provided funding be allocated across four distinct streams.

- Free School Meal provision to cover school breaks in the funding period, including an increase in voucher value over Christmas to £20 and expanding to cover provision of vouchers over Easter.
- A support programme open to all residents managed through an application process tied into a wide-scope welfare support scheme for emergency one-off payments/vouchers for food, energy, or other essentials.
- Targeted support for those who we're already working with. This would be primarily to provide support with food and energy costs, with a small amount potentially reserved for housing costs in exceptional circumstances where no other mechanisms exist.
- Support to third sector organisations in the form of vouchers or direct payments.

AGREED

That an executive decision be made to:

- (i) Approve the proposal to increase the individual voucher allocation from £15 to £20 per eligible person per week over the Christmas period and that the scheme is extended to cover the Easter Holiday Period at the normal weekly value of £15 per eligible person.**
- (ii) Agree that £1.4 million be allocated from the Household Support Fund to cover the costs of this Free School Meals programme.**

151 APPROVAL & IMPLEMENTATION OF REVISED WASTE STRATEGY AND ENFORCEMENT POLICY

Consideration was given to a report of the Executive Member for Neighbourhoods, Community Safety and Environment / Director of Place. The report provided details on the operational outcomes of the 3 weekly waste collections of the blue and black bins in the trial areas of Ridge Hill, Stalybridge, Central Hyde and Haughton Green, Denton. The report also provided a summary of the responses received from the survey that had taken place around the 3 weekly trial and the Waste Strategy and Enforcement Policy.

It was reported that it was clear from the trial of the 3 weekly collections, that operationally the collection system could work and had not had any negative impacts to the collection system.

It was explained that a full consultation process had taken place and whilst 70% of the comments made in the policy consultation were wholly negative; in the pilot area consultation, only one third of the comments made were wholly negative. So there was less negative feedback from households in the pilot area, who have lived experience of the changes, than from those who had fed back on the proposals but who had not been involved in the trial.

The report detailed the approach of changing the collection frequency of the bin to provide the

efficient use of resources was being used across other GM authorities. Collection frequencies had been changed in other GM authorities and this has shown to work in those areas.

Members were advised that alternative options for further savings and efficiencies had been considered and disregarded in favour of the model that was trialled during August 2021 and October 2021 as they featured more disadvantages and operational challenges than advantages. Mitigation remain in place for exceptional circumstances and large families. Exemptions for charging for the wheeled bins had been considered and included in the Waste Strategy and Enforcement Policy; this included the concerns around stolen bins.

It was stated that a detailed approach to communications covering both a strategic and operational approach has been considered and will accompany any future potential changes.

The Assistant Director for Operations and Neighbourhoods explained that the changes were being proposed to help protect limited funds for vital services. Continuing pressures caused by the coronavirus pandemic, increased demand for services and government cuts of almost £200 million over the last 10 years, meant the council was faced with having to make savings of another £23 million this financial year to balance the budget for 2021-22. Doing nothing to make efficiencies was not an option.

Members of the Board discussed the level of engagement as detailed at 2.13 in the report. The Assistant Director for Operations and Neighbourhoods explained that many calls were received at the call centre officers assisted members of the public in completing the surveys and within the libraries. Officers were also sent out in the areas trialled. Through the community issues raised within the survey mitigations had been proposed as set out in report at 10.5.

Discussion ensued on the potential savings from proposals set out in the report. The Assistant Director for Operations and Neighbourhoods explained it was found that a reduction of 4 crews would not be operationally viable and work was ongoing following the pilot period to establish the maximum saving possible. The total savings for the 2021/2022 year would be adjusted based on the agreed start date of the proposals.

AGREED

That Executive Cabinet be recommended to approve the updated Waste Strategy and Enforcement Policy (attached at Appendix 5) including;

- (i) Changes in frequency of Blue and Black bin collection from 2 weekly to 3 weekly**
- (ii) The extension of charging for new and replacement brown, blue and black wheeled bins.**
- (iii) Exceptional circumstances (bin capacity) and exemptions (charging) policies to assist those in specific need or circumstances.**

152 IMPLEMENTATION OF A 2021 MODEL PAY POLICY FOR BOTH SCHOOL BASED AND CENTRALLY BASED TEACHING STAFF

Consideration was given to a report of the Executive Leader / Executive Member for Lifelong Learning, Equalities, Culture and Heritage / Assistant Director for People and Workforce Development.

The Assistant Director for People and Workforce Development summarised the statutory changes to the School Teachers Pay and Conditions Documents (STPCD) 2021. It was stated that there was a consolidated award of £250 to all teachers whose full-time equivalent basic earnings (excluding allowances) were less than £24,000. Further, there was an advisory 6-point pay range reintroduced on the Unqualified Teacher (UNQ) Pay Range 2021.

It was explained that the changes to the STPCD included a reduction of 1 day, 195 days to 194 days and a reduction in hours from 1265 hours to 1258.5 hours that teachers (FTE) must be available to work as a result of the additional Bank Holiday on Friday 3 June 2022. In addition, the

updated STPCD 2021 incorporated stator induction changes for Early Career Teachers (ECT). It was further explained that ECTs were not negatively affected by the extension of the induction period from one to two years and outlining that this change did not prevent a school from awarding pay progression to ECTs at the end of the first year.

It was reported that the changes also introduced flexibilities around TLR3 payments for tutoring which was part of the education catch up programme to address learning disruption as a result of the pandemic.

AGREED

That Executive Cabinet be recommended to agree that:

- (i) The Council implements the Model Pay Policy 2021 as detailed in Appendix 1 for all centrally based teaching staff employed within the Education Service.**
- (ii) The Council recommends the Model Pay Policy 2021 as detailed in Appendix 1 for adoption by all Governing Bodies of community, voluntary controlled and voluntary aided schools within the Borough, and that it applies to all teaching staff employed within these schools.**
- (iii) The Council implements the national recommended changes with effect from 1 September 2021, which are:**
 - A consolidated award of £250 is awarded to all teachers whose full-time equivalent basic earnings (excluding allowances) are less than £24,000**
 - Advisory pay points are reintroduced on the Unqualified Teacher (UNQ) Pay Range 2021, which include the £250 consolidated award on the bottom three pay points, UNQ1-UNQ3 pay points**
 - A reduction of 1 day from 195 to 194 that teachers (FTE) must be available to work as a result of the additional Bank Holiday on Friday 3 June 2022 to mark the Queen's Platinum Jubilee**
 - Incorporate the statutory induction changes for Early Career Teachers (ECTs)**
 - Introduce flexibilities around TLR3 payments for tutoring which is part of the education catch up programme to address learning disruption as a result of the pandemic**

153 GRAZING SITES – FUTURE MARKETING PROPOSALS

Consideration was given to a report of the Executive Member for Finance and Economic Growth / Director of Place / Assistant Director for Strategic Property. The report detailed the future marketing proposals for grazing sites and outlined a proposal to close the existing waiting list and to explore the opportunity to advertise any new opportunities to the open market.

The Director of Place stated that the Council owns 22 grazing/agricultural sites across the Borough with the majority let via Farm Business Tenancies. Most sites had long-standing tenants with sites infrequently becoming available for re-letting. These sites realised an annual lease income of £0.007m per year. Following a review of the Councils grazing land portfolio, 3 vacant sites had been identified and are available to market.

It was proposed that the Council close the grazing waiting list and advertise future opportunities via the Council's website. At the point in which a site becomes vacant, the Council would also consider the potential to dispose of its interest in the land, seeking a capital receipt to maximise income to the Council. Any disposal of land would be in accordance with the Councils adopted Disposal of Council Owned Land and Property Policy.

It is further proposed that all parties currently on the waiting list be contacted and advised of the closure of the waiting list and informed of the proposed new process for the letting or disposal of vacant sites.

In the event that a site becomes available or a new site identified for letting or disposal, the Estates

Team would consult local Elected Members prior to advertising the opportunity.

AGREED

That Executive Cabinet be recommended to approve the closure of the current grazing waiting list and agree to the marketing of gazing sites when they become available.

154 FORWARD PLAN

The forward plan of items for Board was considered.

CHAIR

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Agenda Item 4

Report To:	EXECUTIVE CABINET
Date:	15 December 2021
Executive Member / Reporting Officer:	Councillor Oliver Ryan – Executive Member (Finance and Economic Growth) Dr Ash Ramachandra – Lead Clinical GP Kathy Roe – Director of Finance
Subject:	STRATEGIC COMMISSION AND NHS TAMESIDE AND GLOSSOP INTEGRATED CARE FOUNDATION TRUST FINANCE REPORT CONSOLIDATED 2021/22 REVENUE MONITORING STATEMENT AT 31 OCTOBER 2021
Report Summary:	<p>This is the financial monitoring report for the 2021/22 financial year reflecting actual expenditure to 31 October 2021 (Month 7) and forecasts to 31 March 2022.</p> <p>The forecast outturn on Council Budgets has improved by 348k since Month 6, mainly due a reduction in external placement costs in Children’s Social Care. There are some other smaller movements relating to the release of contingency budget and reduced income compensation grant for sales, fees and charges losses.</p> <p>The CCG does not currently have H2 budgets in place. Detailed planning for H2 has been underway at both a CCG and Greater Manchester level since publication of the guidance. But formal approval of plans is not due until after publication of the M7 budget monitoring report. Allocations for H2 are expected by the end of November.</p>
Recommendations:	That Executive Cabinet be are recommended to note the forecast outturn position and associated risks for 2021/22 as set out in Appendix 1 .
Policy Implications:	Budget is allocated in accordance with Council/CCG Policy
Financial Implications: (Authorised by the Section 151 Officer & Chief Finance Officer)	<p>This report provides the 2021/22 consolidated financial position statement at 31 October 2021 for the Strategic Commission and ICFT partner organisations. The Council set a balanced budget for 2021/22 which included savings targets of £8.930m whilst also being reliant on a number of corporate financing initiatives to balance.</p> <p>Despite this, a significant pressure is currently forecast, which will need to be addressed within this financial year. A new financial turnaround process is being implemented across all budget areas to address financial pressures on a recurrent basis.</p> <p>With the outbreak of COVID-19 last year, emergency planning procedures were instigated by NHSE and a national ‘command and control’ financial framework was introduced. While some national controls have been relaxed over time, normal NHS financial operating procedures have still not yet been fully reintroduced.</p>

A financial envelope for the first 6 months of the year has been agreed at a Greater Manchester level, from which the CCG has an allocation. Nationally calculated contract values remain in place, while the CCG are still able to claim top up payments for vaccination related costs and for the Hospital Discharge Programme. The CCG does not currently have H2 budgets in place. Detailed planning for H2 has been underway at both a CCG and Greater Manchester level since publication of the guidance. But formal approval of plans is not due until after publication of the M7 budget monitoring report. Allocations for H2 are expected by the end of November.

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)**

The council has a statutory duty to ensure the proper administration of its financial affairs and Members have a critical role in discharging this duty. As such the financial position needs to be at the heart of the decision making process at all times but even more so in times of financial challenge.

Members and decision makers need to be content that there is a balanced budget and that there is robust financial management in place and that there are sufficient reserves in place.

This management is underpinned by the Medium Term Financial Strategy, together with the outturn projection reports which are forward looking to assist both financial management and decision making generally.

As set out in the report and appendix, the current outturn report acknowledges that the allocations for H2 are not expected until November 2021.

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 :

Caroline Barlow, Assistant Director of Finance, Tameside Metropolitan Borough Council

 Telephone: 0161 342 5609

 e-mail: caroline.barlow@tameside.gov.uk

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

 Telephone: 0161 342 5626

 e-mail: tracey.simpson@nhs.net

1. BACKGROUND

- 1.1 Monthly integrated finance reports are usually prepared to provide an overview on the financial position of the Tameside and Glossop economy.
- 1.2 The report includes the details of the Integrated Commissioning Fund (ICF) for all Council services and the Clinical Commissioning Group. Budgets reflect a full 12 month of expenditure for the Council, but only 6 months for the CCG as budgets are not yet in place for October to March 2022.
- 1.3 The value of the ICF will increase once more certainty is available on the NHS financial regime for the second half of the year and a full year allocation is in place. The full year indicative value of the ICF, assuming that expenditure in the second half of the year is the same as the first, would be £993 million
- 1.3 Please note that any reference throughout this report to the Tameside and Glossop economy refers to the three partner organisations namely:
 - Tameside and Glossop Integrated Care NHS Foundation Trust (ICFT)
 - NHS Tameside and Glossop CCG (CCG)
 - Tameside Metropolitan Borough Council (TMBC)

2. FINANCIAL SUMMARY (REVENUE BUDGETS)

- 2.1 Overall the Council is facing a total forecast overspend of £1.579m for the year ending 31 March 2022. A substantial majority of this forecast relates to ongoing demand pressures in Children's Social Care.
- 2.2 The forecast outturn on Council Budgets has improved by 348k since Month 6, mainly due a reduction in external placement costs in Children's Social Care. There are some other smaller movements relating to the release of contingency budget and reduced income compensation grant for sales, fees and charges losses.
- 2.3 The CCG does not currently have H2 (October 2021 to March 2022) budgets in place. Detailed planning for H2 has been underway at both a CCG and Greater Manchester level since publication of the guidance. But formal approval of plans is not due until after publication of the M7 budget monitoring report. Allocations for H2 are expected by the end of November.
- 2.4 The Trust has submitted a breakeven financial plan for H2 (October 2021 to March 2022) which is in line with national guidance, and is forecasting break even for the year in line with the plan.
- 2.5 Further detail on the financial position can be found in **Appendix 1**.

3. RECOMMENDATIONS

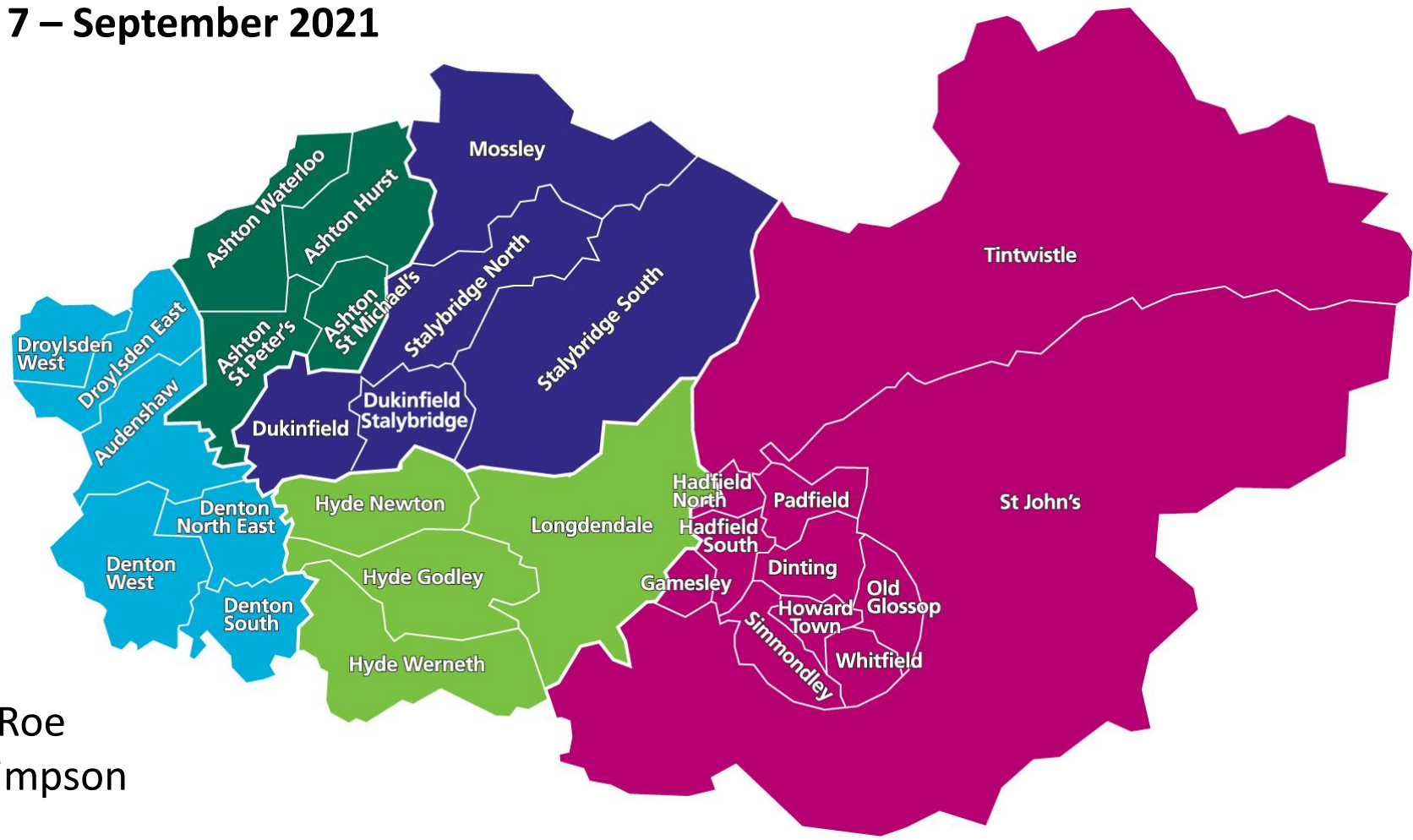
- 3.1 As stated on the front cover of the report.

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Tameside and Glossop Strategic Commission

Finance Update Report
Financial Year 2021-22
Month 7 – September 2021

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Kathy Roe
Sam Simpson

Period 7 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 (ICFT). It does not capture any Local Authority spend from Derbyshire County Council or High Peak Borough Council for the residents of Glossop.

Finance Update Report – Executive Summary

As we enter the second half of the financial year, the Month 7 finance update report reflects a broadly steady state on Council Budgets with work ongoing to finalise H2 budgets for the CCG.

The forecast outturn on Council Budgets has improved by 348k since Month 6, mainly due a reduction in external placement costs in Children’s Social Care. There are some other smaller movements relating to the release of contingency budget and reduced income compensation grant for sales, fees and charges losses.

Following the Spending Review on 27 October, the focus for Council financial planning is the 2022/23 budget and identification of savings to close the budget gap, pending confirmation of funding allocations in the Local Government Finance Settlement which is expected in mid December. Whilst the spending review did offer some additional funding for Local Government, current estimates are that cost and demographic pressures will continue to significantly exceed available funding.

The CCG does not currently have H2 budgets in place. Detailed planning for H2 has been underway at both a CCG and Greater Manchester level since publication of the guidance. But formal approval of plans is not due until after publication of the M7 budget monitoring report. Allocations for H2 are expected by the end of November.

The Trust has submitted a breakeven financial plan for H2 (October 2021 to March 2022) which is in line with national guidance, and is forecasting break even for the year in line with the plan.

TMBC Financial Position

£348k

Improvement in financial position since M6 due to reduced forecast in Children’s Social Care

Children’s Social Care

(£4,826k)

Forecast overspend against full year budget. Though note this represents an improvement on the M6 position

CCG

CCG Budgets are not yet in place for October to March

ICFT

£69k

Favourable variance in Month 7 and forecasting break even for the full financial year

Forecast Position	Forecast Position					Net Variance	
	Expenditure Budget	Income Budget	Net Budget	Net Outturn	Net Variance	Previous Month	Movement in Month
CCG Expenditure	n/a	n/a	n/a	n/a	n/a	n/a	n/a
TMBC Expenditure	548,979	(354,485)	194,494	196,073	(1,579)	(1,927)	348
Integrated Commissioning Fund	548,979	(354,485)	194,494	196,073	(1,579)	(1,927)	348

CCG Budgets are not yet formally in place for October 2021 to March 2022 – the CCG position is separately analysed on pages 5 to 6.

Integrated Commissioning Fund Budgets

Forecast Position £000's	Forecast Position					Net Variance	
	Expenditure Budget	Income Budget	Net Budget	Net Outturn	Net Variance	Previous Month	Movement in Month
CCG Budgets #	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Adults	£90,822	(£50,608)	£40,214	£39,335	£879	£879	£0
Children's Services - Social Care	£65,395	(£11,885)	£53,510	£58,336	(£4,826)	(£5,185)	£358
Education	£32,730	(£25,491)	£7,239	£6,928	£311	£311	£0
Individual Schools Budgets	£124,147	(£124,147)	£0	£0	£0	£0	£0
Population Health	£15,873	(£1,403)	£14,470	£13,610	£860	£860	£0
Place	£124,215	(£62,634)	£61,581	£61,900	(£319)	(£318)	(£1)
Governance	£71,470	(£62,387)	£9,083	£9,607	(£524)	(£524)	£0
Finance & IT	£10,153	(£1,827)	£8,326	£7,637	£689	£689	£0
Quality and Safeguarding	£383	(£241)	£142	£142	(£0)	(£0)	£0
Capital and Financing	£8,964	(£4,189)	£4,775	£4,327	£448	£448	£0
Contingency	£4,715	(£756)	£3,959	£4,170	(£211)	(£346)	£135
Contingency - COVID Costs	£0	£0	£0	£16,229	(£16,229)	(£16,229)	£0
Corporate Costs	£5,352	(£301)	£5,051	£4,973	£78	£78	£0
LA COVID-19 Grant Funding	(£5,239)	(£8,617)	(£13,856)	(£29,447)	£15,591	£15,735	(£144)
Other COVID contributions	£0	£0	£0	(£1,676)	£1,676	£1,676	£0
Integrated Commissioning Fund	548,979	(354,485)	194,494	196,073	(1,579)	(1,927)	348

CCG Budgets are not yet formally in place for October 2021 to March 2022 – the CCG position is separately analysed on pages 5 to 6.

Children's Social Care (£4,826k) Overspend

The Directorate forecast position is an over spend of (£4,826k), a favourable decrease of £358k since period 6. The over spend is predominately due to the number and cost of external and internal placements. At the end of October the number of cared for children was 698 a decrease of 3 from the previous month. The reduction in forecasts since period 6 is due to a favourable decrease in external placements (£358K).

Integrated Commissioning Fund Key Messages

Forecast Position £000's	YTD Position			Forecast Position			Net Variance	
	Budget	Actual	Variance	Budget	Forecast	Variance	Previous Month	Movement in Month
Acute	112,158	132,613	(20,454)	112,158	228,476	(116,318)	361	(116,679)
Mental Health	22,091	26,331	(4,240)	22,091	45,636	(23,545)	(191)	(23,354)
Primary Care	46,873	54,618	(7,745)	46,873	96,120	(49,247)	56	(49,302)
Continuing Care	7,885	8,937	(1,052)	7,885	15,956	(8,071)	246	(8,316)
Community	18,460	22,799	(4,339)	18,460	38,818	(20,358)	(1,164)	(19,194)
Other CCG	12,549	12,583	(34)	12,549	19,751	(7,202)	(539)	(6,663)
CCG Running Costs	2,278	2,616	(338)	2,278	4,556	(2,278)	0	(2,278)
Integrated Commissioning Fund	222,294	260,496	(38,202)	222,294	449,313	(227,018)	(1,231)	(225,787)

The budget position above reconciles to H1 budgets but note this is different to the consolidated position as we have no H2 budget in place due to the national financial regime.

CCG Budgets

At the start of the COVID-19 pandemic, a national 'Command & Control' financial regime was implemented across the NHS. This introduced centrally calculated contractual payments for all NHS organisations in England and a series of top up payments to fund the Hospital Discharge Programme (HDP), Elective Recovery (ERF), Vaccines and other COVID related expenditure.

While there has been some relaxation of this since March 2020, the NHS financial regime has still not fully normalised. The 2021/22 financial year has been split into two halves and as such we have only been in a position to report upon the first six months of the year until now.

Financial and operational guidance for the second half of the year was issued in October. This included a system level financial envelope and confirmation that HDP & ERF funding would continue into H2.

Detailed planning for H2 has been underway at both a CCG and Greater Manchester level since publication of the guidance. But formal approval of plans is not due until after publication of the M7 budget monitoring report. Allocations for H2 are expected by the end of November.

Because of this, the CCG does not currently have H2 budgets in place. National financial monitoring at M7 concentrated on YTD actuals rather than looking at forecast positions or at variance analysis.

CCG Budgets (Continued)

On the basis that we have not yet received H2 allocations, the budgets on our ledger are the same as reported in M6. This results in some large variances which may look alarming, but which are easily reconcilable. For example the reported YTD variance of £38,202k is made up of £36,971k of in month expenditure for October, plus £1,231k of outstanding HDP funding from M6. This is consistent with the position reported to NHS England at M7.

The reported full year forecast is made up H1 actual expenditure, plus our H2 proposed plan. This proposed plan forms part of a balanced Greater Manchester position and we anticipate receiving an allocation to fund this in full by the end of November.

Built into in the H2 plan is a QIPP target of £3,396k. Which is something we will need to deliver alongside the national requirement to restore services, meet new care demands and reduce the care back logs that are a direct consequence of the pandemic.

The variances reported this month will not be an issue at M8, once expected allocations for H2 have been transacted (note that our HDP claim for H1 has also been approved in full). Normal variance analysis will be restored from next month.

Finance Summary Position – T&G ICFT

	Month 7			YTD		
	Plan £000's	Actual £000's	Variance £000's	Plan £000's	Actual £000's	Variance £000's
Total Income	£22,106	£22,097	(£9)	£159,617	£161,789	£2,172
Employee Expenses	(£15,958)	(£15,723)	£236	(£108,945)	(£110,078)	(£1,132)
Non Pay Expenditure	(£6,397)	(£6,590)	(£193)	(£45,517)	(£47,120)	(£1,603)
Total Operating Expenditure (excl. COVID-19)	(£22,355)	(£22,312)	£43	(£154,462)	(£157,197)	(£2,735)
Income - COVID-19	£30	£28	(£1)	£30	£163	£133
Employee Expenses - COVID-19	(£739)	(£696)	£44	(£4,820)	(£4,729)	£91
Non Pay Expenditure - COVID-19	(£80)	(£86)	(£7)	(£1,403)	(£938)	£465
Total Operating Expenditure - COVID-19	(£789)	(£754)	£36	(£6,192)	(£5,504)	£689
Total Operating Expenditure	(£23,144)	(£23,066)	£79	(£160,655)	(£162,701)	(£2,047)
Net Surplus/ (Deficit) before exceptional Items	(£1,038)	(£969)	£69	(£1,038)	(£912)	£125
Cost Efficiency Programme	£247	£422	£175	£3,338	£2,929	(£409)
Capital Expenditure	£409	£266	(£143)	£2,436	£1,745	(£691)
Cash and Equivalents		£26,968				

H2 Financial Plan

The Trust has submitted a breakeven financial plan for H2 (October 2021 to March 2022) which is in line with national guidance.

Trust Financial Summary – Month 7

The Trust reported a variance in month against plan of c.£69k favourable against plan. The in month position is a net deficit in month of c.£969k which represents an adverse movement from month 6 of c.£655k. The 3% pay award arrears for H1 was transacted in month 6, and in line with national guidance, the impact of the pay award was assumed to be fully funded. Any shortfall in funding will be reported in H2.

Total COVID expenditure incurred in month equated to c.£754k against planned spend of c.£789k and a total YTD spend of c£5.504m against a plan of c.£6.192m which represents an underspend of £689k.

The Trust is forecasting a breakeven financial position for 2021/22 in line with plan.

Activity and Performance:

Restoration plans have been established within the Trust and the Trust continues to aspire to deliver nationally prescribed activity targets, which for H2 is to deliver 89% of RTT clock stops compared to 2019/20 activity levels. The Trust continues to report good levels of performance against restoration targets. However, the Trust continues to experience significant pressures within Urgent Care and Non-elective admissions.

Efficiency target:

The Trust has set an efficiency target for H2 of 3% of operating expenditure which is line with national guidance. This equates to c£4.381m for H2 and c£7.472m for the financial year 2021/22.

The Trust has delivered efficiencies equating to c. £422k in month 7 and c.£2.929m YTD which are predominantly through productivity improvements and income generation schemes.

Agenda Item 5

Report to:	EXECUTIVE CABINET
Date:	15 December 2021
Executive Member:	Councillor Oliver Ryan – Executive Member (Finance and Economic Growth)
Reporting Officer:	Kathy Roe – Director of Finance
Subject:	SAVINGS DELIVERY 2021/22
Report Summary:	The report provide Members with an update on the savings monitoring exercise for delivery of 2021/22 savings, and highlights any risks or delays to delivery.
Recommendations:	Members are asked to note the progress report and risk areas for delivery in 2021/22 and future years savings.
Corporate Plan:	The Corporate Plan helps determine the priorities for Council spending and informs the budget priorities and Medium Term Financial Planning.
Policy Implications:	Budget is allocated in accordance with Council Policy
Financial Implications: (Authorised by the statutory Section 151 Officer & Chief Finance Officer)	On 23 February 2021 Full Council approved a budget that includes £8.930m of savings to be delivered during 2021/22. The monitoring and reporting of savings delivery is crucial to ensure that they are on track and to enable Officers to take action if there are indications that delivery is not as planned or behind schedule.
Legal Implications: (Authorised by the Borough Solicitor)	<p>This report is intended to provide Members with an update on the delivery of the savings approved by cabinet in February 2021. The savings were identified as being required in order for the council to deliver a balanced budget at the end of the financial year.</p> <p>Members will be aware of their responsibility to ensure that there is 'proper management' of the council's finances (The Local Government Act 1972 (Sec 151) which includes undertaking a regular and robust review of the council's savings delivery against the agreed targets.</p> <p>Members will also be aware that under The Local Government and Finance Act 1988 the council has a legal responsibility to avoid a deficit budgetary position and that the Council's 151 Officer is required to suspend spending if the council does not, or imminently will not have a balanced budget.</p> <p>This report indicates that the overall savings position has improved since the last report in September. However, there are areas where the rag rating remains amber or red and therefore continued action will be required.</p> <p>The council has been fortunate that a number of the savings targets have been reached due to one off mitigations such as in year additional funding. Whilst this is positive the overall budgetary pressure remains and will have to be addressed in the next financial year.</p>

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 Information:

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



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1. INTRODUCTION

- 1.1 On 23 February 2021 Full Council approved a budget that includes £8.930m of savings to be delivered during 2021/22. The monitoring and reporting of savings delivery is crucial to ensure that they are on track and to enable Officers to take action if there are indications that delivery is not as planned or behind schedule.

2. MONITORING OF SAVINGS DELIVERY

- 2.1 Progress on the delivery of proposed savings as part of the 2021/22 budget process is being monitored on a monthly basis, with a proportion of schemes reviewed in detail at different points during the year. All directorates completed an implementation template as part of their original proposals.

- 2.2 **Appendix1** provides further detail on the current status of savings to be delivered during 2021. Key messages are as follows:

- Since the update to Board in September, the position on savings delivery has improved across the Council. Delivery of planned savings remains at risk in some areas however there has been a significant increase in mitigating savings to offset non-delivery of original plans.
- Overall the total forecast savings to be delivered in 2021/22 has increased to £9.166m, which exceeds the original target by £0.230m. The value of savings rated red or amber has also reduced since September, and the level of mitigating savings has increased.
- It should be noted that most of the mitigating savings are one-off in nature (£1.311m) with only £0.138m of mitigations expected to continue into 22/23. Of the £3.569m of savings currently rated red or amber, £3.156m is currently forecast to deliver in 22/23, meaning that the balance of £0.413m will need to be found from other savings.

3. RECOMMENDATIONS

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

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Savings in the 2021/22 Budget and MTFP approved 23 February 2021

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

<u>Savings</u>	2021/22	2022/23	2023/24	2024/25	2025/26
	£000s	£000s	£000s	£000s	£000s
RED	651	5,139	5,139	5,139	5,139
AMBER	3,367	4,900	4,990	5,015	5,822
GREEN	4,912	3,812	3,846	3,879	3,846
Total	8,930	13,851	13,975	14,033	14,807

Changes to RAG ratings

Since the update to Board in September, the position on savings delivery has improved across the Council. Delivery of planned savings remains at risk in some areas however there has been a significant increase in mitigating savings to offset non-delivery of original plans.

2021/22 Savings	February 2021 Budget Report	March Board Update	May Board Update	July Board Update	Sept Board Update	Dec Board Update
RED	651	651 ↔	1,134 ↑	543 ↓	1,208 ↑	329 ↓
AMBER	3,367	3,786 ↑	2,435 ↓	2,682 ↑	2,017 ↓	1,684 ↓
GREEN	4,912	4,493 ↓	5,362 ↑	5,706 ↑	5,706 ↔	5,719 ↑
Mitigating savings	0	0 ↔	242 ↑	242 ↔	638 ↑	1,449 ↑
Total	8,930	8,930 ↔	8,605 ↓	8,605 ↔	8,948 ↑	9,166 ↑

↔ No Change	↑ Negative increase (ie. More red)	↑ Positive Increase (ie. More green)	↓ Negative decrease (ie. Amber moved to red)	↓ Positive decrease (ie. Amber moved to green)
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Overall the total forecast savings to be delivered in 2021/22 has increased to £9.166m, which exceeds the original target by £0.230m. The value of savings rated red or amber has also reduced since September, and the level of mitigating savings has increased.

However, it should be noted that most of the mitigating savings are one-off in nature (£1.311m) with only £0.138m of mitigations expected to continue into 22/23. Of the £3.569m of savings currently rated red or amber, £3.156m is currently forecast to deliver in 22/23, meaning that the balance of £0.413m will need to be found from other savings.

Agenda Item 6

Report to:	EXECUTIVE BOARD
Date:	15 December 2021
Executive Member:	Councillor Oliver Ryan – Executive Member (Finance and Economic Growth)
Reporting Officer:	Ilys Cookson – Assistant Director (Exchequer Services)
Subject:	COUNCIL TAX BASE 2022/2023
Report Summary:	<p>The law requires that the calculation of the Council Tax base for tax setting must be made between 1 December 2021 and 31 January 2022. The calculated Tax Base is used to determine the level of Council Tax income that the Council can raise in the upcoming financial year, subject to agreement of the amount of Council Tax to be charged for each dwelling. Failure to set the Council Tax Base for 2022/23 would prevent the Council from setting its budget for the 2022/23 financial year.</p>
Recommendations:	<p>That Executive Cabinet be recommended to agree that pursuant to the figures set out in the report of the Assistant Director of Exchequer Services, and the Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012</p> <ol style="list-style-type: none">1. the amount calculated by Tameside Metropolitan Borough Council as its Council Tax base for the year 2022/2023 shall be 63,306.02. the amount calculated by Tameside Metropolitan Borough Council as the tax base for the Town Council of Mossley for the year 2022/2023 shall be 3,434.3
Corporate Plan:	<p>The setting of the Council Tax base underpins each of the Corporate Plan themes as the calculation contributes to Council budget income requirements to fund vital services to all sectors of the community.</p>
Policy Implications:	<p>The law requires that the calculation of the Council Tax base for tax setting must be made between 1 December 2021 and 31 January 2022.</p>
Financial Implications: (Authorised by the statutory Section 151 Officer & Chief Finance Officer)	<p>The Council Tax Base calculation is a key part of the annual budget cycle. The Calculated Tax Base is used to determine the level of Council Tax income that the Council can raise in the upcoming financial year, subject to agreement of the amount of Council Tax to be charged for each dwelling. Failure to set the Council Tax Base for 2022/23 would prevent the Council from setting its budget for the 2022/23 financial year.</p> <p>In December 2020, for the 2021/22 financial year, the tax base for Tameside was based on 63,756.1 band D equivalent properties, with an estimated collection rate of 97% resulting in a Council Tax base of 61,843.4. This was a significant reduction in the tax base when compared to that set in December 2019 for the 2020/21 financial year. The reduction was due to a combination of a 1% reduction in the assumed collection rate, and an increase in exemptions and discounts, all attributed to the impact of Covid-19.</p>

For the 2022/23 tax base, the assumed collection rate is to be retained at 97% reflecting the current 6 year cumulative collection rate. However, there has been a significant increase in the tax base due to new properties in the Tameside area, and a reduction in the level of discounts and exemptions which reduced the tax base in the previous year. For 2022/23 this report is proposing a tax base of 63,306.0 based on 65,263.9 band D equivalent properties and a collection rate of 97%. This is an increase in the tax base for Council Tax setting, and should enable the Council to yield additional income from Council Tax to support the revenue budget.

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

The legal implications with regard to the requirements of the Local Government Finance Act 1992 which sets the requirements for the setting of council tax and the preparation of annual returns are set out in the main body of the report.

Risk Management:

Every effort has been made to ensure information used is as accurate as possible to ensure that the calculation is as accurate as possible.

Background Information:

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



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1 INTRODUCTION

- 1.1 A billing authority is required to calculate the council tax base for its area and notify the figure to the major precepting authorities in the period 1 December to 31 January in the preceding financial year in England.

2 THE CALCULATION

- 2.1 The Local Government Finance Act 1992 requires a billing authority to calculate the basic amount of its council tax by calculating its budget requirement less any grants divided by its tax base.
- 2.2 The tax base is calculated by multiplying its best estimate of the number of Band D equivalent properties by its estimate of the collection rate for that year. The first stage of the calculation is to calculate the tax base as it currently is.
- 2.3 The Council is required to provide details of its current tax base in an annual return (the 'CTB1) to the Department for Levelling Up, Housing and Communities (DLUHC) which is completed in October of each year. For the 2021 return, specified that the number of properties on the valuation list as at 04 October 2021 should be used. The valuation list is compiled and maintained by the independent Valuation Office Agency and is used as the basis of the calculation for the tax base for Council Tax setting.
- 2.4 The CTB1 return deducts all the various reliefs that are currently awarded, which result in the full council tax charge being reduced. This means that we calculate the current numbers of exempt properties, those subject to disabled relief and all properties which are subject to a single person discount.
- 2.5 Currently properties which remain empty for more than 2 years are required to pay an additional 50% Council Tax, and this is reflected in the calculation of the tax base.
- 2.6 The Executive Cabinet considered a proposal in February 2019 to increase the charges for properties that are empty for more than 2 years in accordance with new legislation contained in Section 11B of the Local Government Finance Act 1992 amended by Rating (Property in Common Occupation) and Council Tax (Empty Dwellings) Act 2018. The increase in charge for Council Tax will be determined by the length of time that the property has remained empty. This was agreed by Executive Cabinet, and took effect from 1 April 2019.
- 2.7 Awards under the Council Tax Support Scheme are a Council Tax discount and therefore affect the tax base. The tax base calculation includes an allowance for the number of awards under the Council Tax Support Scheme and converts this cost into an equivalent reduction in the number of band D properties.
- 2.8 The October 2021 tax base calculation includes a reduction of 1,466 band D equivalent properties due to the Council Tax Support (CTS) scheme, this is significantly lower than previous years and is due to the Council Tax Discretionary Scheme introduced to support Council Tax payers during the Covid-19 pandemic. There is also an increase in new properties since October 2020 of 467 which was higher than the October 2020 forecast of 254. For the period October 2020 to March 2021, the forecast number of new properties in Tameside is 487.
- 2.9 All reliefs, discounts, exemptions and Council Tax Support are included in the Council Tax Base return (the 'CTB1) to DLUHC in October of each year. A copy of the CTB 1 for October 2021 is included at Appendix 1.

- 2.10 To calculate the forecast tax base for the 2022/23 financial year, further adjustments are made to the figures in the CTB1 to reflect additions to the tax base due to new build and unbanded properties.
- 2.11 An adjustment is made to the tax base for forecast new buildings. These are properties, which are currently under construction, but not yet in the valuation list. The estimated new build properties for the next 18 months are reduced in comparison to previous years, which may possibly be attributed to the COVID pandemic and the construction industry being affected by lockdown. An estimate is made of the likely Council Tax band they will be classified in, and the date they are likely to be occupied and therefore subject to council tax.
- 2.12 A further adjustment is made for un-banded properties. These are new properties, which have been completed but have not yet been included in the valuation list. Again an estimate of the likely valuation band is made. All of the adjustments are totalled and added to the current tax base in order to give the best estimate for the forthcoming financial year.
- 2.13 A final adjustment to the tax base is made in respect of the assumed cumulative collection rate. The cumulative collection rate reflects the level of Council Tax income that is forecast to be collected over the medium term (a 5-6 year period) and this is different to the in-year collection rate. Prior to 2020 (and the 2021/22 Tax Base) the cumulative collection rate had been set at 98% reflecting historical performance on collection.
- 2.14 During 2020, as a result of the COVID-19 pandemic, there was a significant reduction in the in-year collection rate for Council Tax, and the six year cumulative collection rate reduced to 97%. The assumed collection rate for the Council Tax Base was reduced to 97% for the 2021/22 Council Tax Base. The economic impacts of COVID-19 mean that these reduced collection rates are expected to continue into 2022/23 and will have an impact on the medium term collection rate. For 2022/23 the assumed collection rate is therefore unchanged from last year at 97%.

3 THE TAX BASE CALCULATIONS

- 3.1 **Appendix 1** is a copy of the CTB1 return for Tameside as submitted to DHLUC in October 2021. **Appendix 2** is a CTB1 equivalent for the Mossley parish area (this is not required to be submitted to DHLUC).
- 3.2 **Appendix 3** provides a summary of the calculation of the tax base for Tameside for the 2022/23 financial year. **Appendix 4** provides a summary of the calculation of the tax base for Mossley for the 2022/23 financial year.

4 RESOURCE IMPLICATIONS

- 4.1 The Calculated Tax Base is used to determine the level of Council Tax income that the Council can raise in the upcoming financial year, subject to agreement of the amount of Council Tax to be charged for each band D equivalent dwelling.

5 SUMMARY

- 5.1 The calculation of the authority tax base for Council Tax setting purposes gives an estimated Band D equivalent of 65,263.9 properties. There are no Ministry of Defence properties in Tameside. An estimated collection rate of 97% gives a Council Tax base of 63,306.0.
- 5.2 The calculation of the Mossley Parish tax base for Council Tax setting purposes gives an estimated Band D equivalent of 3,540.5 properties. There are no Ministry of Defence

properties in Mossley. An estimated collection rate of 97% gives a Council Tax base of 3,434.3.

6 RECOMMENDATIONS

6.1 As stated at the front of this report.

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CTB(October 2021)

Calculation of Council Tax Base

Please e-mail to : ctb.stats@communities.gov.uk

Please enter your details after checking that you have selected the correct local authority name

Ver 1.0

Please select your local authority's name from this list

Tameside
Tamworth
Tandridge
Teignbridge
Telford and the Wrekin
Tendring

Check that this is your authority :	Tameside
E-code :	E4208
Local authority contact name :	Heather Green
Local authority contact telephone number :	0161 342 2929
Local authority contact e-mail address :	heather.green@tameside.gov.uk

CTB(October 2021) form for a Tameside

Completed forms should be received by DLUHC by Friday 15 October 2021

Dwellings shown on the Valuation List for the authority on Monday 13 September 2021	Band A entitled to disabled relief reduction COLUMN 1	Band A COLUMN 2	Band B COLUMN 3	Band C COLUMN 4	Band D COLUMN 5	Band E COLUMN 6	Band F COLUMN 7	Band G COLUMN 8	Band H COLUMN 9	TOTAL COLUMN 10
Part 1										
1. Total number of dwellings on the Valuation List		52,636	19,209	19,808	7,015	3,833	939	427	41	103,908.0
2. Number of dwellings on valuation list exempt on 4 October 2021 (Class B & D to W exemptions)		1,244	287	271	65	39	7	7	1	1,921.0
3. Number of demolished dwellings and dwellings outside area of authority on 4 October 2021 (please see notes)		0	0	0	0	0	0	0	0	0.0
4. Number of chargeable dwellings on 4 October 2021 (treating demolished dwellings etc as exempt) (lines 1-2-3)		51,392	18,922	19,537	6,950	3,794	932	420	40	101,987.0
5. Number of chargeable dwellings in line 4 subject to disabled reduction on 4 October 2021		97	80	107	46	51	14	9	22	426.0
6. Number of dwellings effectively subject to council tax for this band by virtue of disabled relief (line 5 after reduction)	97	80	107	46	51	14	9	22		426.0
7. Number of chargeable dwellings adjusted in accordance with lines 5 and 6 (lines 4-5+6 or in the case of column 1, line 6)	97	51,375	18,949	19,476	6,955	3,757	927	433	18	101,987.0
8. Number of dwellings in line 7 entitled to a single adult household 25% discount on 4 October 2021	33	24,514	6,460	5,098	1,303	532	122	62	1	38,125.0
9. Number of dwellings in line 7 entitled to a 25% discount on 4 October 2021 due to all but one resident being disregarded for council tax purposes	0	522	218	240	59	46	11	4	0	1,100.0
10. Number of dwellings in line 7 entitled to a 50% discount on 4 October 2021 due to all residents being disregarded for council tax purposes	0	31	14	15	25	15	7	27	2	136.0
11. Number of dwellings in line 7 classed as second homes on 4 October 2021 (b/fwd from Flex Empty tab)		61	28	22	4	2	3	1	0	121.0
12. Number of dwellings in line 7 classed as empty and receiving a zero% discount on 4 October 2021 (b/fwd from Flex Empty tab)		692	234	144	55	24	6	0	0	1,155.0
13. Number of dwellings in line 7 classed as empty and receiving a discount on 4 October 2021 and not shown in line 12 (b/fwd from Flex Empty tab)		0	0	0	0	0	0	0	0	0.0
14. Number of dwellings in line 7 classed as empty and being charged the Empty Homes Premium on 4 October 2021 (b/fwd from Flex Empty tab)		182	37	29	6	4	2	3	0	263.0
15. Total number of dwellings in line 7 classed as empty on 4 October 2021 (lines 12, 13 & 14).		874	271	173	61	28	8	3	0	1,418.0
16. Number of dwellings that are classed as empty on 4 October 2021 and have been for more than 6 months. NB These properties should have already been included in line 15 above.		514	141	94	33	20	7	3	0	812.0
16a. The number of dwellings included in line 16 above which are empty on 4 October 2021 because of the flooding that occurred between 1 December 2015 and 31 March 2016 and are only empty because of the flooding.		0	0	0	0	0	0	0	0	0.0
16b. The number of dwellings included in line 16 above which are empty on 4 October 2021 because of the flooding that occurred between November 2019 and February 2020 and are only empty because of the flooding.		0	0	0	0	0	0	0	0	0.0
17. Number of dwellings that are classed as empty on 4 October 2021 and have been for more than 6 months and are eligible to be treated under empty homes discount class D (formerly Class A, exemptions). NB These properties should have already been included in line 15 above. Do NOT include any dwellings included in line 16a above.		0	1	0	0	1	1	0	0	3.0
18. Number of dwellings that are classed as empty and have been empty for more than 6 months excluding those that are subject to empty homes discount class D or empty due to flooding (Line 16 - line 16a - line 16b - line 17) (equivalent to Line 18 in previous forms).		514	140	94	33	19	6	3	0	809.0
19. Number of dwellings in line 7 where there is liability to pay 100% council tax before Family Annexe discount	64	26,126	12,218	14,093	5,562	3,160	785	337	15	62,360.0
20. Number of dwellings in line 7 that are assumed to be subject to a discount or a premium before Family Annexe discount	33	25,249	6,731	1,339	1,393	597	142	96	3	39,627.0

CTB(October 2021)

Calculation of Council Tax BasePlease e-mail to : ctb.stats@communities.gov.uk

Please enter your details after checking that you have selected the correct local authority name

Ver 1.0

21. Reduction in taxbase as a result of the Family Annexe discount (b/fwd from Family Annexe tab)	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.1
22. Number of dwellings equivalents after applying discounts and premiums to calculate taxbase	88.7	45,329.5	17,316.5	18,171.5	6,609.0	3,611.0	893.3	407.0	16.8	92,443.2
23. Ratio to band D	5/9	6/9	7/9	8/9	9/9	11/9	13/9	15/9	18/9	
24. Total number of band D equivalents (to 1 decimal place) (line 22 x line 23)	49.3	30,219.7	13,468.4	16,152.4	6,609.0	4,413.4	1,290.3	678.3	33.5	72,914.3
25. Number of band D equivalents of contributions in lieu (in respect of Class O exempt dwellings) in 2021-22 (to 1 decimal place)										0.0
26. Tax base (to 1 decimal place) (line 24 col 10 + line 25)										72,914.3
Part 2										
27. Number of dwellings equivalents after applying discounts and premiums to calculate tax base (Line 22)	88.65	45,329.50	17,316.50	18,171.50	6,609.00	3,611.00	893.25	407.00	16.75	92,443.2
28. Reduction in taxbase as a result of local council tax support (b/fwd from CT Support tab)	24.47	9,142.79	1,311.44	779.14	156.67	36.94	4.25	2.77	0.00	11,458.5
29. Number of dwellings equivalents after applying discounts, premiums and local tax support to calculate taxbase	64.2	36,186.7	16,005.1	17,392.4	6,452.3	3,574.1	889.0	404.2	16.8	80,984.7
30. Ratio to band D	5/9	6/9	7/9	8/9	9/9	11/9	13/9	15/9	18/9	
31. Total number of band D equivalents after allowance for council tax support (to 1 decimal place) (line 29 x line 30)	35.7	24,124.5	12,448.4	15,459.9	6,452.3	4,368.3	1,284.1	673.7	33.5	64,880.4
32. Number of band D equivalents of contributions in lieu (in respect of Class O exempt dwellings) in 2021-22 (to 1 decimal place)(line 25)										0.0
33. Tax base after allowance for council tax support (to 1 decimal place) (line 31 col 10 + line 32)										64,880.4

CTB(October 2021)

Calculation of Council Tax Base

Please e-mail to : ctb.stats@communities.gov.uk

Please enter your details after checking that you have selected the correct local authority name

Ver 1.0

Please select your local authority's name from this list

Tameside
Tamworth
Tandridge
Teignbridge
Telford and the Wrekin
Tendring

Check that this is your authority :	Tameside
E-code :	E4208
Local authority contact name :	Heather Green
Local authority contact telephone number :	0161 342 2929
Local authority contact e-mail address :	heather.green@tameside.gov.uk

CTB(October 2021) form for a Tameside

Completed forms should be received by DLUHC by Friday 15 October 2021

Dwellings shown on the Valuation List for the authority on Monday 13 September 2021	Band A entitled to disabled relief reduction COLUMN 1	Band A COLUMN 2	Band B COLUMN 3	Band C COLUMN 4	Band D COLUMN 5	Band E COLUMN 6	Band F COLUMN 7	Band G COLUMN 8	Band H COLUMN 9	TOTAL COLUMN 10
Part 1										
1. Total number of dwellings on the Valuation List		2,795	894	1,040	452	185	53	13	1	5,433.0
2. Number of dwellings on valuation list exempt on 4 October 2021 (Class B & D to W exemptions)		53	8	13	0	0	0	0	0	74.0
3. Number of demolished dwellings and dwellings outside area of authority on 4 October 2021 (please see notes)		0	0	0	0	0	0	0	0	0.0
4. Number of chargeable dwellings on 4 October 2021 (treating demolished dwellings etc as exempt) (lines 1-2-3)		2,742	886	1,027	452	185	53	13	1	5,359.0
5. Number of chargeable dwellings in line 4 subject to disabled reduction on 4 October 2021		4	2	5	3	0	0	0	1	15.0
6. Number of dwellings effectively subject to council tax for this band by virtue of disabled relief (line 5 after reduction)	4	2	5	3	0	0	0	1		15.0
7. Number of chargeable dwellings adjusted in accordance with lines 5 and 6 (lines 4-5+6 or in the case of column 1, line 6)	4	2,740	889	1,025	449	185	53	14	0	5,359.0
8. Number of dwellings in line 7 entitled to a single adult household 25% discount on 4 October 2021	1	1,355	322	284	72	23	2	4	0	2,063.0
9. Number of dwellings in line 7 entitled to a 25% discount on 4 October 2021 due to all but one resident being disregarded for council tax purposes	0	32	11	9	4	2	0	0	0	58.0
10. Number of dwellings in line 7 entitled to a 50% discount on 4 October 2021 due to all residents being disregarded for council tax purposes	0	0	2	0	0	0	0	1	0	3.0
11. Number of dwellings in line 7 classed as second homes on 4 October 2021 (b/fwd from Flex Empty tab)		5	3	1	0	0	0	0	0	9.0
12. Number of dwellings in line 7 classed as empty and receiving a zero% discount on 4 October 2021 (b/fwd from Flex Empty tab)		47	17	4	6	0	0	0	0	74.0
13. Number of dwellings in line 7 classed as empty and receiving a discount on 4 October 2021 and not shown in line 12 (b/fwd from Flex Empty tab)		0	0	0	0	0	0	0	0	0.0
14. Number of dwellings in line 7 classed as empty and being charged the Empty Homes Premium on 4 October 2021 (b/fwd from Flex Empty tab)		5	4	1	1	0	0	1	0	12.0
15. Total number of dwellings in line 7 classed as empty on 4 October 2021 (lines 12, 13 & 14).		52	21	5	7	0	0	1	0	86.0
16. Number of dwellings that are classed as empty on 4 October 2021 and have been for more than 6 months. NB These properties should have already been included in line 15 above.		25	9	2	4	0	0	1	0	41.0
16a. The number of dwellings included in line 16 above which are empty on 4 October 2021 because of the flooding that occurred between 1 December 2015 and 31 March 2016 and are only empty because of the flooding.		0	0	0	0	0	0	0	0	0.0
16b. The number of dwellings included in line 16 above which are empty on 4 October 2021 because of the flooding that occurred between November 2019 and February 2020 and are only empty because of the flooding.		0	0	0	0	0	0	0	0	0.0
17. Number of dwellings that are classed as empty on 4 October 2021 and have been for more than 6 months and are eligible to be treated under empty homes discount class D (formerly Class A, exemptions). NB These properties should have already been included in line 15 above. Do NOT include any dwellings included in line 16a above.		0	1	0	0	1	1	0	0	3.0
18. Number of dwellings that are classed as empty and have been empty for more than 6 months excluding those that are subject to empty homes discount class D or empty due to flooding (Line 16 - line 16a - line 16b - line 17) (equivalent to Line 18 in previous forms).		25	8	2	4	-1	-1	1	0	38.0
19. Number of dwellings in line 7 where there is liability to pay 100% council tax before Family Annexe discount	3	1,348	550	731	372	160	51	8	0	3,223.0
20. Number of dwellings in line 7 that are assumed to be subject to a discount or a premium before Family Annexe discount	1	1,392	339	291	77	25	2	6	0	2,136.0

CTB(October 2021)

Calculation of Council Tax BasePlease e-mail to : ctb.stats@communities.gov.uk

Please enter your details after checking that you have selected the correct local authority name

Ver 1.0

21. Reduction in taxbase as a result of the Family Annexe discount (b/fwd from Family Annexe tab)	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.1
22. Number of dwellings equivalents after applying discounts and premiums to calculate taxbase	3.7	2,400.3	809.8	952.8	431.0	178.8	52.5	14.5	0.0	4,843.2
23. Ratio to band D	5/9	6/9	7/9	8/9	9/9	11/9	13/9	15/9	18/9	
24. Total number of band D equivalents (to 1 decimal place) (line 22 x line 23)	2.0	1,600.2	629.8	846.9	431.0	218.5	75.8	24.2	0.0	3,828.4
25. Number of band D equivalents of contributions in lieu (in respect of Class O exempt dwellings) in 2021-22 (to 1 decimal place)										0.0
26. Tax base (to 1 decimal place) (line 24 col 10 + line 25)										3,828.4
Part 2										
27. Number of dwellings equivalents after applying discounts and premiums to calculate tax base (Line 22)	3.65	2,400.25	809.75	952.75	431.00	178.75	52.50	14.50	0.00	4,843.2
28.Reduction in taxbase as a result of local council tax support (b/fwd from CT Support tab)	0.75	358.96	38.68	33.58	4.31	2.03	0.00	0.00	0.00	438.3
29. Number of dwellings equivalents after applying discounts, premiums and local tax support to calculate taxbase	2.9	2,041.3	771.1	919.2	426.7	176.7	52.5	14.5	0.0	4,404.8
30. Ratio to band D	5/9	6/9	7/9	8/9	9/9	11/9	13/9	15/9	18/9	
31. Total number of band D equivalents after allowance for council tax support (to 1 decimal place) (line 29 x line 30)	1.6	1,360.9	599.7	817.0	426.7	216.0	75.8	24.2	0.0	3,521.9
32. Number of band D equivalents of contributions in lieu (in respect of Class O exempt dwellings) in 2021-22 (to 1 decimal place)(line 25)										0.0
33. Tax base after allowance for council tax support (to 1 decimal place) (line 31 col 10 + line 32)										3,521.9

APPENDIX 3 - TAMESIDE TAX BASE FOR 2022/23

Council Tax Base Return to MHCLG on 15 October 2021	Band A (with disabled relief)	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H	TOTAL
Total number of band D equivalents after council tax support	35.7	24,124.5	12,448.4	15,459.9	6,452.3	4,368.3	1,284.1	673.7	33.5	64,880.4
Forecast New Build Band D Equivalents		57.3	62.4	172.2	83.4	8.3	-	-	-	383.5
Council Tax Base for 2021/22	35.7	24,181.8	12,510.8	15,632.1	6,535.7	4,376.6	1,284.1	673.7	33.5	65,263.9
Assumed Collection rate										97%
Council Tax Base for Precepts										63,306.0

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APPENDIX 4 - MOSSLEY TAX BASE FOR 2022/23


Council Tax Base Return to MHCLG on 15 October 2021	Band A (with disabled relief)	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H	TOTAL
Total number of band D equivalents after council tax support	1.6	1,360.9	599.7	817.0	426.7	216.0	75.8	24.2	-	3,521.9
Forecast New Build Band D Equivalents	-	3.2	1.1	5.8	1.4	7.1	-	-	-	18.6
Council Tax Base for 2021/22	1.6	1,364.1	600.8	822.8	428.1	223.1	75.8	24.2	-	3,540.5
Assumed Collection rate										97%
Council Tax Base for Precepts										3,434.3


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Agenda Item 7

Report to:	EXECUTIVE CABINET
Date:	15 December 2021
Executive Member:	Councillor Brenda Warrington
Reporting Officer:	Tracy Brennand, Assistant Director People and Workforce Development
Subject:	KICKSTART SCHEME
Report Summary:	This reports sets out the opportunities for the Kickstart Scheme in Tameside from both an internal and external perspective.
Recommendations:	<p>That Executive Cabinet be recommended to agree that:</p> <ul style="list-style-type: none">(i) The Kickstart initiative is implemented in the organisation.(ii) In doing so, a number of opportunities are identified from different directorates which can be offered for the Kickstart Scheme.
Corporate Plan:	The Kickstart Scheme supports the Living Well section of the Corporate Plan, specifically providing opportunities for people to fulfil their potential through work, skills and enterprise.
Policy Implications:	Effective use of the Kickstart Scheme in Tameside supports the reduction of NEET rates and supports delivery of the Corporate Plan, specifically the living well aspects.
Financial Implications: (Authorised by the statutory Section 151 Officer & Chief Finance Officer)	<p>As set out in section one of this report the Kickstart Scheme provides funding to employers to create new 6-month job placements for young people. Government funding covers most costs for up to 25 hours per week over a six month period (as set out in paragraphs 1.3 to 1.6 below) plus a contribution towards administration costs.</p> <p>There will be small cost to the Council in respect of employer pension contributions as the government funding only covers employer pension costs up to the minimum automatic enrolment rate of 8%. The Council employer rate is currently 21% which for a six month placement at national living wage rates (based on 25 hours per week) is a total cost of less than £800 per job. It is expected that this cost can be absorbed within existing revenue budgets. Any hours worked above the funded 25 hours per week will need to be met in full by the relevant service revenue budget</p>
Legal Implications: (Authorised by the Borough Solicitor)	This scheme provides an opportunity to increase capacity for an insignificant sum. Whilst the individuals are unlikely to be experienced – this will be an invaluable opportunity to give, young people work experience and opportunities to help them enter the job market which will have significant benefits for the Borough..
Risk Management:	The delivery of the Strategy will require the Council in particular to manage high-level risks effectively in transforming our economy through an inclusive growth approach.
Background Information:	The background papers relating to this report can be inspected by

contacting Samantha Barratt, Trainee HR/OD Consultant.

 Telephone: 0161 342 2246

 e-mail: samantha.barratt@tameside.gov.uk

1. INTRODUCTION & BACKGROUND

- 1.1 The Kickstart Scheme provides funding to employers to create new 6-month job placements for young people aged 16 to 24 who are claiming Universal Credit (UC) and are at risk of long-term unemployment. This scheme was announced in July 2020 as part of the government's [Plan for Jobs](#) and aims to create thousands of new, fully funded jobs across England, Scotland and Wales. Kickstarts placements can commence at any point up until 31 March 2022, therefore meaning that the maximum end date of the scheme is 30 September 2022, with £2bn of the Plan for Jobs fund committed specifically to Kickstart.
- 1.2 Available opportunities are advertised within the relevant Jobcentre Plus (JCP) and JCP Work Coaches will match eligible candidates to the positions.
- 1.3 Funding will cover 100% of the relevant National Minimum Wage for 25 hours a week, the associated employer National Insurance contributions and employer minimum automatic enrolment pension contributions.
- 1.4 Should the organisation wish to engage with the placement for more than the prescribed 25 hours per week, up to the organisations full time equivalent, it would be a cost to the employer. Enrolment into the organisation's occupational pension scheme will also incur a cost to the employer for the employer contribution rate over and above the government funding level.
- 1.5 The funding schedule can be viewed on the table below:

Funding type	When we usually process the funding	When you'll usually receive the funding
Setup costs	After you or your gateway employer has told DWP the young person has started	Up to 11 working days after it's been processed
First wage payment	6 weeks after the start date	Up to 11 working days after it's been processed
All other wage payments	30 days after the previous wage payment	Up to 11 working days after it's been processed

- 1.6 An additional payment of £1,500 is made at the start of the employment period for set up costs, support and training.
- 1.7 Employers sign up to the scheme via an online government portal. Once set up, jobs can be added using the form found in Appendix A. These roles can be added at different times, therefore not all jobs need to be confirmed before moving forward.
- 1.8 Within the proposed job role submitted, there must be a job description and person specification. In addition to the job role details, an explanation of the training that will be provided to participants to develop their skills and experience and the timeframe in which this will occur, e.g. half way through. This must include (but is not limited to): support to look for long-term work, including career advice and setting goals; support with CV and interview preparations; and supporting the participant with basic skills, such as attendance, timekeeping and teamwork.

2. POTENTIAL PARTICIPATION

2.1 Data provided by the JCP in August 2021 shows 2775 UC claimants eligible for Kickstart Scheme roles:

Universal Credit claimants in scope by age / location	UC 16-19	UC 20-24	UC 16-24 Total
Ashton JCP	258	1045	1303
Hyde JCP	285	1187	1472
Total	543	2232	2775

2.2 The JCP also highlighted the numbers who have commenced Kickstart placements, as at 24 September 2021:

Job Centre	Numbers who have commenced Kickstart placements
Ashton JCP	109
Hyde JCP	84
Total	193

This shows that there is plenty of interest from young people, with regards to Kickstart placements. Therefore, any placements put forward from the organisation should be well-received from our young residents.

2.3 Any organisation, regardless of size, can apply for Kickstart funding. The role(s) must fit within the criteria set by the scheme:

- The job placements created must be new jobs. They must not replace existing or planned vacancies and they must not cause existing employees or contractors to lose or reduce their employment
- The roles must be a minimum of 25 hours per week, for 6 months paid at least the National Minimum Wage for the age group of the successful young person. National Minimum Wage levels can be found in the table below:

National Minimum Wage rates effective from 1 April 2021	
National Living Wage	£8.91
21-22 Year Old Rate	£8.36
18-20 Year Old Rate	£6.56
16-17 Year Old Rate	£4.62

- The role should not require people to undertake extensive training before they begin the job placement
- The roles must be entry level and not require too much prior experience or skills, e.g. a degree; a driving licence.

3. SUPPORTING KICKSTART IN TAMESIDE

3.1 All opportunities are required to be submitted to DWP who then liaise with JCP Work Coaches to match potential candidates to roles. Communication takes place between DWP and the applying organisation via the online government Kickstart platform. This platform supports messages sent between the two organisations. When the JCP coaches alert the DWP to a job role match, the DWP informs the Council who can then facilitate interviews for the roles.

- 3.2 The required element of employability skills training can be supported by Workforce Development; Tameside Adult Community Education (ACE), through courses such as Essential Digital Skills for Work; or other partners including Skills Support for the Workforce, delivered by the Growth Company.
- 3.3 Workforce Development will liaise with managers from across the organisation to devise new job roles which can fulfil the Kickstart criteria. From this, job descriptions and person specifications will be devised and posts will be filled, via the online government platform.
- 3.4 The role holders will be treated as employees and will be subject to monthly probationary meetings in order to identify their areas of strength and any areas of improvement. These employees will be inducted through normal processes and be offered all relevant training.
- 3.5 It is also advised that to support the Kickstarters, specific cohort workplace/team mentors are identified to support the individual within their placement. This support is in addition to the formal management arrangements to ensure this cohort have the best chance of success in their role and ability to secure future employment.

4. BENEFITS

- 4.1 This scheme provides opportunities for candidates to gain employment in an entry level position for 6 months. Through these experiences, the employees will gain valuable skills which they could use to apply for internal roles within the organisation including apprenticeships, upon completion of their six month term.
- 4.2 The scheme provides the organisation with the possibility to further support care leavers who meet the criteria by signposting them to Kickstart roles which they could apply for via the JCP.
- 4.3 The scheme could be used to develop skills in individuals which are difficult to find, thereby having a sufficiently trained person in the future who is able to apply for roles which require those same skills.
- 4.4 Young people account for 39% of the fall in employment across the pandemic despite accounting for just 12% of total employment, “as a result, the number of unemployed 16-24 year olds has risen 16,000 since the last pre-pandemic figure and 412,100 18-24 year olds are claiming unemployment-related benefits, 75% up on pre-crisis levels” (The Learning & Work Institute). Therefore, supporting the Kickstart Scheme is a chance to reduce these levels of unemployment by providing short-term opportunities to young people. Not only will these fixed-term roles reduce unemployment they will provide skills which mean that the chances of those same young people finding work beyond the Kickstart placements are improved.

5. LEARNING AND NEXT STEPS

- 5.1 Benchmarking from other GM authorities has shown that:
- job approval can be a lengthy process and therefore completing a timely application is essential via the government portal
 - practical jobs such as ground maintenance and highways have been the most popular with young people, as well as entry-level administration work
 - maintaining contact with the local JCP is important in order to keep the recruitment process running smoothly
 - there is now excellent movement from the Kickstart placements in to sustained employment including apprenticeships.

- 5.2 With 31 March 2022 as the deadline, it is important that progress is now made to ensure that job descriptions and person specifications are in place and that approval is achieved online so that the JCP can source appropriate candidates for roles and recruitment processes can be conducted and completed in time. First, it is proposed that job roles are identified which are entry level positions and are either practical or administration positions which can be put on the online system for approval. Additionally, it may be worth considering creating similar roles to those which are currently difficult to fill, e.g. support worker.
- 5.3 It is proposed that as many opportunities as possible are identified across the organisation. Some directorates may not be appropriate to use for this scheme, whilst other directorates may be able to offer several positions.
- 5.4 As at 1 December 2021, 12 Kickstart positions have been submitted to the DWP for approval. These positions are:
- HR Operations Support Assistant x 2
 - Workforce Development Support Assistant
 - Assistant Project Officer (Employment & Skills)
 - Social Media Assistant (Employment & Skills)
 - Museum Support Assistant
 - Administration Assistant (Greenfield Children's Centre)
 - Administration Assistant (St Peter's Children's Centre)
 - Homemaker Support Clerk (Long Term Support)
 - Homemaker Support Clerk (Long Term Support)
 - Property Management Team Clerk (Long Term Support)
 - Business Support Clerk (Long Term Support).

6. CONCLUSION

- 6.1 The Kickstart Scheme represents an opportunity to build on the successes achieved by the Youth Employment Scheme and to create more opportunities for young people to gain experience.
- 6.2 Local steering and integrated work will be important to develop sustainable job roles and to avoid the Kickstart participants returning to unemployment at the end of the 6 month period.

7. RECOMMENDATIONS

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



DWP Bid Unique Identifier

Job Placement title

Job Placement summary

Essential skills, experience and qualifications

Job category (DWP use only)

Number of hours per week

Working pattern and contracted hours (including any shift patterns)

Hourly rate of pay

National minimum wage

Details of employability support (training opportunities/mentor)

Company name

Closing date for applications

Using the table on the next page please provide details for each Job Placement by location.

Employer Job Placement reference (where applicable)	Job Placement location and address (including post code)	Contact details for the Job Placement Name Email address Telephone	How to apply for the Job Placement	Number of Job Placements at location	Maximum number of referrals per Job Placement	Is public transport available? Yes/ No/ Don't know	Anticipated start date/s (if known)

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Agenda Item 8

Report to:	EXECUTIVE CABINET
Date:	15 December 2021
Executive Member:	Councillor Brenda Warrington – Executive Leader Councillor Leanne Feeley – Executive Member (Lifelong Learning, Equalities, Culture and Heritage)
Reporting Officer:	Tracy Brennand, Assistant Director, People and Workforce Development
Subject:	IMPLEMENTATION OF THE 2021 MODEL PAY POLICY FOR BOTH SCHOOL BASED AND CENTRALLY BASED TEACHING STAFF
Report Summary:	<p>The report outlines:</p> <ul style="list-style-type: none">• The key statutory changes to pay and conditions effective from 1 September 2021 for all staff who are employed and subject to teachers pay and conditions.• Recommendations for amendments to update and improve upon the current Model Pay Policy 2020
Recommendations:	<p>That Executive Cabinet be recommended to agree that:</p> <ol style="list-style-type: none">(i) The Council implements the Model Pay Policy 2021 as detailed in Appendix 1 for all centrally based teaching staff employed within the Education Service.(ii) The Council recommends the Model Pay Policy 2021 as detailed in Appendix 1 for adoption by all Governing Bodies of community, voluntary controlled and voluntary aided schools within the Borough, and that it applies to all teaching staff employed within these schools.(iii) The Council implements the national recommended changes with effect from 1 September 2021, which are:<ul style="list-style-type: none">• A consolidated award of £250 is awarded to all teachers whose full-time equivalent basic earnings (excluding allowances) are less than £24,000• Advisory pay points are reintroduced on the Unqualified Teacher (UNQ) Pay Range 2021, which include the £250 consolidated award on the bottom three pay points, UNQ1-UNQ3 pay points• A reduction of 1 day from 195 to 194 that teachers (FTE) must be available to work as a result of the additional Bank Holiday on Friday 3 June 2022 to mark the Queen's Platinum Jubilee• Incorporate the statutory induction changes for Early Career Teachers (ECTs)• Introduce flexibilities around TLR3 payments for tutoring which is part of the education catch up programme to address learning disruption as a result of the pandemic.
Corporate Plan:	The 2021 Model Pay Policy supports the Living Well priorities of the Corporate Plan through the provision of opportunities for school

based and centrally based teaching staff to fulfil their earnings potential through the application of their skills and work. It also ensures that Governing Bodies apply the statutory provisions of the annual School Teachers Pay and Conditions Document in a fair and consistent manner.

Policy Implications:

The Council is required to review its existing Model Pay Policy for teaching staff on an annual basis in light of statutory changes to conditions of service for teaching staff in England and Wales, implemented through the statutory School Teachers Pay and Conditions Document. The main objective for developing a Model Pay Policy is to ensure that Governing Bodies apply the statutory provisions of the annual School Teachers Pay and Conditions Document in a fair and consistent manner.

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

The majority of employees affected by the proposed implementation of this Model Pay Policy are employed within schools. Individual school governing bodies and senior school leadership teams will need to ensure that their school budget plans take account of the new Model Pay Policy implications and that current and future staffing structures are affordable from their funding allocations.

Teaching staff employed by the Council will also be subject to the new Model Pay Policy. These staff are funded in a number of ways, including council budget, grant and traded income. The Council's medium term financial plan (MTFP) includes an annual allowance for changes to pay and the cost impact of this Model Pay Policy is in line with assumptions in the MTFP.

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

The legal implications are detailed in the main body of the report.

Risk Management:

To not review the existing Model Pay Policy in light of the impending statutory changes would pose the Council to legal challenge.

Background Information:

The background papers relating to this report can be inspected by contacting Jennifer Tyson, HR Manager, People and Workforce Development:



Telephone: 0161 342 2938



e-mail: <mailto:jennifer.tyson@tameside.gov.uk>

1. INTRODUCTION

- 1.1 Remuneration and conditions of service for school teachers in England and Wales is governed by statute. The School Teachers Pay and Conditions Act 1991 established the School Teachers Review Body (hereinafter 'Review Body') responsible for recommendations relating to the pay settlement and other matters concerning duties and conditions of employment.
- 1.2 Each year the Review Body recommends amendments to pay, to develop an amended School Teachers Pay and Conditions Document (STPCD) to be implemented annually each September. The recommendations are subject to national consultation with the teacher unions, employers and other relevant interested parties as part of the usual statutory consultation process.
- 1.3 Upon publication of the updated STPCD, Local Authorities translate the document into a Model Pay Policy for teaching staff. This is a policy required by statute and which is recommended for adoption by each Governing Body. All establishments employing individuals under teacher's pay and conditions are required to have a Pay Policy available for their teaching staff. The Pay Policy should be linked to the Teachers Appraisal Policy.
- 1.4 The STPCD and the statutory guidance are to be read together to provide a complete picture of pay and conditions for teachers in England.
- 1.5 The main objective for developing a Model Pay Policy is to ensure that all Governing Bodies apply the statutory provisions of the annually revised STPCD in a consistent and fair manner, as statute provides each Governing Body with defined levels of autonomy for pay decisions. Teachers within community and voluntary controlled schools (excluding voluntary aided schools and academies) remain employees of the Council through the leadership and management of each individual Governing Body and Headteacher. As such any inconsistent decisions and action relating to pay levels and pay progression may result in equality claims, placing the Council as employer at risk of significant financial burden.

2. SCHOOL TEACHERS PAY AND CONDITIONS DOCUMENT (STPCD) 2021

- 2.1 On 21 July 2021, the Review Body's 31st Report was published, setting out recommendations for changes to School Teachers Pay and Conditions 2021. The Government published its response to the School Teachers Review Body (STRB), following an 8-week consultation on 13 September 2021. As part of the national process, the National Employers Organisation for School Teachers (NEOST) were invited to respond, as a statutory consultee, and local authority leads were contacted to contribute to the response.
- 2.2 The School Teachers' Review Body (STRB) were asked not to recommend a pay uplift for qualified school teachers and leaders but did recommend the following proposed changes:
 - a £250 consolidated pay award for eligible unqualified teachers
 - reintroduction of advisory pay point structure for the unqualified teacher pay range
 - changes in the number of days that teachers must be available to work as a result of the additional Bank Holiday on Friday 3rd June 2022 to mark the Queen's Platinum Jubilee
 - incorporate the statutory induction changes for Early Career Teachers (ECTs).
 - introduce flexibilities around TLR3 by removing the consecutive use clause, which could introduce a payment mechanism for tutoring when being delivered by main and upper pay range teachers, to address learning disruption as a result of the pandemic.
- 2.3 The Department for Education produced a 2021 School Teachers' Pay and Conditions Document (STPCD) <https://www.gov.uk/government/publications/school-teachers-pay-and-conditions> which comes into force on 22 October 2021. The updated STPCD 2021 shows

the changes agree with the STRB recommendations.

2.4 Schools retain some discretion in respect of a number of specific elements within the Model Pay Policy, and the school's Pay Committee must make decisions which are relevant to their school in such circumstances. These discretionary elements include defining the value of any Special Education Needs (SEN) allowance (Appendix 1, section 12), the length of time any recruitment or retention payment will be payable for (Appendix 1, section 13), and finally whether or not the school will allow additional payments to be made for CPD or out of school learning activities (Appendix 1, section 13).

2.5 The main purpose of this report is to:

- advise on the individual changes being introduced by the STPCD 2021
- to inform of the subsequent review undertaken by the Council on its existing 2020 Model Pay Policy, and
- to seek formal ratification of a revised Model Pay Policy 2021 for teaching staff in schools and centrally based establishments, prior to it being recommended for adoption across school Governing Bodies.

3. SUMMARY OF STATUTORY CHANGES TO THE SCHOOL TEACHERS PAY AND CONDITIONS DOCUMENT 2021, AND IMPLICATIONS FOR THE COUNCIL'S MODEL PAY POLICY 2021

3.1 The statutory changes for 2021 are tabled below:

STPCD 2021 statutory change	Statutory Obligation	Model Pay Policy 2021 statutory change proposals
£250 consolidated pay award for eligible unqualified teachers	A consolidated award of £250 is awarded to all teachers whose full-time equivalent basic earnings (excluding allowances) are less than £24,000	The updated Model Pay Policy will reflect the £250 sum awarded to UNQ1 to UNQ3 pay points
Reintroduction of advisory pay point structure for the unqualified teacher pay range	Advisory 6-point pay range reintroduced on the Unqualified Teacher (UNQ) Pay Range 2021, which include the £250 consolidated award on the bottom three pay points, UNQ1-UNQ3 pay points as follows:	The Model Pay Policy 2021 Appendix 7 has been updated to apply the UNQ advisory pay points

Unqualified teacher pay range -		
England		
Minimum	1	18,419
	2	20,532
	3	22,644
	4	24,507
	5	26,622
Maximum	6	28,735

Changes in the number of days that teachers must be available to work as a result of the additional Bank Holiday on Friday 3rd June 2022 to mark the Queen's Platinum Jubilee.	A reduction of 1 day from 195 days to 194 days and a reduction in hours from 1265 hours to 1258.5 hours that teachers (FTE) must be available to work as a result of the additional Bank Holiday on Friday 3 June 2022 to mark the Queen's Platinum Jubilee for the school year beginning 1 September 2021.	The updated September 2021 Model Pay Policy, section 3.6 provides the calculation for short-notice teachers paid by the school. An amendment to the calculation specifically that where 195 days is referred has been adjusted to 194 days for the school year beginning September 2021 and where 1265 hours is referred that this is to be adjusted to 1258.5 hours for the school year beginning September 2021.
Incorporate the statutory induction changes for Early Career Teachers (ECTs)	Replaces the newly qualified teacher induction. Outline the Early Career Teachers (ECTs) provisions in respect of pay progression specifically, the requirement to ensure that ECTs are not negatively affected by the extension of the induction period from one to two years and outlining that this change does not prevent a school from awarding pay progression to ECTs at the end of the first year.	The updated September 2021 Model Pay Policy will amend section 5.3 to outline the Early Career Teachers (ECTs) provisions in respect of pay progression specifically, the requirement to ensure that that ECTs are not negatively affected by the extension of the induction period from one to two years and outlining that this change does not prevent a school from awarding pay progression to ECTs at the end of the first year.
Introduce flexibilities around TLR3 payments for tutoring which is part of the education catch up programme to address learning disruption as a result of the pandemic.	By removing the consecutive use clause, which could introduce a payment mechanism for tutoring when being delivered by main and upper pay range teachers outside of directed time and within the normal school day, to address learning disruption as a result of the pandemic.	The updated September 2021 Model Pay Policy, section 11.2 Temporary TLRs: TLR3, has been updated to include two additional significant responsibility areas as outlined in section 20.4 of the STPCD 2021 for which a TLR3 payment can be awarded: i) requires the teacher to lead, manage and develop a subject or curriculum area; or to lead and manage pupil development across the curriculum and ii) involves leading, developing and enhancing the teaching practice of other staff.

3.2 The 2021 STPCD provides an advisory 6 point unqualified teacher pay range. It is proposed to adopt the advisory 6-point unqualified teacher pay range (UNQ). The advisory pay points within the UNQ are detailed in the table below:

Table 1 – Unqualified Teacher Pay Range (UNQ)

The UNQ advisory pay points are consistent with a £250 increase to the current bottom three pay points for those earning less than £24,000 (FTE) annual salary as follows:

Unqualified Teacher Pay Range:	Pay spine	2020/2021 £ p.a.	2021/2022 £250 consolidated pay award for eligible teachers (paid < £24,000 FTE)	STPCD 2021/2022 Advisory pay points £ p.a.
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Minimum	UNQ1	£18,169	£250.00	£18,419
	UNQ2	£20,282	£250.00	£20,532
	UNQ3	£22,394	£250.00	£22,644
	UNQ4	£24,507	£0.00	£24,507
	UNQ5	£26,622	£0.00	£26,622
Maximum	UNQ6	£28,735	£0.00	£28,735

3.3 The number of individuals (including casual positions that are paid on the bottom pay point) on each unqualified pay point that the £250 consolidated pay award is applicable are detailed below. The summary of the impact of the application of the £250 consolidated award is that this would apply to:

- 3 FTE perm/temp employees (1 FTE in the Council and 2 FTE in schools) will receive and uplift in annual pay and;
- 10 FTE casual positions (7 in the Council and 3 in schools) will receive an uplift in hourly rate as follows:

Unqualified Teacher Pay Range	Council			Schools <i>Only those who have the Council SLA as the payroll provider</i>		
	Perm / Temp Headcount	Perm / Temp FTE	Casual	Perm / Temp Headcount	Perm / Temp FTE	Casual
UNQ1	0	0	0	1	1	3
UNQ2	0	0	0	1	1	0
UNQ3	1	1	7	0	0	0
UNQ4	2	2	0	2	2	0
UNQ5	4	4	1	2	2	0
UNQ6	18	13.83	0	6	4.05	0

3.4 Tameside's Model Pay Policy 2021 (Appendix 1) has been drafted to reflect the changes to the statutory document.

4. NON STATUTORY REVISIONS PROPOSED TO THE COUNCIL'S MODEL PAY POLICY 2021

4.1 The annual review cycle enables an internal review of the Model Pay Policy, allowing for revisions to improve future practice and provide clarification on matters.

4.2 The non-statutory changes proposed for 2021 are tabled below:

Topic	Reason for proposed update	Model Pay Policy September 2021 non-statutory change proposals
Executive Headteacher Protocols	To support schools who are setting up an executive headteacher arrangement we have developed an "Executive Headteacher Protocols" document which provides guidance on determining pay and highlights the considerations schools should give to the impact of the executive headship on other employees. We have also developed a statement which provides a framework for the performance management of	<ul style="list-style-type: none"> • To include the Executive Headteacher Protocols in the appendices of the Model Pay Policy • To include the statement on performance management into Section 10: Leadership Group of the Model Pay Policy.

5. CONSULTATION UNDERTAKEN AT A LOCAL LEVEL

5.1 Upon the publication of the STPCD 2021 which will come into force on 22 October 2021 consultation has been undertaken with schools, centrally employed services and Teacher Trade Unions: NEU (ATL and NUT), NASUWT, ASCL, NAHT. An update in relation to the teachers' pay 2021 and publication of the STPCD 2021 was presented verbally at the Employment Consultation Group on 12 October 2021 to update trade unions on the following:

- The School Teachers' Pay and Conditions (England) Order 2021 was laid before Parliament on 1 October 2021 and will be coming into force on 22 October 2021 (backdated to 1 September 2021).
- The Government did not ask the STRB to recommend any pay awards for teachers' earning £24k (FTE) or more. The STRB was asked however to recommend applying a £250 consolidated pay uplift for any unqualified teachers paid less than £24k (FTE).
- The Government accepted the STRB's recommendations in full.
- Upon publication of the STPCD 2021 the local Model Pay Policy has been reviewed, drafted and will be progressed through the governance approval process upon completion of the consultation period
- Following approval the Model Pay Policy 2021 will be shared with schools for consideration and centrally employed services for adoption
- The Model Pay Policy 2021 will be effective from 1 September 2021

There were no specific comments at the meeting. On 15 October 2021, the trade unions received a copy, of the revised and proposed Model Pay Policy 2021. Trade Union feedback received to date (2) asked for the flexibility around the payment of TLR3 for catch-up tutoring to be made more explicit in the Model Pay Policy 2021, to avoid any confusion.

Subsequently, the draft Model Pay Policy 2021 section 11.2 has further been updated with the addition of further clarity in the introductory text to outline that a TLR3 payment can be used for temporary payments for catch-up tutoring.

5.2 Schools and centrally employed services received an email on 15 October 2021 to commence consultation on the proposed updates to the current Model Pay Policy 2020. Feedback received to date from respondents (5) provided that their preference is to:

- apply the £250 consolidated pay award for eligible unqualified teachers
- adopt the advisory pay point structure for the unqualified teacher pay range
- apply the changes in the number of days that teachers must be available to work as a result of the additional Bank Holiday on Friday 3rd June 2022 to mark the Queen's Platinum Jubilee.
- incorporate the statutory induction changes for Early Career Teachers (ECTs)
- apply the flexibilities around TLR3 by removing the consecutive use clause, which could introduce a payment mechanism for tutoring when being delivered by main and upper pay range teachers outside of directed time and within the normal school day, to address learning disruption as a result of the pandemic.

6. RECOMMENDATIONS

As set out at the front of the report

6.1

**A Model Pay Policy for Teaching Staff in Schools and Centrally Based / Unattached Teachers
September 2021**

**A Model Pay Policy
for Teaching Staff in Schools
and
Centrally Based / Unattached Teachers**

**Produced by
Tameside Council Human Resources**

September 2021

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1. LEGAL CONTEXT

This Pay Policy describes how the Governing Body will apply the statutory provisions of the School Teachers' Pay and Conditions document (referred to as STPCD) to teachers working in the school. This can be accessed on-line at:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1022624/School_teachers_pay_and_conditions_document_2021_and_guidance_on_school_teachers_pay_and_conditions.pdf

This Pay Policy should be read in conjunction with the STPCD and its statutory guidance. This policy cannot override the requirements of any of the National Pay and Conditions documents.

Governing Bodies are required to:

- develop, adopt and implement a policy;
- keep the policy under regular review; and
- make it available to all staff.

This model policy has been developed by the Council and is recommended to Governing Bodies for adoption.

Centrally Based and Unattached Teachers

This model pay policy will also govern centrally based or unattached teaching staff employed by Tameside Council. The following terms should be replaced throughout the policy:

Where it states:

*Governing Body
Pay Committee
Headteacher
Deputy Headteacher / Assistant Headteacher
School*

Read as:

*Executive Director
Assistant Director
Head of Service / Principal
Leadership posts
Service*

2. AIMS

The aims of this Policy are to:

- ensure that pay and staffing arrangements enable the current and future delivery of the curriculum and school improvement plans;
- recruit, retain and motivate highly effective and high quality teachers and leaders;
- recognise the valuable contribution which teachers make to the school;
- provide a framework that sets out how all pay decisions are made in accordance with the Equal Pay Statement set out in appendix 1;
- recognise the financial constraints of the current staffing budget (based on a "whole school approach") for the school when reviewing and assessing the current staffing budget; and
- support the application of the school's adopted appraisal policy for teachers.

3. GENERAL PRINCIPLES AND APPLICATION

3.1 Roles and Responsibilities

The full Governing Body will determine the Pay Policy and pay ranges.

Implementation of the Pay Policy will be the responsibility of the Pay Committee (a Committee of the Governing Body). The constitution and terms of reference for this Committee are outlined in appendix 2.

The Pay Committee will not make judgements about the effectiveness of individual staff. Their role is to satisfy themselves that any recommendation has been made based on evidence and in accordance with the Appraisal and Pay Policies, and that the correct procedures have been followed.

The Pay Committee will monitor the effectiveness of the appraisal process and ensure that the allocation of pay is consistent with the standard of teaching of each individual, and with the outcomes for pupils.

In seeking to apply these aims, the Governors will consider advice issued by the Local Authority, the Department for Education, Local Government organisations and the Teachers Associations and Trade Unions.

The Pay Committee will be responsible for the decisions in respect of the Headteacher.

When determining pay progression, the Governing Body will take account of the school's budget and ensure that appropriate funding is allocated for pay progression at all levels. The Governing Body recognises that funding cannot be used as a criterion to determine pay progression.

3.2 Timing

The Pay Committee will meet at least annually during the autumn term, and no later than 31 October (or 31 December for Headteachers). The Pay Committee will carry out an annual review of every teacher's salary for implementation from 1 September, or on appointment. Salary reviews can be undertaken at any other time of the year if required. For example, to reflect any changes in circumstances or job description that leads to a change in the basis for calculating an individual's pay, or to correct errors.

3.3 Records

The pay records of individual teachers will be confidential.

A written statement will be given to each employee setting out their salary and any other financial benefits to which they are entitled.

The Pay Committee will decide the pay of all teachers and consider appraisal review information in relation to pay decisions. The Headteacher will be responsible for providing evidence to the Pay Committee to enable members of the Committee to apply this policy, including decisions of the Pay Committee in respect of the Deputy Headteacher(s), Assistant Headteacher(s), Lead Practitioners, main and upper pay range Classroom Teachers and Unqualified Teachers, and for presenting reports and making recommendations as appropriate to the Pay Committee.

3.4 Confidential Minutes

The Pay Committee will maintain confidential minutes of all its meetings, recording its decisions and the reasons for them and report all its decisions to the full Governing Body.

Differences between jobs as described in job descriptions will be recognised by ensuring there are appropriate pay differentials.

All teachers will receive information about vacant posts, including temporary and acting posts and those with Teaching and Learning Responsibility payments. These will be advertised in line with the school's recruitment and selection policy having regard to advice and guidance from the Local Authority. The school's staffing structure shall be recorded in writing and be available to all staff.

The annual pay review will be carried out with regard to the staffing structure in school approved by the Governing Body.

The Pay Committee will ensure that all teachers are protected against unforeseen changes to their pay and conditions in accordance with safeguarding afforded within the School Teachers' Pay and Conditions document.

Job descriptions will be provided for all teaching staff on appointment to post. Any changes will be negotiated as necessary.

Complaints relating to pay should be dealt with in line with appendix 3 and in accordance with appendix 2 of this document.

3.5 Part-time Teachers

Teachers contracted to work part-time will be paid pro rata to the salary they would receive if full time, with the exception of TLR3 payments (see section 11.4).

Where a teacher works part time at more than one school, pay decisions at one school do not commit another school at which the teacher works to award increases in pay.

3.6 Short notice teachers engaged by the School

Teachers who work on a day to day or other short notice basis have their pay determined in line with the statutory pay arrangements in the same way as other teachers.

Teachers paid on a daily basis will have their pay calculated based on their appropriate annual salary, divided by 195 (194 days for the school year beginning in 2021) and multiplied by the number of days worked. Where a half day is worked, the calculation will be the appropriate annual salary, divided by 195 (194 for the school year beginning in 2021), divided by 2.

Teachers who work less than a full day will be paid an hourly rate. The hourly rate will be calculated taking the annual salary and then dividing by 1265 (1258.5 hours for the school year beginning in 2021). It is expected that engagement of short notice teachers would normally be on a full or half day basis and the use of hourly rates would only be in exceptional circumstances.

A short notice teacher who is employed by the same authority throughout a period of 12 months beginning in August or September must not be paid more in respect of that period than s/he would have received had s/he been in regular employment throughout that period.

4. PAY ON APPOINTMENT

The Governing Body will determine the staffing structure and therefore pay ranges for a vacancy prior to advertising the post (see appendices 6 and 7).

The salary of newly appointed staff will be set within the range for the post as set out in the staffing structure and in accordance with the pay policy. In determining the starting salary for individual staff within the range, the Pay Committee may take into account a range of factors including:

- the skills, experience and relevant qualifications of the individual (including experience as described in appendix 5);
- market conditions;
- the school context and wider strategy, such as school improvement plans, financial situation, pupil and curriculum need;
- The employees' current salary level.

Newly qualified teachers in their first year will normally be paid on the minimum of the main pay range.

The school will endeavour to retain existing pay levels of teachers at appointment where they already fall within the pay range as advertised for the job, however there should be no assumption that a teacher will be paid at the same rate as they were being paid in a previous school.

5. PAY PROGRESSION BASED ON PERFORMANCE

Annual pay progression within the range is not automatic. Decisions regarding pay progression must be considered annually whether or not to increase the salary of teachers who have completed a year of employment since the previous annual pay determination, and if so, to what salary within the relevant pay ranges. Decisions must be made with reference to the individual employee's written appraisal report and the pay recommendation it contains. The Headteacher will be responsible for presenting appraisal review information for all teaching staff and for making recommendations to the Pay Committee, other than for themselves. In cases where there is an Executive Headteacher in post, the Executive Headteacher and/or the Headteacher could undertake this.

Decisions regarding pay progression will be based on an assessment of the typical performance of the teacher over time within the appraisal cycle. This will require decisions to be evidenced from a range of sources, including (but not exclusively) classroom observation, learning walks, work scrutiny and pupil progress information.

Teachers will be eligible for annual performance pay progression where throughout the assessment period they have demonstrated the required criteria, as outlined in each relevant section within this document (sections 6-10).

5.1 Discretion

Consideration of pay progression may be given where factors beyond the teachers' control have impacted on their ability to meet objectives. Discretion may be applied where not all performance management objectives have been met but significant progress can be evidenced.

5.2 Incomplete assessment period

Where a teacher has been absent for all or some of the assessment period, for example due to maternity leave or long term sickness absence, an assessment will be made based on performance during any periods of attendance within the current cycle, if sufficient evidence is available, or prior performance in the preceding assessment cycle otherwise. Governors and Headteachers are required to take account of protections afforded by Equality Legislation, and to seek advice from Human Resources in the event of queries.

For teachers who have not been at the school for all of the assessment period, applications should include appraisal review statements from their previous employment. The employee will be responsible for providing this evidence and the Headteacher must be satisfied that they are accurate.

5.3 Early Career Teachers (ECTs)

Early career teachers are subject to specific induction and performance processes in line with the statutory scheme. Any pay recommendation must be determined in accordance with the statutory induction process ensuring, that ECTs are not negatively affected by the extension of the induction period from one to two years. This change does not prevent a school from awarding pay progression to ECTs at the end of the first year.

5.4 Headteachers

In the case of Headteachers, assessment and consideration of performance related pay progression is the responsibility of the Appraisal Review Committee. The Appraisal Review Committee may be the Pay Committee for this purpose. The Chair of this Committee will present appraisal review information to members of the Pay Committee.

5.5 No progression

The Pay Committee may determine that no pay progression should be made. This decision will be made taking account of the assessment of performance. Any decision to not progress pay does not automatically invoke the capability procedure.

Where a decision is made to not progress pay, the teacher will be supported through the appraisal process to improve their performance in the first instance.

5.6 Accelerated Pay Progression

Where the pay range allows for it, it is possible for consistently outstanding teachers to progress more than one point within their pay range, should they be able to meet all the required criteria for pay progression, and have demonstrated exceptional performance throughout the assessment period, and have had their teaching assessed as consistently highly effective during the assessment period.

Such pay decisions need to be justified, equitable and consistent, giving due regard to the relevant equality legislation.

5.7 Appeals

Employees may make a formal appeal against a decision on pay. The appeals process is set out in appendix 3 and 4.

6. UNQUALIFIED TEACHERS

Unqualified teachers will be paid on the pay range for unqualified teachers. This is a 6-point salary range in accordance with the current STPCD and the agreed teaching staff structure for this school (appendix 7).

When determining on which point to place the unqualified teacher on appointment, the Pay Committee may take account of the relevant qualifications and experience as detailed, and in line with appendix 5.

6.1 Pay Progression Assessment

Annual pay progression within the range is not automatic. Unqualified teachers will be eligible for annual performance pay progression where throughout the assessment period they have consistently demonstrated the required criteria:

- Met all of the relevant teaching standards;
- Had their teaching assessed as at least effective overall during the assessment period;
- Met their most recent appraisal objectives;
- Met the requirements of their job description;
- Demonstrated a personal responsibility for identifying and meeting their CPD needs.

7. QUALIFIED TEACHERS – MAIN PAY RANGE

Qualified teachers, who have not applied to be paid on the upper pay range, will be paid on the main pay range for qualified teachers. This is a 6-point salary range in accordance with the agreed teaching staff structure (appendix 7).

7.1 Pay Progression Assessment

Annual pay progression within the range is not automatic. Qualified teachers will be eligible for annual performance pay progression where throughout the assessment period they have consistently demonstrated the required criteria below:

- Met all of the relevant teaching standards;
- Had their teaching assessed as at least effective overall during the assessment period;
- Met their most recent appraisal objectives;
- Met the requirements of their job description;
- Demonstrated a personal responsibility for identifying and meeting their CPD needs.

8. QUALIFIED TEACHERS – UPPER PAY RANGE

8.1 Movement to the Upper Pay Range

Qualified teachers may apply to be paid on the upper pay range at least once a year. Any qualified teacher being paid on the main pay range (not necessarily at the maximum of the range), subject to paragraph 5.6, may apply to be paid on the upper pay range (one application per academic year). The upper pay range is a 3-point salary range in accordance with the agreed teaching staff structure (appendix 7).

Teachers who wish to be assessed for progression to the Upper Pay Range must submit their request between 1 September and 31 October on the school's application form. Applications will be considered by 31 December, and a successful assessment will be implemented with pay backdated to 1 September.

Movement to the upper pay range is not automatic. Applications to move to the upper pay range will usually be based on two successful consecutive appraisal reviews, recommended to be over a two-year time period. The application should contain supporting evidence gathered from a variety of sources, as set out in the appraisal policy.

The Headteacher will assess applications and their recommendation will be considered by the Pay Committee. For an application to be successful the Pay Committee must be satisfied that the teacher:

- Is highly competent in all elements of the relevant teaching standards; and
- Has demonstrated achievements and contribution to school improvement, which are substantial and sustained.

For clarification, this would mean that over a sustained period the teacher has consistently:

- Demonstrated that they are highly competent in all of the teaching standards;
- Had their teaching assessed as at least effective overall during the assessment period, with elements of highly effective;
- Has met their most recent appraisal objectives;
- Met the requirements of their job description;
- Taken responsibility for identifying and meeting their own CPD needs and used their learning to improve their own practice.

Definitions:

Highly competent means performance good enough to provide coaching and mentoring to other teachers, which would enable them to improve their teaching practice

Substantial means make a distinctive contribution to the raising of pupil standards

Sustained means maintained continuously over 2 years

In the event of an unsuccessful application to progress to the upper pay range, the Headteacher will provide feedback including advice and support.

Only one application to upper pay range may be made per school, per academic year; notwithstanding the right to appeal an unsuccessful application. The appeals procedure is set out at appendix 3 and 4.

8.2 Progression within the Upper Pay Range

Annual pay progression within the range is not automatic. Teachers will be eligible for annual performance pay progression within the upper pay range where, throughout the assessment period, they have consistently demonstrated the required criteria below:

- Is highly competent in all of the relevant teaching standards;
- Had their teaching assessed as at least effective overall during the assessment period, with elements of highly effective;
- Has met their most recent appraisal objectives;
- Met the requirements of their job description;
- Has consistently taken responsibility for identifying and meeting their own CPD needs and used their learning to improve their own practice;
- Has demonstrated achievements and contribution to school improvement, which are substantial and sustained.

9. LEADING PRACTITIONERS

Where the Governing Body has determined that a lead practitioner post is to be included in the school staffing structure for the purpose of modelling and leading improvement of teaching skills, they will be paid on a 5-point salary range in accordance with the current STPCD and the agreed teaching staff structure for this school (appendix 6).

9.1 Pay Progression Assessment

Annual pay progression within the range is not automatic. Leading Practitioners will be eligible for annual performance pay progression where throughout the assessment period they have consistently demonstrated the required criteria below. In this school, the leading practitioner is required to:

- Be highly competent in all of the relevant teaching standards;
- Have had their teaching assessed as highly effective overall within the assessment period;
- Have met their most recent appraisal objectives;
- Met the requirements of their job description;
- Have consistently taken responsibility for identifying and meeting their own CPD needs and used their learning to improve their own teaching practice;
- Have coached and mentored colleagues to enable them to improve their teaching practice within the school;
- Have contributed to policy and practice which has improved teaching and learning across the school;
- Have demonstrated achievements and contribution to school improvement across the wider school.

Highly competent means performance good enough to provide coaching and mentoring to other teachers, which would enable them to improve their teaching practice.

10. LEADERSHIP GROUP

The Pay Committee will make recommendations to the Governing Body regarding:

- The review and setting of the Leadership Pay Ranges upon recruitment;
- The review and setting of Leadership Pay Ranges where the role of the Headteacher has substantially changed;
- The setting of a temporary Headteacher Pay Range to accommodate a seconded or fixed term Headteacher;
- The senior management structure appropriate for the school; and
- The pay for the senior management team i.e. Headteacher, Deputy Headteacher(s) and Assistant Headteacher(s), taking account of the responsibilities of the post, the background of the pupils, whether a post is difficult to fill and the performance of the post holder.

10.1 Determination of Leadership Pay Range

Changes to the determination of leadership group pay should only be applied to individuals upon appointment to a leadership post, or to an existing Headteacher whose responsibilities have significantly changed, in which case a three-step process applies for Headteachers and a two-step process for all other leadership posts.

Headteachers (and Executive Headteachers)

The relevant Body must determine a pay range by application of the following three-step process. In accordance with the agreed teaching staff structure, Headteachers (and Executive Headteachers) will be paid on a 7-point range.

Where an Executive Headteacher position exists, this post will be paid on a 7-point range and all other posts, including Headteachers, will be paid on a 5-point range. Only one post in the school structure will be paid on a 7-point range.

- 1) The appropriate pay range for a Headteacher will be determined by pupil numbers in line with the provisions of the 2021 STPCD. This will determine the appropriate Headteacher pay band.
- 2) The pay range for a Headteacher should not normally exceed the maximum of the Headteacher pay band. However, the Headteacher's pay range (where determined on or after 1 September 2014) may exceed the maximum where the relevant Body determines that circumstances specific to the role or candidate warrant a higher than normal payment. The relevant Body must ensure that the maximum of the Headteacher's pay range does not exceed the maximum of the Headteacher pay band by more than 25%, unless in wholly exceptional circumstances, and where supported by a robust business case, and after discussion with the Local Authority.
- 3) In the case of a new appointment, the relevant Body may wish to consider adjusting the pay range up to take account of how closely their preferred candidate meets the requirements of the post. In addition, the relevant Body may also decide to appoint on a salary that is higher than the bottom of the salary range, dependent upon the calibre of the candidate. However, the relevant Body must ensure that there is appropriate scope within the range to allow for performance related progress over time.

There is no requirement to ensure that the Headteacher's pay range exceeds the salary of the highest paid classroom teacher.

Deputy Headteachers and Assistant Headteachers (and Associate Headteachers where an Executive Headteacher arrangement exists)

In accordance with the agreed teaching staff structure, Deputy Headteachers and Assistant Headteachers (and Associate Headteachers where an Executive Headteacher arrangement exists) will be paid on a 5-point range.

In the case of a new appointment, the relevant Body may wish to consider adjusting the pay range up to take account of how closely their preferred candidate meets the requirements of the post. The relevant Body must ensure that there is appropriate scope within the range to allow for performance related progress over time.

The maximum of the Deputy or Assistant (or Associate) Headteacher pay range must not exceed the maximum of the Headteacher (or Executive Headteacher) band for the school. The pay range for Deputy or Assistant Headteacher (and Associate) should only overlap a Headteacher (or Executive Headteacher) pay range in exceptional circumstances, and where supported by a robust business case, and after discussion with the Local Authority.

There is no requirement that the Assistant or Deputy (or Associate) Headteacher's pay range exceeds the salary of the highest paid classroom teacher.

Multiple Headships / Executive Headteacher arrangements

Where an individual is appointed as headteacher of more than one school on a short-term basis (defined as a minimum of a school term), a formal collaboration can formalise the way the schools work together. Each school retains its own governing body with one or more joint committees being established.

There is an expectation that these temporary arrangements should be time-limited and subject to regular review and the maximum duration should be no longer than two years (School Teachers Pay and Conditions Document, (STPCD)).

Where an executive headteacher arrangement is permanent, it is expected that a formal partnership arrangement will be established, either through formal collaboration or federation. Federation is a shared governance structure whereby two or more maintained schools come together under a single governing body under the provisions of section 24 of the Education Act 2002.

The governance arrangements in place will determine who holds responsibility for the executive headteacher's performance management. Whilst it is expected that schools will form a formal partnership to manage an executive headship, where no formal partnership is established, the relevant body of the headteacher's original school must be responsible for the performance management of the headteacher. The relevant Body should review the Headteacher's pay in accordance with the STPCD, by aggregating the Headteacher pay band formula for the constituent school pupil numbers.

Formal Collaboration

As highlighted in the STPCD, under the Collaboration Regulations, governing bodies may arrange for a joint committee made up of governors from all the schools involved to be established to oversee the fixed-term arrangements. This joint committee should have delegated power to deal with the pay and performance management of the executive headteacher and other relevant staffing issues.

In line with the STPCD, it is expected that the executive headteacher will be managed by, and accountable to, a joint committee of governors made up of governors from each governing body.

This joint committee will manage the executive headteacher's employment with delegated powers so they can make decisions and report back to the separate governing bodies.

Formal Federation

The governing boards of federating schools cease to operate from the date of federation and a new single governing body is formed in their place.

Where an executive head is working across a federation, the single governing body is responsible for dealing with the pay and performance management of the executive headteacher.

10.2 Pay progression within the leadership group

Annual pay progression within the range is not automatic. Employees in leadership positions will be subject to an annual review of performance before any increase in pay is awarded. The relevant Body must decide how pay progression will be determined, and must be clearly attributable to the individual's performance, as assessed through the appraisal arrangements. The review will be carried out in the context of sustained high quality of performance taking account of appraisal objectives relating to school leadership and management and to pupil progress, which have been previously agreed at the beginning of the performance management cycle.

A recommendation on pay must be made in writing as part of the individual's appraisal report, and the relevant Body must have regard to this recommendation taking account of those objectives.

11. TEACHING & LEARNING RESPONSIBILITY PAYMENTS (TLR's)

11.1 Permanent TLR's: TLR1 and TLR2

A TLR1 or TLR2 may be awarded to a classroom teacher (paid on main or upper pay range) for undertaking a sustained additional responsibility in the context of the school's staffing structure for the purpose of ensuring the continued delivery of high-quality teaching and learning for which he/she is made accountable. TLR's of this type are permanent whilst the post-holder remains in the same post in the staffing structure.

TLR1 and TLR2's may only be awarded on a temporary basis where the teacher is temporarily occupying a different post in the staffing structure to which a permanent TLR payment is attached (in cases such as covering for vacant posts created by absences such as secondments, maternity, sick leave; or vacancies pending permanent appointment). A teacher who holds a TLR awarded on a temporary basis, or who is on a fixed term contract, does not receive a safeguarded sum when the award comes to an end.

Before awarding a TLR1 or TLR2, the Governing Body must be satisfied that the teacher's duties include a significant responsibility that is not required of all classroom teachers, and that it:

- a) is focused on teaching and learning;
- b) requires the exercise of a teacher's professional skills and judgement;
- c) requires the teacher to lead, manage and develop a subject or curriculum area; or to lead and manage pupil development across the curriculum;
- d) has an impact on the educational progress of pupils other than the teacher's assigned classes or groups of pupils;
- e) involves leading, developing and enhancing the teaching practice of other staff; and
- f) in respect of awarding a TLR1, that the teacher also has line management responsibility for a significant number of people.

A TLR1 and TLR2 is a payment integral to a post in the schools' staffing structure and therefore may only be held by two or more people when job sharing that post.

11.2 Temporary TLRs: TLR3

A TLR3 may be awarded to a classroom teacher for time limited school improvement projects or one-off externally driven responsibilities, the duration is to be established at the outset. The STPCD 2021 introduced flexibilities around TLR3 payments and this can now be used for temporary payments for catch-up tutoring which is part of the education catch up programme to address learning disruption as a result of the pandemic.

Before awarding a TLR3 the Governing Body must be satisfied that, the teacher's duties include a significant responsibility that is not required of all classroom teachers, and that it:

- a) is focused on teaching and learning;
- b) requires the exercise of a teacher's professional skills and judgement;
- c) requires the teacher to lead, manage and develop a subject or curriculum area; or to lead and manage pupil development across the curriculum;
- d) has an impact on the educational progress of pupils other than the teacher's assigned classes or groups of pupils;
- e) involves leading, developing and enhancing the teaching practice of other staff.

11.3 Values

The values of TLRs must fall within the following ranges:

- a) the range of a TLR1 is from £8,291 to £14,030 per annum
- b) the range of a TLR2 is £2,873 to £7,017 per annum
- c) The range of a TLR3 is £571 - £2,833

The locally agreed spot points within the TLR ranges are detailed at Appendix 7.

11.4 Principles

A teacher may only hold either a TLR1 or a TLR2; you cannot have both at the same time. However, a TLR1 or TLR2 could be based on a job description that itemises several different areas of significant responsibility.

Holders of a TLR1 or a TLR2 will also be eligible to receive a TLR3.

A teacher may be awarded more than one TLR3 at any one time.

Where TLR1's and TLR2's are awarded to part time teachers, this must be paid pro-rata at the same proportion as the teachers' part time contract.

A TLR3 awarded to a part time teacher will not be paid pro-rata and the whole of the value specified for a TLR3 must be paid to the teacher.

12. SPECIAL EDUCATIONAL NEEDS (SEN) ALLOWANCE

The Pay Committee **must** award a SEN allowance to a classroom teacher (paid on main/upper pay range) when:

- working in any SEN post that requires a mandatory SEN qualification;
- working in a special school;

- teaching pupils in one or more designated special classes in a school or, in the case of an unattached teacher, in a local authority service;
- working in any non-designated setting (including any PRS) that is similar to a designated special class or unit, where the post:
 - (i) involves a substantial element of working directly with children with special educational needs;
 - (ii) requires the exercise of a teacher's professional skills and judgement in the teaching of children with special educational needs; and
 - (iii) has a greater level of involvement in the teaching of children with special educational needs than is the normal requirement of teachers throughout the school or unit within the school or, in the case of an unattached teacher, the unit or service.

SEN allowances of this type are permanent whilst the post-holder continues to meet the criteria stated above.

SEN allowances may only be awarded on a temporary basis where the teacher is temporarily occupying a role that meets the criteria above (in cases such as covering for vacant posts created by absences such as secondments, maternity, sick leave or vacancies pending permanent appointment). A teacher who holds a SEN allowance awarded on a temporary basis, or who is on a fixed term contract, does not receive a safeguarded sum when the allowance comes to an end.

12.1 Values

Where a SEN allowance is to be paid, the Pay Committee must determine the spot value of the allowance, taking into account the structure of the school's SEN provision and the following factors:

- (i) whether any mandatory qualifications are required for the post;
- (ii) the qualifications or expertise of the teacher relevant to the post; and
- (iii) the relative demands of the post.

Where a teacher is in receipt of a SEN allowance awarded under an earlier Pay Policy, the Pay Committee must:

- (a) determine whether the teacher remains entitled to a SEN allowance; and,
- (b) if so, determine the amount of that allowance, within the framework provided:

Special Educational Needs Allowance	£ p.a.
SEN 1	£2,270
SEN 2	£3,374
SEN 3	£4,479

12.2 Principles

SEN allowances may be held at the same time as TLRs. However, the Governing Body should, when reviewing their staffing structures and keeping them under review:

- ensure that, in the light of remodelling and the move of administrative tasks from teachers to support staff, holders of SEN allowances are not carrying out tasks that would be more appropriately undertaken by support staff;
- consider if teachers have responsibilities that meet the principles for the award of TLR payments, whether it would be more appropriate to award a TLR payment instead of a SEN allowance of a lower value.

Where the teacher is no longer entitled to a SEN allowance following the review by the Pay Committee, or where the value of the SEN allowance payable following the review is lower than the value of the SEN allowance to which the teacher was entitled, the Pay Committee must pay the teacher a safeguarded sum outlined in the STPCD. The standard appeals process will apply where an SEN allowance is reduced or removed, as outlined in appendix 3 and 4.

13. ADDITIONAL PAYMENTS

The following additional payments may be allocated in accordance with the staffing/allowance structure in the school as approved by the Governing Body following recommendations from the Pay Committee (and/or Independent Advisor, where applicable).

There is no provision within the STPCD for the payment of honoraria. Any such award to a teacher for their teaching work would be unlawful. The Governing Body will not pay any honoraria to any member of the teaching staff for carrying out their professional duties as a teacher.

Headteachers

The total sum of any temporary payment made to a Headteacher in any school year must not exceed 25% of the annual salary, which is otherwise payable to the Headteacher.

The total sum of salary and other payments made to a Headteacher must not exceed 25% above the maximum of the Headteacher band, except as set out in paragraph 10.4 of the STPCD which, provides other than in wholly exceptional circumstances, with the agreement of the Governing Body, and having taken external independent advice and where supported by a robust business case and after discussion with the Local Authority.

13.1 Temporary additional responsibilities

The relevant Body may determine that additional, temporary payments be made to a Headteacher for temporary responsibilities or duties that are in addition to the post for which their salary has been determined. In each case, the relevant Body must not have previously taken such reason or circumstance into account when determining the Headteacher's pay range.

13.2 Provision of external services by the Headteacher

The Governing Body has discretion to make payments to a Headteacher who provides an external service to one or more additional schools as for example:

- External Advisor for Headteacher appraisal;
- Leadership Trainer; or
- Local / National leader of Education

The Pay Committee should record their decision and inform the relevant service providers i.e. Human Resources, Payroll etc. of the payment details to ensure the correct contractual amendment and payment is made

Payments may also be made to any of the school's teachers whose post acquires additional responsibility as a result of the Headteachers activities. Payments are not automatic.

13.3 Performance Payments to Seconded Teachers

Where a teacher is seconded to a post as Headteacher in a school causing concern which is not the teachers normal place of work, the relevant Body of the recipient school may award additional point(s) to reflect sustained high quality performance, within the Headteacher Pay Range for that school.

Other Leadership Posts

13.4 Acting allowances

Where a teacher, Leading Practitioner, Assistant or Deputy Headteacher takes on the higher responsibility of a colleague who is absent, s/he will be paid the appropriate salary for that post from the start of the absence period, for the duration of the absence.

Where a teacher carries out the duties of a Headteacher, Deputy Headteacher or Assistant Headteacher on a temporary basis, the Pay Committee must consider within four weeks whether the teacher shall be paid an acting allowance as a separate addition to their normal pay. It is recognised that classroom teachers and Lead Practitioners cannot be compelled to assume the professional duties of a Headteacher, Deputy Headteacher or Assistant Headteacher, but can agree to do so.

Where a Headteacher has been given a temporary Headteacher range because they have been seconded to turn round a failing school, the Governing Body may award them performance pay for one year as a lump sum if their return to their main school would otherwise prevent them from receiving the award. The lump sum is not pensionable.

13.5 Recruitment and retention incentives and benefits

The ability to award recruitment and retention incentives to teachers paid on the leadership pay ranges was removed in 2014. There is no ability to award such incentives other than as reimbursement of reasonably incurred housing or relocation costs, which would only be agreed in very exceptional circumstances and where supported by a robust business case and after discussion with the Local Authority.

All other recruitment and retention considerations in relation to leadership positions must be taken into account when determining the salary range at appointment.

Classroom Teachers

13.6 Recruitment and retention incentives and benefits

The Pay Committee may make such payments or provide other financial assistance, support or benefits, as they consider necessary as an incentive for the recruitment or retention of classroom teachers.

The Governing Body should specify clearly the basis on which such incentives may be paid (e.g. to all teachers; to those in shortage subjects as defined by the school; or after one/two advertisements have failed to produce a suitable candidate for appointment).

Payments may only be made for recruitment and retention purposes, not for carrying out specific responsibilities, or to supplement pay for other reasons.

When awarding such incentives and benefits, the Pay Committee will have regard to other payments and allowances in place in school and should make clear at the outset the expected

duration of any such incentives and benefits, and the review date after which they may be withdrawn.

Such payments shall be paid at appropriate intervals to be determined by the school. The Governing Body will review the level of payments/benefits annually.

13.7 Payments to teachers as a result of Executive Headship arrangements or Headteachers undertaking additional responsibilities

Where the Headteacher becomes responsible for more than one school (either permanent or temporary), in all cases, consideration needs to be given to the remuneration of other teachers who as a result of the Headteacher's role are taking on additional responsibilities. An increase in remuneration should only be agreed where the post accrues additional extra responsibilities as a result of the Headteacher's enlarged role; it is not automatic.

13.8 Continuing professional development and out of school learning activities

No member of staff will be obliged or be put under pressure to participate in continuing professional development or out of school learning activities outside of their normal working week/year.

Agreement to make a payment is entirely at the discretion of the Governing Body. At their discretion, the Governing Body may make additional payments to teachers who undertake continuing professional development outside the school day i.e. outside a teachers directed time that is outside of the 195 days on which the STPCD requires a teacher to be available for specified work. Any agreement to participate will be documented to clarify the details of the work expected and the entitlement to payment.

The daily rate of payment will be 1/195 of the teachers' salary based on the point they are on within MPR or UPR, excluding TLR / SEN payments or other allowances. For unqualified teachers delivering out of hours learning activity, the daily rate of payment will be 1/195 of their salary based on the actual point of the unqualified teacher pay range they are on, excluding any allowances.

Payment for duties undertaken which are not fully within the scope of teachers professional responsibilities, is, not within the remit of the Model Pay Policy for teachers and must be paid accordingly following job evaluation.

For the purpose of payment for inset days at weekends and out of term time, the length of a school/council organised inset day will not exceed six working hours. Payments for work undertaken for less than a full day will be paid on a pro rata basis.

13.9 Initial teacher training activities (ITT)

Teachers who voluntarily undertake school-based initial teacher training (ITT) activities may be allocated an additional payment to be determined by the Governing Body. ITT activities include supervising and observing teaching practice, giving feedback to students on their performance, acting as professional mentors, and formally assessing student's competencies.

Teachers who undertake ITT activities, which are not seen as part of the ordinary running of the school, will be given separate non-teaching contracts of employment to cover areas of work that are not part of the teaching job.

Any agreement to participate will be documented to clarify the details of the work expected and the entitlement to payment.

The Headteacher will need to notify the Payroll provider of the additional hours to ensure the correct payment is made.

13.10 Raising of educational standards at an additional school(s)

Teachers who voluntarily undertake additional responsibilities and activities due to, or in respect of, the provision of services relating to the raising of educational standards to one or more additional schools, may be allocated an additional payment to be determined by the Governing Body.

Unqualified Teachers

13.11 Unqualified Teachers Allowance

The Governing Body may pay an unqualified teachers allowance to unqualified teachers when it is considered that the basic salary is not adequate having regard to the responsibilities of the role, or qualifications and experience of the employee. Such allowances will be paid having regard to salary levels within the schools and in accordance with appropriate pay differentials.

An unqualified teacher may be awarded an allowance, where the teacher has:

- (a) Taken on sustained additional responsibility which is:
 - (ii) focused on teaching and learning
 - (iii) requires the exercise of a teacher's professional skills and judgement;

Or has:

- (b) Qualifications or experience which bring added value to the role s/he is undertaking.

The value of the allowance will be determined by the post held in the school's structure and the ability to recruit and retain in that post.

14. SALARY SAFEGUARDING

The Governing Body will ensure appropriate salary safeguarding for teachers in accordance with the School Teachers' Pay and Conditions Document, including where relevant, within the terms of the STPCD, the expectation to undertake commensurate work during the period that salary safeguarding applies.

APPENDIX 1 - EQUAL PAY STATEMENT

The Governing Body strives to be an equal opportunities employer and as such, opposes all forms of unlawful or unfair discrimination and believes as part of that principle that all teachers should receive equal pay for the same or broadly similar work, for work related as equivalent and for work of equal value. All employees will be recruited, trained and rewarded on the basis of their ability and the requirements of the job.

The Governing Body believes that it is the interest of the school that pay is awarded fairly and equitably and that in order to achieve equal opportunities for teachers, the pay system will be transparent, based on objective criteria and free from bias. When making decisions about pay, the Governors will have regard to:

- The Equality Act 2010
- The Employment Rights Acts 1996
- The Employment Relations Act 1999
- The Employment Act 2002
- The Education Act 2002
- The Education & Skills Act 2008
- The Part Time Workers (Prevention of Less Favourable Treatment) Regulations 2002

In order to put this commitment to equal pay into practice the Governing Body will:

- examine existing and future pay policies for teachers (including those working part time hours and those who are absent on pregnancy and maternity leave);
- carry out regular monitoring of the impact of practices; and
- inform staff of how these practices work and how their pay is determined;
- provide access to training and guidance for senior staff and governors involved in decisions about pay and benefits.

The Governing Body intends through the above action to avoid unfair discrimination, to reward fairly the skills, experience and potential of all teachers and thereby to increase the efficiency and harmony of the school.

APPENDIX 2 - PAY COMMITTEE CONSTITUTION AND TERMS OF REFERENCE

1. CONSTITUTION

The Pay Committee will comprise of a minimum of three Governors none of whom has a pecuniary interest, or is an employee at the school.

When discussing the salary of other teachers the Pay Committee will normally be advised by the Headteacher.

The appraisal review for the Headteacher will be carried out by the Appraisal Review Panel, supported by a suitably skilled and/or experienced external advisor. This Panel may be the Pay Committee. When the Pay Committee makes decisions about the Headteacher's salary the Headteacher will withdraw from the meeting. He/she may be invited to make a presentation to the Committee prior to withdrawal.

2. TERMS OF REFERENCE

The Pay Committee will have full delegated powers to make decisions within the pay policy determined by the full Governing Body. The Pay Committee will meet as required but must hold an annual meeting.

The purpose of the annual meeting will be:

- to review the changes in pay and conditions arrangements for all teaching staff;
- to receive from the Headteacher and the Council such recommendations as appropriate to the exercise of the governors functions;
- to prepare recommendations for the full Governing Body in respect of changes to the school pay policy and pay ranges. In undertaking this responsibility the Pay Committee will consult with the teaching staff, school representatives and secretaries of the recognised teacher associations;
- to undertake pay assessment for all teaching staff and prepare their annual pay statements (forms for this purpose are provided);
- to consider, (following withdrawal of the Headteacher from the meeting), the payment of the Headteacher in the forthcoming year; and
- to liaise as necessary with the school's Human Resources provider, for example, in relation to reviewing the Pay Ranges.

The Pay Committee must:

- minute clearly the reasons for all decisions.
- report all decisions to the full Governing Body.
- inform the Governing Body of the financial requirement of the decisions made.
- send a copy of the annual pay statement to each member of staff including their right to appeal;
- ensure that a copy of the annual pay statement is placed on the employee file and that any change in pay is communicated to the school's payroll provider for action.

APPENDIX 3 – APPEALS PROCEDURE

A teacher may seek a review of any decision in relation to his/her pay. The following list includes the reasons for seeking a review of a pay decision.

Where it is alleged that the pay committee have:

- a) incorrectly applied any provision of the STPCD;
- b) failed to have proper regard for statutory guidance;
- c) failed to take proper account of relevant evidence;
- d) taken account of irrelevant or inaccurate evidence; or
- e) unlawfully discriminated against the teacher.

Appeals Procedure

Where a teacher is dissatisfied with a pay decision made by the pay committee, he/she may appeal the decision and request a review of the salary assessment decision made in accordance with the Model Pay Policy.

Teachers should set down in writing the grounds for questioning the pay decision, including what they are hoping to achieve as a result of their appeal, within 10 working days of the notification of the pay decision being received. Teachers in schools should send their appeal to the Clerk to the Governing Body. Centrally based / unattached teachers should send their appeal to the Director, Children's.

For teachers in schools, the appeal will be heard by the appeal committee which will normally consist of a panel of 3 Governors excluding those with a pecuniary interest and those who were involved in the original decision.

For centrally based/unattached teachers, the appeal will be heard by a Director. Where the Director has a pecuniary interest or was involved in the original determination, an alternative Director will be identified.

Wherever possible, the appeal meeting will normally be held within 20 working days of receipt of the written appeal notification.

The teacher will be given the opportunity to make representations in person. The teacher is entitled to be accompanied by a work colleague or professional association/trade union representative at the appeal meeting.

The decision of the appeal panel will be given in writing. Where the appeal is rejected, the written decision will include details of the evidence considered and the reasons for the decision.

The appeal decision is final and there is no further right of appeal.

The outline process to be followed during the appeal meeting is detailed below.

APPENDIX 4 – PAY APPEAL MEETING OUTLINE PROCESS TO BE FOLLOWED

Chair of Pay Appeal Meeting:

- Welcomes all to the meeting and allows all present to introduce themselves
- Confirms that the pay appeal meeting has been convened under the school's Model Pay Policy, in respect of a pay decision made by the Pay Committee
- confirms the appeal points being considered
- confirms the employee has received the information pack
- checks if employee is happy with their representation
- checks if anyone has other information that they wish to be considered – if so, an adjournment may be required for all parties to read
- provides an explanation of the process:
 - Appeal meeting is to try and establish the facts of the case
 - to reach a decision on what action, if any, is necessary
 - explains the order of events, as detailed below

The Process:

1. The representative from the Pay Committee will present information for their decision and reference any supporting information.
2. Teacher (or their representative) may question the Pay Committee representative.
3. Appeal Committee may question the Pay Committee representative.
4. The teacher (or their representative) will present information to the Appeal Committee and reference any supporting information.
5. The representative from the Pay Committee may question the teacher.
6. Appeal Committee may question the teacher.
7. Final statements may be made by both the Pay Committee representative and the teacher.

ADJOURN

Meeting adjourned and all parties withdraw whilst the Appeal Committee consider the matter and deliberate their response.

RECONVENE

8. All parties are recalled and the decision is conveyed.
9. Confirm that the appeal decision is final and there is no further right to appeal.
10. The decision will be confirmed in writing.

APPENDIX 5 - EXERCISE OF DISCRETION RELATING TO EXPERIENCE

In reference to Section 4, determining salary upon appointment, the Governing Body is permitted to apply discretion relating to teaching and other relevant work experience.

Examples of relevant work experience may include:

a) teaching experience either qualified or unqualified:

- a Ministry of Defence (MOD) school
- an Independent school
- An Academy
- a City Technology College
- an overseas school outside the European Economic Area or Switzerland in the maintained sector of the country concerned
- further education, including sixth form colleges
- higher education

b) relevant experience outside teaching:

- supervisory duties involving children;
- full time study following qualification as a teacher;
- voluntary service following qualification as a teacher;
- employment in the industrial commercial or service sector at a level commensurate with that of a teacher and in a directly related field to the subject taught or responsibility to be held; and
- family responsibilities

APPENDIX 6 - PAY SPINE FOR THE LEADERSHIP GROUP (ENGLAND) 2021

Leadership Pay Range

Pay spine	£ p.a.
L1	£42,195
L2	£43,251
L3	£44,331
L4	£45,434
L5	£46,566
L6	£47,735
L7	£49,019
L8	£50,151
L9	£51,402
L10	£52,723
L11	£54,091
L12	£55,338
L13	£56,721
L14	£58,135
L15	£59,581
L16	£61,166
L17	£63,508
L18	£64,143
L19	£65,735
L20	£68,347
L21	£69,031
L22	£70,745
L23	£73,559
L24	£74,295
L25	£76,141
L26	£79,167
L27	£79,958
L28	£81,942
L29	£83,971
L30	£87,313
L31	£88,187
L32	£90,379
L33	£92,624
L34	£96,310
L35	£97,273
L36	£99,681
L37	£102,159
L38	£106,176
L39	£107,239
L40	£109,915
L41	£112,660
L42	£115,483
L43	£117,197

Annual Pay Ranges for Headteachers

Group	Range of local discretionary points	Annual Salary Range (England) £ pa 2021/22
1	L6 - L17	47,735 - 63,508
2	L8 - L20	50,151 - 68,347
3	L11 - L23	54,091 - 73,559
4	L14 - L26	58,135 - 79,167
5	L18 - L30	64,143 - 87,313
6	L21 - L34	69,031 - 96,310
7	L24 - L38	74,295 - 106,176
8	L28 - L43	81,942 - 117,197

**APPENDIX 7 - PAY SPINE FOR OTHER TEACHERS (ENGLAND) 2021
(Including TMBC discretionary points)**

		Qualified Teachers Upper Pay Range	
		UPR	£ p.a.
Minimum		UPR1	£38,690
		UPR2	£40,124
Maximum		UPR3	£41,604

		Qualified Teachers Main Pay Range	
		MPR	£ p.a.
Minimum		MPR1	£25,714
		MPR2	£27,600
		MPR3	£29,664
		MPR4	£31,778
Maximum		MPR5	£34,100
		MPR6	£36,961

		Unqualified Teacher Pay Range	
		UNQ	£ p.a.
Minimum		UNQ1	£18,419
		UNQ2	£20,532
		UNQ3	£22,644
		UNQ4	£24,507
		UNQ5	£26,622
Maximum		UNQ6	£28,735

		Teaching and Learning Responsibility Payments	
		TLR	£ p.a.
TLR 1		1a	£8,291
		1b	£10,203
		1c	£12,115
		1d	£14,030
TLR 2		2a	£2,873
		2b	£4,785
		2c	£7,017
TLR 3		3a	£571
		3b	£1,699
		3c	£2,833

		Special Educational Needs Allowance	
		SEN	£ p.a.
		SEN1	£2,270
		SEN2	£3,374
		SEN3	£4,479

		Lead Practitioner's Pay Range		
		Lead Practitioner Range	£ p.a.	
Minimum		LP1	£42,402	
		LP2	£43,465	
		LP 3	£44,550	
		LP 4	£45,658	
		LP 5	£46,796	
		LP 6	£47,969	
		LP 7	£49,261	
		LP 8	£50,397	
		LP 9	£51,656	
		LP 10	£52,983	
		LP 11	£54,357	
		LP 12	£55,610	
		LP 13	£57,000	
		LP 14	£58,421	
		LP 15	£59,875	
		LP 16	£61,467	
	Maximum		LP 17	£62,878
			LP 18	£64,461

APPENDIX 8 - ANNUAL ASSESSMENT OF PAY STATEMENT

NAME:		DATE OF APPRAISAL:	
JOB TITLE:		SCHOOL:	

Please complete the form below detailing the employees current pay details and the pay outcome following the annual assessment.
 Where the employee has a live warning on file, issued in line with an employment procedure that provides increments are to be withheld until the warning has expired, please ensure this is reflected in the pay recommendation and also detail in the rationale section if this is a reason for no movement within the pay range.

BASIC PAY	Pay range		Current Point	Point after appraisal	Annual Amount (£)
QUALIFIED TEACHER MAIN PAY RANGE	M1 – M6				
QUALIFIED TEACHER UPPER PAY RANGE	UPR 1 – UPR 3				
UNQUALIFIED TEACHER PAY RANGE	UNQ 1 - UNQ 6				
LEADING PRACTITIONER	LP[x] – LP[x]				
LEADERSHIP Executive / Headteacher	Group: [x] Range: L[x] – L[x]				
LEADERSHIP other Leadership posts	Range: L[x] – L[x]				
ALLOWANCES	Level	Point	Date Effective from	Expiry Date	Annual Amount (£)
PERMANENT TLR PAYMENT (TLR 1 or 2)					
TEMPORARY APPOINTMENT TO A TLR 1 or 2 ROLE (specify expiry date)					
TLR 3 (specify expiry date)					
SPECIAL EDUCATION NEEDS (SEN) ALLOWANCE					
UNQUALIFIED TEACHER ALLOWANCE (specify expiry date if temporary)					
ADDITIONAL PAYMENTS	Reason		Date Effective from	Expiry Date	Annual Amount (£)
<i>(Detail other additional payments and the expiry date if temporary e.g. Recruitment and Retention)</i>					
SAFEGUARDING	Reason		Date Effective from	Expiry Date	Annual Amount (£)
<i>(Detail any cash safeguarding payments and the expiry date)</i>					

RATIONALE

(PLEASE DETAIL THE RATIONALE FOR THE ANNUAL ASSESSMENT OUTCOME:

Signed by Chair of Pay Committee on behalf of the Governing Body:

Signature: _____ **Date:** _____

Notified to full Governing Body on: _____

One copy to be retained by the teacher and one copy to be retained by the Headteacher/Governing Body. The teacher/headteacher may request the Pay Committee to review a salary assessment decision made in accordance with the Model Pay Policy.

ONLY where there is a change, the Headteacher / Governing Body Representative will need to notify the School's HR/Payroll service providers of the change to ensure the correct contractual amendment and payment is made.

For those using Tameside Council payroll services please forward a copy by email to your link Recruitment, Pensions and Payroll Officer.

APPENDIX 9 - ANNUAL ASSESSMENT PAY COMMITTEE OUTCOME LETTER

Dear

Re: Annual Pay Assessment

The Pay Committee met on <insert date> to consider your pay progression for the period September [year] to August [year]. It was agreed at the Pay Committee meeting that your salary with effect from 1 September [year] is as follows:

Pay	Amount (£)
<insert pay range i.e. UQR / MPR / UPR / Leadership>	<insert amount>
<insert TLR / Allowances>	<insert amount>
<insert additional payments>	<insert amount>
<insert safeguarding payment>	<insert amount>
Total	<insert total amount>

**add/delete rows in the table as required*

The performance review for [academic year] was successful / unsuccessful as you met / did not meet the following objectives:

<insert objectives>

- detail objectives that have/have not been met
- detail where applicable, any live warnings that result in the withholding of an increment

**please delete the following paragraph if additional payment(s) is not applicable*

In determining your salary the Pay Committee has awarded an <insert payment name i.e. additional payment / unqualified teacher allowance / Recruitment and Retention allowance>. This payment is for the period <insert period from and to / permanent> and is awarded for <insert rationale for payment>.

Include the following UPR outcome where a teacher has requested to move from MPR to UPR:

UPR Outcome: [detail outcome decision]

The decision was based on the following ground(s):

The performance review for [academic year] was successful and you have maintained to meet the required criteria and standards in the following areas:

- detail areas where the required criteria and standards have been met / maintained

OR

The performance review for [academic year] was not successful because the following objectives were not met:

- detail objectives not met
- detail where applicable any live warnings that result in the withholding of an increment

In addition, you have not maintained the required criteria and standards in the following areas:

- detail areas where the required criteria and standards have not been met / maintained

Appeal

In the event that you are not satisfied with the outcome of the annual assessment you can appeal against this decision. To do this, you should set out your reasons for appeal in writing within 10 working days of the written outcome sent to you on <insert date>, this being no later than Date.

Teachers in schools should send their appeal to the Clerk to the Governing Body, <Insert address>. Centrally based / unattached teachers should send their appeal to the Director, Children's Services.

Yours sincerely,

NAME
Pay Committee Representative

APPENDIX 10 – Executive Headteacher Role Profile

The Executive Headteacher role profile below is in addition to the Contractual framework for teachers and the overriding requirements of Headteachers as contained in School Teachers' Pay and Conditions document and guidance on School Teachers' Pay and Conditions.

Summary of Role

The role of the Executive Headteacher will be responsible to the Governors of each school, the Director of Children's Services and the Assistant Director Education Services. The Executive Headteacher role is to provide strategic leadership and professional management to a number of schools to ensure they meet local and national objectives. This will include overall responsibility of the Schools, including all statutory duties of the Headteacher

The role of Executive Headteacher will usually be supported by a Head of School/Associate Headteacher.

The role of Executive Headteacher (IEHT) has three key priorities:

1. maintaining school improvement,
2. organisational expansion (e.g. increasing management capacity and efficiency), and
3. sharing good practice including safeguarding and promoting the welfare of children.

Responsibilities

- The Executive Headteacher has responsibility for maintaining school improvement, although the day to day responsibility for the delivery of the curriculum rests with the Head of School / Associate Headteacher of each school.
- Through strategic thinking, the Executive Headteacher will assist the Governing Board in each school to develop a structure that ensure the leadership team and whole school staffing structure is effective, sustainable, reflects the schools values, and enables the management systems, structures and processes to work effectively in line with statutory requirements.
- By coaching the Head of School / Associate Headteacher, the Executive Headteacher will ensure each School has capacity to be led in an efficient manner and enables the leadership teams to be empowered and able to support the effective and safe learning environment of each school.
- The Executive Headteacher role has a key function of being outward facing, representing the school and sharing good practice.
- One key aspect of the sharing of good practice is the financial overview of each School budget, ensuring the range, quality and use of resources is monitored, evaluated and reviewed to improve the quality of education for all pupils, provide value for money and ensuring each school manages and optimises the use of financial and human resources to achieve the schools' educational goals and priorities. Where required, the financial overview should ensure that a deficit budget position is resolved. However, the day to day expenditure of that budget will remain with the Head of School / Associate Headteacher.
- The Executive Headteacher will report regularly to Governing Board meetings as part of a coordinated 'Head teachers report' providing clear, evidence-based improvement plans and policies for the development of the schools and their facilities.

APPENDIX 11 – Headteacher Role Profile

The Headteacher role profile below is in accordance with the Contractual framework for teachers and the overriding requirements of Headteachers as contained in School Teachers' Pay and Conditions document and guidance on School Teachers' Pay and Conditions.

A headteacher's professional duties must be carried out in accordance with and subject to:

- a) the provisions of all applicable legislation and any orders and regulations having effect under the applicable legislation, and in particular the Education Act 199 and the Act;
- b) the instrument of government of the headteacher's school;
- c) any rules, regulations or policies made either by the governing body on matters for which it is responsible, by the authority with respect to matters for which the governing body is not responsible or by the headteacher's employers;
- d) where the school is a voluntary, foundation or foundation special school, any trust deed that applies to the school;
- e) any scheme prepared or maintained by the authority under section 48 of the School Standards and Framework Act 1998;
- f) the terms of their appointment.

A headteacher may be required to undertake the following duties:

Whole school organisation, strategy and development

- Provide overall strategic leadership and, with others, lead, develop and support the strategic direction, vision, values and priorities of the school.
- Develop, implement and evaluate the school's policies, practices and procedures.

Teaching

- Lead and manage teaching and learning throughout the school, including ensuring, save in exceptional circumstances, that a teacher is assigned in the school timetable to every class or group of pupils:
 - a) in the first, second, third and fourth key stages, for foundation and other core subjects and religious education; and,
 - b) in the preliminary stages.
- Teach.

Health, safety and discipline

- Promote the safety and well-being of pupils and staff.
- Ensure good order and discipline amongst pupils and staff.

Management of staff and resources

- Lead, manage and develop the staff, including appraising and managing performance.
- Develop clear arrangements for linking appraisal to pay progression and advise the relevant body on pay recommendations for teachers, including on whether a teacher at the school who applied to be paid on the upper pay range should be paid on that range.
- Organise and deploy resources within the school.
- Promote harmonious working relationships within the school.
- Maintain relationships with organisations representing teachers and other members of the staff.
- Lead and manage the staff with a proper regard for their well-being and legitimate expectations, including the expectation of a healthy balance between work and other commitments.

Professional development

- Promote the participation of staff in relevant continuing professional development.
- Participate in arrangements for the appraisal and review of their own performance and, where appropriate, that of other teachers and support staff.

- Participate in arrangements for their own further training and professional development and, where appropriate, that of other teachers and support staff including induction.

Communication

- Consult and communicate with the governing body, staff, pupils, parents and carers.

Work with colleagues and other relevant professionals

- Collaborate and work with colleagues and other relevant professionals within and beyond the school including relevant external agencies and bodies.

APPENDIX 12 – Deputy Headteacher, Assistant Headteacher Role Profile

The Deputy Headteacher and Assistant Headteacher role profile below is in accordance with the Contractual framework for teachers and the overriding requirements of Deputy Headteachers and Assistant Headteachers as contained in School Teachers' Pay and Conditions document and guidance on School Teachers' Pay and Conditions.

Deputy headteachers and assistant headteachers

- A person appointed as a deputy or assistant headteacher in a school, in addition to carrying out the professional duties of a teacher other than a headteacher detailed in Appendix 13 of the Model Pay Policy document, also including those duties particularly assigned by the headteacher, must play a major role under the overall direction of the headteacher in:
 - a) formulating the aims and objectives of the school;
 - b) establishing the policies through which they are to be achieved;
 - c) managing staff and resources to that end;
 - d) monitoring progress towards their achievement;and undertake any professional duties of the headteacher reasonably delegated by the headteacher.

- If the headteacher is absent from the school a deputy headteacher must undertake their professional duties to the extent required by the headteacher or the relevant body or, in the case of a foundation, voluntary aided or foundation special school, the governing body.

APPENDIX 13 – Teacher other than a Headteacher Role Profile

The teacher other than a Headteacher role profile below is in accordance with the Contractual framework for teachers and the overriding requirements of Teachers as contained in School Teachers' Pay and Conditions document and guidance on School Teachers' Pay and Conditions.

Teachers on the leading practitioner pay range

- Except where otherwise provided for in the School Teachers' Pay and Conditions Document, teachers on the leading practitioner pay range have the same professional responsibilities and benefit from the same rights conferred as all other teachers, other than a headteacher. However, additional duties relevant to their role in modelling and leading improvement of teaching skills may be included in the individual job descriptions of such teachers.

Teachers other than a headteacher

A teacher may be required to undertake the following duties:

Teaching

- Plan and teach lessons to the classes they are assigned to teach within the context of the school's plans, curriculum and schemes of work.
- Assess, monitor, record and report on the learning needs, progress and achievements of assigned pupils.
- Participate in arrangements for preparing pupils for external examinations.

Whole school organisation, strategy and development

- Contribute to the development, implementation and evaluation of the school's policies, practices and procedures in such a way as to support the school's values and vision.
- Work with others on curriculum and/or pupil development to secure co-ordinated outcomes.
- Subject to paragraph 52.7 supervise and so far as practicable teach any pupils where the person timetabled to take the class is not available to do so.

Health, safety and discipline

- Promote the safety and well-being of pupils.
- Maintain good order and discipline among pupils.

Management of staff and resources

- Direct and supervise support staff assigned to them and, where appropriate, other teachers.
- Contribute to the recruitment, selection, appointment and professional development of other teachers and support staff.
- Deploy resources delegated to them.

Professional development

- Participate in arrangements for the appraisal and review of their own performance and, where appropriate, that of other teachers and support staff.
- Participate in arrangements for their own further training and professional development and, where appropriate, that of other teachers and support staff including induction.

Communication

- Communicate with pupils, parents and carers.

Working with colleagues and other relevant professionals

- Collaborate and work with colleagues and other relevant professionals within and beyond the school.

APPENDIX 14 - Executive Headteacher Protocols

This document outlines the protocols schools should follow when appointing an Executive Headteacher as part of a partnership arrangement (collaboration or federation).

TEMPORARY EXECUTIVE HEADTEACHER

In a situation where a headteacher post cannot be filled and there are no employees who can take on the role of acting headteacher, a headteacher from another school may be appointed accountable and responsible for that school, in addition to their own school. This role should be regarded as an acting headship on a temporary basis for as long as arrangements are being made for a permanent headteacher to be recruited, or to make alternative permanent arrangements, such as amalgamating the schools or creating a hard federation.

Arrangements

There is an expectation that these temporary arrangements should be time-limited and subject to regular review and the maximum duration should be no longer than two years (School Teachers Pay and Conditions Document, (STPCD)).

In such temporary arrangements, a fixed-term variation of contract must be issued. This will specify that the headteacher, in addition to their substantive post, is for a fixed period employed additionally as headteacher of the additional school(s). At the end of the fixed-term variation, the executive headteacher will revert to their substantive post.

Any workload issues for the executive headteacher and additional responsibilities for other employees as a consequence of this temporary arrangement, should be addressed as part of the overall considerations by the relevant body in agreeing to the headteacher undertaking the temporary additional role (STPCD).

Formal Collaboration

Where an individual is appointed as headteacher of more than one school on a short-term basis, a formal collaboration can formalise the way the schools work together. Each school retains its own governing body with one or more joint committees being established.

Collaboration is when schools work together without a single over-arching governance structure. Maintained schools may collaborate formally with other maintained schools, hold joint board meetings and form joint committees. The School Governance (Collaboration) (England) Regulations 2003 leave much of the detailed arrangements to the schools concerned.

Under the Collaboration Regulations, the governing bodies may arrange for a joint committee made up of governors from all the schools involved to be established, to oversee the fixed-term arrangements. This joint committee should have delegated power to deal with the pay and performance management of the executive headteacher and other relevant staffing issues.

Maintained schools may also enter into collaborative arrangements with further education (FE) colleges using joint committees (The Collaboration Arrangements (Maintained Schools and Further Education Bodies) (England) Regulations 2007).

The Collaboration Regulations do not permit maintained schools to share governance arrangements and form formal joint committees with academies, however, they may collaborate informally. For example, a joint working group may be established which is purely advisory in nature, making recommendations to the boards of both schools who retain decision-making powers.

Pay

As stipulated in the STPCD, where a headteacher is temporarily accountable for more than one school, this role should be regarded as an acting headship. The Department for Education's document 'Implementing your school's approach to pay' provides advice for maintained schools and local authorities. Within this, it is stated that for those factors which are not expected to persist, such as temporary responsibility for an additional school, these should be reflected through an allowance, rather than consolidated into the indicative pay range.

Payments can be made to a headteacher for clearly temporary responsibilities or duties that are in addition to the post for which their salary has been determined. In each case, the relevant body must not have previously taken such reason or circumstance into account when determining the headteacher's pay range. Any temporary payments made should take account of the full responsibilities of the post (STPCD).

The total sum of the temporary payments made to a headteacher in any school year must not exceed 25% of the annual salary, which is otherwise payable to the headteacher, and the total sum of salary and other payments made to a headteacher must not exceed 25% above the maximum of the headteacher group.

The relevant body may determine that additional payments be made to a headteacher which exceed the limit in wholly exceptional circumstances and with the agreement of the governing body. The governing body must seek external independent advice before producing a business case, seeking such agreement.

Where the arrangement for the executive headteacher is temporary, any adjustment to their pay and that of other teachers is also temporary, and safeguarding provisions will not apply when the arrangements cease.

Impact on Other Employees

In line with the STPCD, the joint committee should take account of the circumstances of each school and the workload implications, including the extent to which the executive headteacher is likely to be absent from the individual schools. Where there is a deputy headteacher in the school, it may be more appropriate to increase their pay range temporarily to take account of the increased responsibilities in the absence of the executive headteacher. The joint committee should ensure that any payment for additional responsibilities is in line with the provisions of the Document (STPCD) and the school's pay policy.

The joint committee overseeing the arrangements across two or more schools, should have delegated power regarding the financial arrangements which will apply during the collaboration period. For example, the joint committee should determine any payment on the basis of temporary additional responsibility for teachers, other than the executive headteacher, in each school, and the arrangements for reviewing and ending those payments. This will ensure a coordinated approach for remunerating employees affected by the arrangement.

PERMANENT EXECUTIVE HEADTEACHER

Arrangements

Where an executive headteacher arrangement is permanent, it is expected that a formal partnership arrangement will be established, either through formal collaboration (see above) or federation.

Federation

Federation is a shared governance structure whereby two or more maintained schools come together under a single governing body under the provisions of section 24 of the Education Act 2002.

The School Governance (Federations) (England) Regulations 2012 states that the total membership of the governing body of a federation must be no fewer than seven governors.

Pay

The STPCD, states that where a headteacher is appointed as headteacher of more than one school on a permanent basis, the relevant body of the headteacher's original school or, under the Collaboration Regulations, the collaborating body must calculate the headteacher group by combining the unit score of all the schools for which the headteacher is responsible to arrive at a total unit score, which then determines the headteacher group.

The relevant body should re-determine the headteacher's pay range if it becomes necessary to change the headteacher group, including where the headteacher becomes responsible and accountable for more than one school in a federation on a permanent basis.

Pay ranges for headteachers should not normally exceed the maximum of the headteacher group. However, the headteacher's pay range may exceed the maximum where the relevant body determines that circumstances specific to the role or candidate warrant a higher than normal payment. The relevant body must ensure that the maximum of the headteacher's pay range and any additional payments does not exceed the maximum of the headteacher group by more than 25% other than in exceptional circumstances; in such circumstances, the governing body must seek external independent advice before providing such agreement and support its decision with a business case.

Impact on Other Employees

Consideration also needs to be given to the remuneration of other teachers who, as a result of the executive headteacher's role, are taking on additional responsibilities. This will be based on any additional responsibilities attached to the post (not the teacher), which should be recorded. An increase in remuneration should only be agreed where the post accrues extra responsibilities as a result of the executive headteacher's enlarged role; it is not automatic. As additional responsibilities are permanent, where an increase in pay is agreed, the pay for this post would need to be changed on a permanent basis.

MEMORANDUM OF UNDERSTANDING

A memorandum of understanding should sit alongside a contract of employment for an Executive Headteacher. An example can be found below.

MEMORANDUM OF UNDERSTANDING

The following governing bodies **[insert names]** have agreed this memorandum of understanding. It relates to the arrangements for a temporary/permanent shared headship between **[insert names of schools]**.

Duration	This arrangement will be in place from [Start date] to [End date] .
Appointment	The governing bodies have appointed [Headteacher's name] as Executive Headteacher.
Arrangement	The Executive Headteacher will be deployed for [Number of days] days at [School name] and [Number of days] days at [School name] .
Payment	<p>The headteacher's current salary range and salary is [Salary range and Salary]</p> <p>As this is a temporary arrangement, a temporary payment of [% of annual salary] will be made. OR As this is a permanent arrangement, the headteacher group has been calculated by combining the unit score of all the schools for which the headteacher is responsible to arrive at a total unit score, which then determines the headteacher group.</p> <p>The salary (range) to be paid for the duration of this arrangement is [Salary range]. The salary level on appointment is [Salary].</p> <p>The proportion of salary paid to the Executive Headteacher will be [%] from [School name] and [%] from [School name].</p>
Contract	The Executive Headteacher will have a fixed term variation of contract, which will last for [Duration] and be reviewed regularly [Review timescale] by both separate governing bodies. At the end of that period, the post holder will revert to their substantive post and commensurate salary.
Management	The Executive Headteacher will be managed by, and accountable to, a joint committee of governors made up of [List names of governors from each governing body] representing each governing body. The joint committee will manage the Executive Headteacher's employment (without delegated powers, which would then refer back to the separate governing bodies) or (with delegated powers so they could make decisions and report back to the separate governing bodies). The joint committee will meet every [Number of weeks/months] . It will be responsible for discussing [the time deployment, financial arrangements, key tasks, performance management objectives and work-life balance] of the Executive Headteacher during the period of shared headship.

Accountability	In addition to their accountability to governors, as headteacher of [Names of Schools], [Name of Executive Headteacher] will hold the accountability associated with the role of headteacher in all the schools involved in this partnership. This includes being accountable to external parties such as Ofsted.
Changes	If the Executive Headteacher gives notice during the period of shared headship, the governing bodies will consider whether to appoint another Executive Headteacher or to revert back to the original substantive arrangements in each school. If appointing another Executive Headteacher, the selection panel will consist of three governors taken from any of the collaborating governing bodies. They will make a recommendation to all of the full governing bodies, which must be approved; if it is not then the selection process must be repeated. (Optional paragraph)

This memorandum of understanding was agreed on **[Date]**

Signatures:

Executive Headteacher

Chair of Governors at [First school name]:

Chair of Governors at [Second school name]:

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Agenda Item 9

Report to:	EXECUTIVE CABINET
Date:	15 December 2021
Executive Member:	Councillor Allison Gwynne – Neighbourhoods, Community Safety and Environment
Reporting Officer:	Ian Saxon – Director of Place
Subject:	APPROVAL & IMPLEMENTATION OF REVISED WASTE STRATEGY AND ENFORCEMENT POLICY
Report Summary:	To provide details on the operational outcomes of the 3 weekly waste collections of the blue and black bins in the trial areas of Ridge Hill, Stalybridge; Central Hyde and Haughton Green, Denton. The report will also provide a summary of the responses received from the survey that have taken place around the 3 weekly trial and the Waste Strategy and Enforcement Policy.
Recommendations:	<p>That Executive Cabinet be recommended to approve the updated Waste Strategy and Enforcement Policy with effect from the 31 January 2022.(attached at Appendix 7) including;</p> <ul style="list-style-type: none">(i) Changes in frequency of Blue and Black bin collection from 2 weekly to 3 weekly(ii) The extension of charging for new and replacement brown, blue and black wheeled bins.(iii) Exceptional circumstances (bin capacity) and exemptions (charging) policies to assist those in specific need or circumstances.
Corporate Plan:	The proposals support the ‘Modern Infrastructure and a sustainable environment that works for all generations and future generations’ strand of the Corporate Plan.
Policy Implications:	<p>The pilot scheme and consultation process has been used to enable a thorough evaluation of the collection frequency adjustment.</p> <p>The Waste Policy and Enforcement Strategy will be reviewed and updated following a decision on any wider roll-out of the scheme.</p>
Financial Implications: (Authorised by the statutory Section 151 Officer & Chief Finance Officer)	<p>The Place directorate has identified savings proposals of £2.777m in 2021/22 increasing to £3.998m by 2025/26. The change in collection frequency of blue and black bins originally had a combined savings estimate for 2021/22 of £260,000 (£130,000 per bin type). This was based on expected implementation from 1 October 2021 and a reduction of 4 refuse collection crews. This increased to an estimated combined annual cost reduction of £530,000 from 2022/23 (£265,000 per bin type). Subsequently it was found that a reduction of 4 crews would not be operationally viable and work is ongoing following the pilot period to establish the maximum saving possible.</p> <p>It should be noted that the part year 2021/22 saving now has a revised estimate of £60,000 if implemented from 31 January 2022 (subject to evaluation of the pilot scheme). This results in an estimated shortfall of savings in 2021/22 of £200,000. The shortfall will need to be mitigated via savings elsewhere within the Directorate.</p> <p><u>Proposal to charge for replacement bins</u></p>

It was originally estimated that the cost recovery of wheeled bins issued would equate to £190,000 from 2021/22 and on an annual basis thereafter. However as implementation has been delayed from 1 April 2021 it is envisaged that there will be an estimated shortfall in saving of £158,000 in 2021/22 (based on implementation from 31 January 2022) This is clearly dependent on the volume of wheeled bins issued and is therefore estimated at this stage. Again, the estimated reduced value of savings not realised will need to be mitigated via savings elsewhere within the Directorate where possible.

In summary, there is a forecast shortfall in savings of approximately £358,000 in 2021/22. This figure is based on an assumption of project implementation from 31 January 2022. Any further delays beyond this date will cost the Council an additional £45,000 per month in lost savings.

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

Waste collection is the responsibility of the council acting as a waste collection authority (WCA) under the Environmental Protection Act 1990.

As a WCA the council must arrange for the collection of household waste (and, if requested, of commercial waste) in its area.

It is for the council to decide how the collections are undertaken but clearly any changes to how collections are made should be carefully considered and consulted upon. In addition any impact on the quality of local environments carefully monitored.

The service has undertaken a consultation and also a pilot scheme to test out the suggested changes to the collections.

The feedback is set out in the main body of the report and should be carefully considered by Members as part of the decision making process.

Risk Management:

Changes to service provision can be disruptive and challenging to residents, however the Communications Plan will ensure that residents in the pilot areas are well informed of the adjustment to their paper and cardboard (blue) and glass, plastic bottles, cans and tin foil (black) bins collection frequency. The consultation process will ensure that residents are engaged and can provide invaluable feedback. An initial Equality Impact Assessment (EIA) has been completed, and a full EIA will be developed prior to any further roll-out of the scheme.

Background Information:

The background papers relating to this report can be inspected by contacting Garry Parker, Head of Waste Management and Fleet Services:



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1. INTRODUCTION

Executive Summary

- 1.1 Continuing pressures caused by the coronavirus pandemic, increased demand for services and government cuts of almost £200 million over the last 10 years, mean the council is faced with having to make savings of another £23 million this financial year to balance the budget for 2021-22.
- 1.2 Services across the council are required to increase efficiencies and deliver services in innovative ways to ensure that the Council “builds back better” following the pandemic, whilst delivering a balanced budget for future financial years.
- 1.3 As part of this, Waste Services have prepared a revised Waste Policy for Tameside. The vast majority of the revised Waste Policy is unchanged from the current policy. The three key areas of change are – (1) Collection of blue bins (paper and card) moving from 2-weekly to 3-weekly; (2) Collection of black bins (glass, plastic and cans) moving from 2-weekly to 3-weekly; and (3) the introduction of charges for replacement bins.
- 1.4 The revised Waste Policy includes provision for extra bin capacity and fee waiver in certain circumstances. It is important to also note some key elements that are unchanged in the revised policy. Namely the frequency of green (landfill) and brown (garden and food) bin collections and the provision of a pull out and return service for those with disabilities or frailties.
- 1.5 The changes were trialled in three pilot areas for three months from August 2021 to October 2021. Two consultations were also held – one with households involved in the pilots and one wider public consultation.

Background

- 1.6 In the February 2021 Board report, it was evidenced that the total tonnage presented for the blue bins (paper and cardboard) has been in decline since 2017/18, with presentation rates typically around 80% per year. The presentation rate for the black bins (glass, plastic bottles, cans and tin foil) is also approximately around 80% per year, however it was noted that the effect of the pandemic did lead to increased overall tonnage presented in 2020/2021. In short, the service demand indicates that the recycling needs of residents could be met by adjusting the collection frequency of the blue and black bins from two weekly to three weekly collections. It should also be noted that the blue bin collection was a three weekly collection as recently as 2016.
- 1.7 Over the last three years, we have seen the total amount of paper and cardboard collected in the blue bins steadily decreasing. The way people shop, what they buy and their understanding of the environment and sustainability have contributed to less paper and cardboard being presented for collection. The markets for this material have also changed, with recent years seeing the value of the material collected dropping.
- 1.8 The tonnage of glass, plastic bottles, tinfoil and cans presented for collection remains quite constant. However, the black bins have a large capacity and a lower presentation rate from residents, meaning they are not always full and have capacity to spare.
- 1.9 Changing the collection frequencies of the bins is used across Greater Manchester to ensure the resources available are utilised as efficiently as possible. This is evidenced by the table below which shows the collection frequencies of the Greater Manchester (GM) authorities that are members of the GMCA Waste and Resources contract via Suez.
- 1.10 The following table shows Tameside’s current collection frequency and how it compares to the other local authorities in Greater Manchester.
Table 1 Showing The Collection Frequencies of Different Material Types Across GM

Council	Paper & Card	Glass, plastic bottles, cans and tin foil	General Waste	Garden/Food Waste
Bolton	2 Weekly	2 Weekly	2 Weekly	2 weekly
Bury	3 Weekly	3 Weekly	3 Weekly	2 Weekly
Manchester	2 Weekly	2 Weekly	2 Weekly	2 weekly
Oldham	3 Weekly	3 Weekly	3 Weekly	Weekly
Rochdale	3 Weekly	3 Weekly	3 Weekly	Weekly
Salford	2 Weekly	2 Weekly	3 Weekly	Weekly
Stockport	2 Weekly	4 Weekly	2 Weekly	2 weekly
Tameside	2 Weekly	2 Weekly	2 Weekly	Weekly
Trafford	4 Weekly	4 Weekly	2 Weekly	Weekly

1.11 The table above shows that three Greater Manchester (GM) Authorities are currently collecting paper and cardboard on a 3 weekly basis and one GM Authority is collecting the material on a four weekly basis. The table also shows that three Authorities in GM are collecting glass, plastic bottles, cans and tin foil waste on a three weekly basis and two GM Authorities are collecting glass, plastic bottles, cans and tin foil waste on a four weekly basis. Tameside is currently collecting more frequently than most other Authorities in GM. Reviewing could bring Tameside in line with other GM authorities, who have demonstrated that this change is deliverable.

1.12 A detailed plan for the proposed trial was included in the Board Report of the July 2021.

1.13 This report looks to provide an update on the operational outcomes and survey responses received following the launch of the trial of 3 weekly collections for blue and black bin in Ridge Hill, Stalybridge; Central Hyde and Haughton Green, Denton.

2. AN OVERVIEW OF THE OPERATIONAL PERFORMANCE OF 3 WEEKLY COLLECTIONS OF BLUE AND BLACK BINS IN THE PILOT AREAS

2.1 On the 28 July 2021, Tameside's Executive Cabinet approved a trial of 3 weekly collections of the paper and cardboard bin and glass, plastic bottles, cans and tin foil recycling bin in three specific trial areas.

2.2 Those areas where:

- Ridge Hill – Stalybridge
- Hyde Central – Hyde
- Haughton Green - Denton

2.3 The trial area covered 5376 properties and was representative of the borough including:

- Mixed social and private housing: terraced, semi-detached and low-rise flats
- High densely populated area: mainly terraced houses.
- Mixed social and private housing: Semi-detached with gardens
- Private Housing estate: Semi-detached with gardens

2.4 Collections of the paper and cardboard bin and glass, plastic bottles, cans and tin foil recycling bins were adjusted from a two weekly collection cycle to a three weekly collection cycle. That changed commenced week commencing the 2 August 2021.

2.5 During week commencing 2 August 2021, the blue bins were emptied in the trial areas, followed by a collection of the glass, plastic bottles, cans and tin foil bins during week commencing 9 August 2021.

- 2.6 The next collection of the blue and black bin in those areas was then scheduled to take place after a period of three weeks, making the next collection of the blue bins the 23 August 2021 and the black bins the 30 August 2021.
- 2.7 This was communicated to service users with a hand delivered letter to each property. (See **Appendix 1**). This letter outlined the reasons for the project, the project areas, the changes that would be made and how the project would be assessed.
- 2.8 Operational crews were briefed prior to the commencement of the trial and contact with the operational crews was maintained throughout the trial.
- 2.9 The Cabinet Report of the 28 July 2021, stated in section 3.6 that the 3 weekly collection trial will be assessed with a view to the viability of expanding the trial. The report stated that the specific attention would be given to:
- Service user feedback.
 - The completion of rounds on the scheduled day, within the crew's standard operating hours.
 - Presentation rates within the rounds.
 - The capacity available within the bins and is this being unavoidably exceeded
 - Levels of contamination of the bins presented and the impact on the quality of the other waste streams

Service User Feedback

- 2.10 Each of the 5376 properties in the 3 pilot areas received a paper copy of the survey that can be found in **Appendix 2**. The surveys were supplied with a covering letter (See **Appendix 3**) and a pre-paid envelope for returning the completed survey. In addition to the paper system the online survey was made available to service users in week 8 of the trial. Week 8 was chosen so that residents could respond from an informed position having completed two full cycles of the 3 weekly collections.
- 2.11 In addition to the written contact, an engagement team comprising of 12 individuals undertook a doorstep engagement campaign in the trial areas. The team, who were clearly identifiable, engaged with service users at the doorstep to encourage residents to complete the survey allowing the back office team to capture their feedback on the use of the amended collection cycle.
- 2.12 The engagement took place in September 2021, six weeks into the trial, so service users could feedback from an informed position.
- 2.13 The levels of engagement are as follows:
- Ridge Hill, Stalybridge
- 445 – Properties Visited.
 - 10 – Surveys Completed / Collected at door.
 - 179 – Residents spoken to at door.
 - 1 – Language Issue reported.
- Hyde Central, Hyde 14 September 2021
- 564 – Properties Visited.
 - 5 – Surveys Completed / Collected at door.
 - 206 – Residents spoken to at door.
 - 5 – Language Issue reported.
- Haughton Green, Denton for 8 and 15 September 2021
- 884 - Properties Visited.
 - 14 - Surveys Completed / Collected at door.

- 314 - Residents spoken to at door.
- 2.14 The team managed to visit 35% of the total amount of properties in the trial areas.
- 2.15 A total of 1205 survey have been completed, this total include both online and returned paper surveys.

3. CONSULTATION

- 3.1 A significant part of the evidence base are two detailed consultation exercises which were undertaken to gather feedback and insights from residents on the likely impact of the revised Waste Policy.
- 3.2 One consultation was open to all residents of Tameside while the other was focused on the three pilot areas of Haughton Green, Hyde central and Ridge Hill. To support the trial of the proposals, staff from Waste Services undertook on the ground engagement in the pilot areas.
- 3.3 They visited 1,893 homes and had 699 detailed doorstep conversations with service users to explain the trial and seek feedback.
- 3.4 In addition the Head of Waste Services attended the Partnership Engagement Network Conference on 11 October 2021 and the Community Champions on 1 November 2021 to obtain further feedback on the proposals and the revised draft Waste Policy.

Policy consultation

- 3.5 It should be noted before an analysis of the consultation feedback is made that there were a lot of comments around service failure particularly the temporary disruption to the Brown bin service due to the National driver shortage and the provision of the caddy liners used in the food caddies.
- 3.6 Waste Services are now out of the challenging period that impacted on the brown bin collection service and are maintaining a steady state of collections.
- 3.7 The provision of caddy liners is also resolved and the free provision of the caddy liners will continue.
- 3.8 The policy consultation received 1,610 responses. A response rate of 1.5%. Of the 1,610 responses, 1,410 provided narrative comments. These have been reviewed and coded to themes. The top ten most frequently expressed themes are listed below.
- Blue bins already filled every two weeks (29.9%)
 - Supportive/understanding of proposed changes to black bin collection (20.4%)
 - These changes will increase fly-tipping (19.8%)
 - Black bins already filled every two weeks (15.5%)
 - Blue bins are too small (14.7%)
 - Reducing recycling bin capacity is reducing people's ability to recycle (13.3%)
 - Larger bins need to be provided if the policy is to go ahead (12.3%)
 - Supportive/understanding of proposed changes to blue bin collection (11.3%)
 - You have put up council tax but reduced services (10.1%)
 - Respondent identified themselves as being part of a four or more person household (9.7%)

Pilot consultation

- 3.9 The pilot consultation received 1,205 responses. A response rate of 22%. Of the 1,205 responses, 889 provided narrative comments. These have been reviewed and coded to themes. The top ten most frequently expressed themes are listed below.
- Supportive/understanding of changes to black bin collection frequency (32.7%)

- Supportive/understanding of changes to blue bin collection frequency (30.0%)
- Blue bin full before 3 weeks (22.7%)
- Brown bins were not emptied on time during pilot (18.7%)
- Black bin full before 3 weeks (15.2%)
- Green bin issues - larger or more frequent (11.2%)
- Having to go to the tip since changes made (9.9%)
- Changes may impact families / larger households more (6.3%)
- Concerns that new scheme will/has increased fly-tipping and rubbish in the area (6.0%)
- More critical that bins must be emptied on time (4.8%)

Notable consultation findings

- 3.10 Of the comments made in the policy consultation the largest proportion; (7 in 10), were a wholly negative view of the proposals. In contrast for the pilot consultation it is a third who were wholly negative.
- 3.11 So those areas that have trialled and experienced the changes have a more positive view and more practical view than those that haven't.
- 3.12 Hyde Central has more negative responses and Haughton Green more positive. The difference is probably reflective of the average household size with Hyde Central having the largest and Haughton Green the lowest.
- 3.13 The response across the three pilot areas in total is 22%. Hyde Central has the lowest response rate at 14%. Given the demographics of the Hyde Central area with a large South East Asian community there are potentially language barriers to participating in the survey leading to the lower response rate.
- 3.14 High presentation rates at every collection with the bin full or nearly full are reported in Hyde Central and Ridge Hill. It is likely this reflects the larger average household size in those areas and in Hyde Central the large South East Asian community that has above average numbers of multi-generational households.
- 3.15 Attitudes to recycling are generally similar across all three areas albeit slightly lower in Hyde Central. As with the response rate this could be linked to language barriers to accessing information – e.g. what can be recycled and can't etc.
- 3.16 In terms of the themes summarised from the open text question asking for any other views the top ten are generally similar in particular a view that a change to three-weekly is more challenging for the blue bin than the black bin due to the size of the bin and the growth in paper/card waste.
- 3.17 There are a small number of notable differences. Hyde Central have greater concerns regarding fly-tipping and rubbish on the streets. This could be linked to the proximity to the town centre and the house type of terraces where off-street bin storage is more challenging.
- 3.18 Ridge Hill respondents raise more concerns than the other two areas about the change to 3-weekly collection reducing the capacity to recycle. Haughton Green feedback reports issues with bins being emptied on time (in particular brown bins). This is likely to reflect short term operational issues at that time not directly related to the proposed changes.
- 3.19 Both consultations have good demographic representation across the protected characteristics. There are two areas of variation worth noting that are the same in both surveys. Women respondents are over represented and ethnic minority respondents slightly under-represented.
- 3.20 The full consultation reports are attached at **Appendices 4, 4(A), 4(B) and 5.**

4. OTHER FEEDBACK

- 4.1 On the 11 October 2021, the Head of Waste Services and Fleet Management attended the Partnership Engagement Network (PEN) Conference and gave a presentation to those present on the proposed changes to the collection frequencies of the blue and black bins and an overview of the proposed changes to the Waste Strategy and Enforcement Strategy.
- 4.2 In addition to this meeting the same officer also attended the Community Champions Information Session for both the AM and PM sessions and gave the same presentation.
- 4.3 The intention of attending the above groups was to increase the exposure and accessibility of the proposed changes and to gather as much feedback as possible.
- 4.4 Headline concerns from the PEN Conference were around the threat of increased Fly Tipping; Assisted Collections; Charging for Wheeled bins and the impact on low income families and rats.
- 4.5 At the Community Champions meeting on the 1 November 2021, similar concerns were raised around charging for wheeled bins, the officer attending explained that there are exemptions built into the proposal to ensure hardship is not experienced by low income families. There was also a short conversation around the temporary disruption to the brown bin collections that were caused by the National Drivers Shortage, that have been addressed.

5. THE COMPLETION OF ROUNDS

- 5.1 The completion of rounds is a measure if the allocated work can or has been completed by the designated crew, working in the normal manner on the scheduled day.
- 5.2 During the trial period from week commencing 2 August 2021 to week commencing 18 October 2021, the crews servicing the blue and black bins in the trial areas would have completed 3 cycles of 3 weekly collections.
- 5.3 During this time frame each of the crews servicing the blue and black bins in the trial areas completed the allocated work on the scheduled day. The work was completed within normal working hours.

6. PRESENTATION RATES WITHIN THE ROUNDS

- 6.1 The presentation rates of the rounds is a record of the percentage of bins presented as an average figure of the total blue and black bins on the round during the trial period.
- 6.2 During the trial it has been recorded that a higher number of bins have been presented as an average figure on each of the rounds. At no point during the trial, were all bins presented on any of the blue or black bin rounds.
- 6.3 The following charts show the presentation rates of the each of the waste streams, (i.e. blue bin in chart 1 and black bins is chart 2):

CHART 1 – The Average Number of Blue Bins Presented During the 12 Week Trial Period

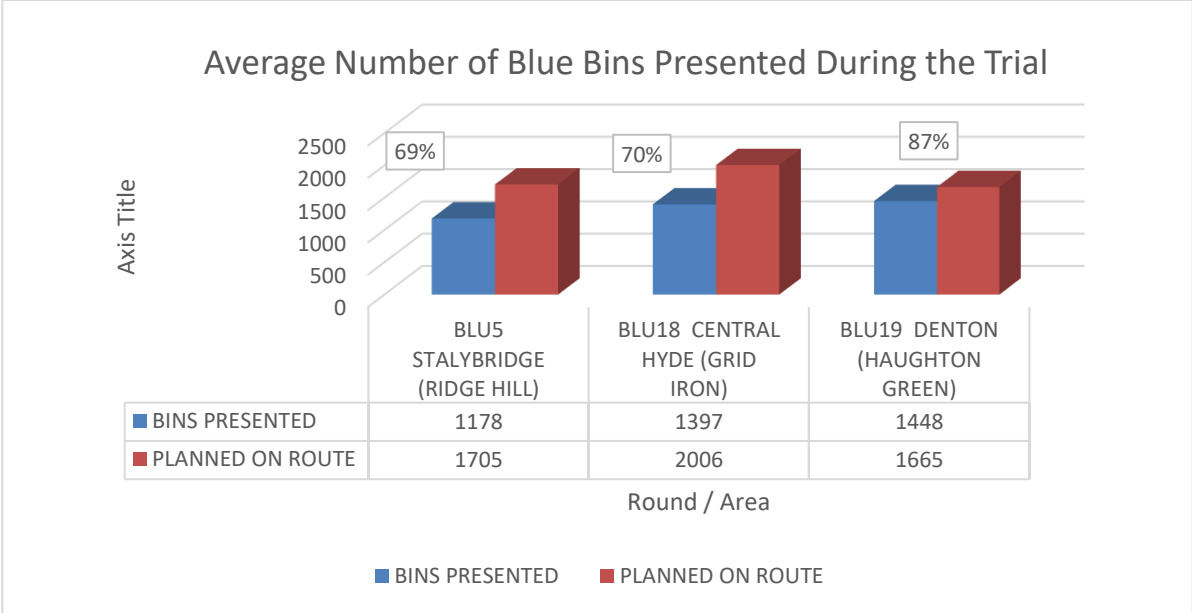
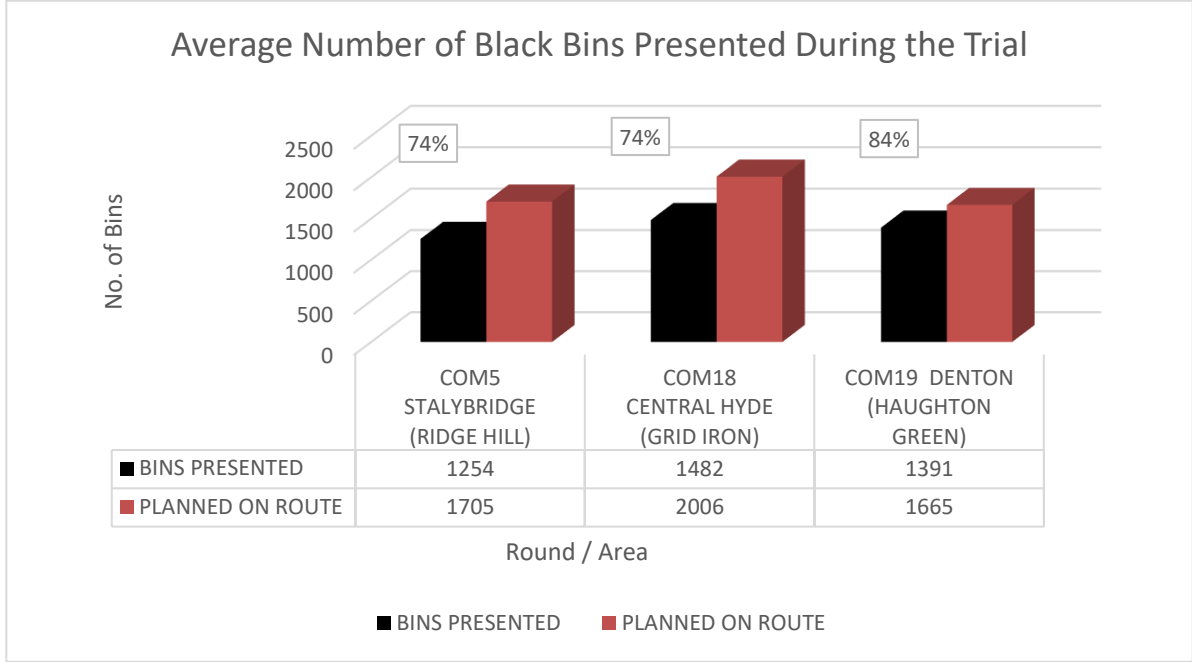


CHART 2 - The Average Number of Black Bins Presented During the 12 Week Trial Period



- 7. **THE CAPACITY AVAILABLE WITHIN THE BINS AND IS THIS BEING UNAVOIDABLY EXCEEDED.**
 - 7.1 We are looking to maximise the use resources, whilst enhancing the service user’s use of those facilities. The costs of collecting waste is significant and the ideal scenario is to be emptying full, but not overfull bins.
 - 7.2 By review the capacity of the bins and any overspill or side waste we have a visual indicator if the use of the bins and frequency of collection is the right combination.
 - 7.3 Visual inspections of the areas covered by the blue and black rounds on collections days was completed for each collection cycle.
 - 7.4 Almost all of the bins seen on the collection days, during the trial, were not overfull and did

not cause material to be present on the floor. Whilst there was some raised lids and correctly presented side waste, it was an exception to the majority of service users who had managed to contain their disposal requirement to the bin provided.

8. LEVELS OF CONTAMINATION OF THE BINS PRESENTED AND THE IMPACT ON THE QUALITY OF THE OTHER WASTE STREAMS

8.1 By reviewing the level of rejected loads, we obtain a view if the waste that is not able to be presented in the blue and black bins is being presented erroneously in the brown bin. This is restricted to the brown bin as recyclable material would not be classed as a contaminant in the general waste bin.

8.2 The service has not had a load rejected since the 30 July 2021, 0.92 tonnes of waste was rejected at the reception facility. No loads were rejected from any round during the trial time frame.

8.3 Other measures used to review the performance of the trial have been the tonnage of material presented, (which is shown below in chart 3), complaints and feedback from the crews undertaking the collection in the trial areas.

8.4 Chart 3 shows that the total tonnage taken each collection cycle was higher (as expected as it contained another week’s worth of material), thus increasing from an average of 5.2 tonnes per cycle to an average of 6.66 tonnes per cycle in the Ridge Hill area for example. This level of tonnage presented is well within operational capabilities.

CHART 3 – The Total Tonnage Collected from Blue Bins During the Trial Period

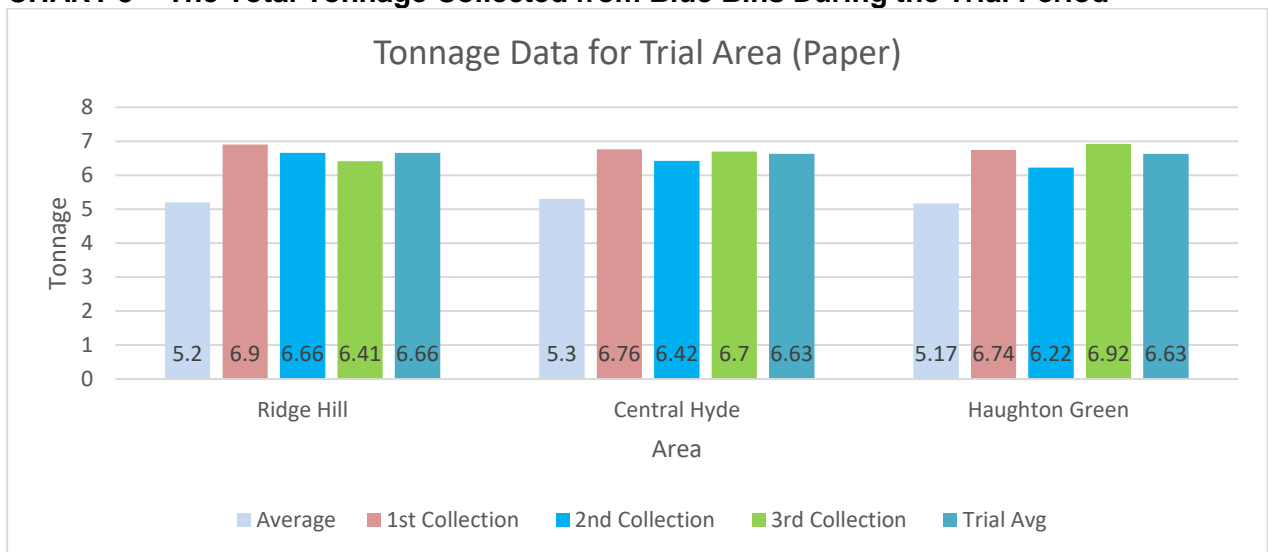
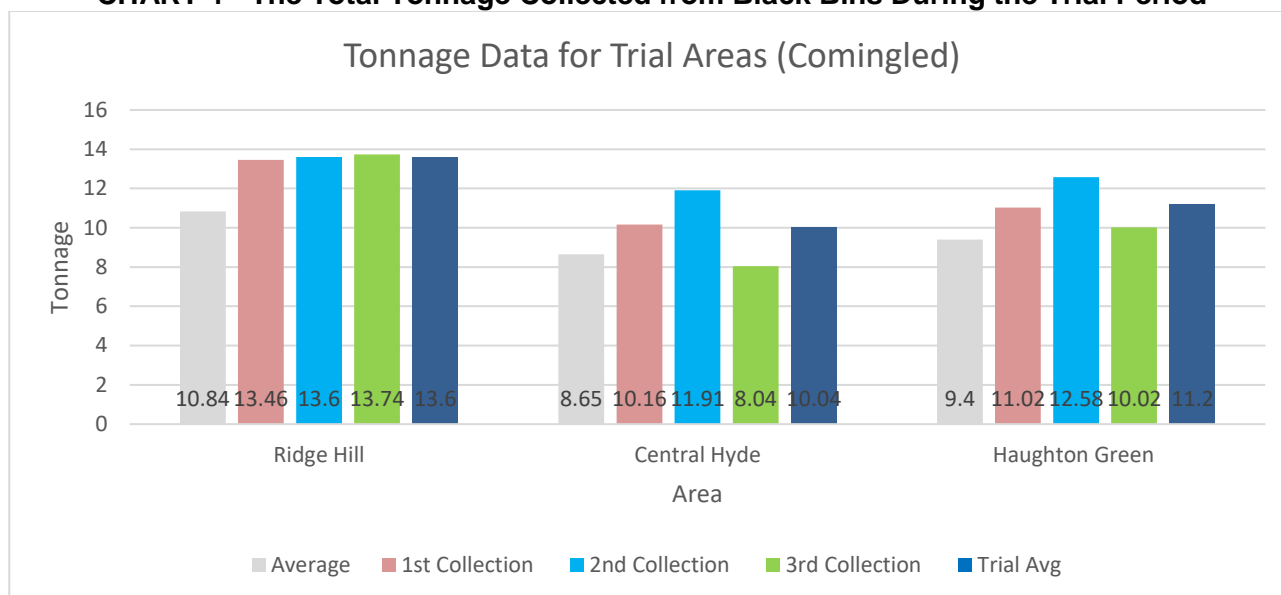


CHART 4 - The Total Tonnage Collected from Black Bins During the Trial Period



8.5 Chart 4 shows the tonnage presented in Ridge Hill, Stalybridge was very static and slightly above the average for the area. Central Hyde saw a more fluctuating response, with the average tonnage being higher on two occasions, but slight lower than average on one occasion. Haughton Green also had a fluctuating tonnage profile, but all slightly higher than then the previous average.

9. ALTERNATIVE OPTIONS

9.1 Whilst reviewing the outcomes of the trial, other options that could be used to deliver further savings and efficiencies, have been considered.

9.2 The following table provides an overview of those options:

Operational Option	Execution	Benefits	Disadvantages
Do not implement any changes.	No changes would be required.	No disruption for service users. Operational Stability.	No savings or efficiencies would be available from this option.
Swap the use of the Blue and Brown bin, whilst changing the collection frequencies for paper and cardboard and glass, plastic bottles, cans and tin foil recycling from 2 weekly to 3 weekly.	This would provide a bigger bin for the paper and cardboard, but a smaller bin for the food and garden waste. We would want to consider cleaning the bin stock across the borough, prior to swapping the use of the bins to address any organic contamination issue in the paper and cardboard waste	This would provide more capacity for paper and cardboard in a 3 weekly collection cycle.	This would provide less disposal capacity for food and garden waste, which may lead to increased use of the household waste recycling facilities, increased car journeys and higher emission rates. Cleaning of the bins prior to the swapping the use of the bins would be expensive and erode any potential savings.

	stream.		
Full roll out of 3 weekly collections for blue and black bins, but with a 6 month window for service users to order an extra blue or black bin at zero cost.	Operationally this would require a full roll out option to be delivered.	This addresses some of the concerns service users have about the capacity they require for their domestic waste needs.	We may put considerable resources into delivering an increased demand for bins, to then have to recover them when abused and abandoned.
Do not change the frequency of the blue bin, but change the black bin collection frequency to 4 weekly, as it is one of the biggest bins supplied.	This would require a full round review for implementation and trials, to assess the impact and potential outcomes.	Moving to 4 weekly collection of the black bins, could provide some savings as less operational resources would be required.	This may be too infrequent and could lead to material not being captured and increased use of the household waste recycling centres. (See comments above.)

10. EXISTING MITIGATIONS

- 10.1 Since the last major change to the waste collection service took place during 2015, when the Bin Swap project was delivered, we have had a set of mitigation in place to ensure the service offer is suitable or adaptable to the various needs of service users.
- 10.2 Those mitigations remain in place and will do so should the frequency changes be rolled out following the review of this trial.
- 10.3 The Exceptional Circumstances Policy allows service users to apply for additional disposal capacity if they meet certain criteria. That criteria includes larger families, (6 persons or more), excess waste due to having a recognised medical condition or in rural and hard to reach areas where the Council cannot maintain an economic and efficient collection to specific properties. In these circumstances an additional bin will be supplied and serviced.
- 10.4 The proposal for charging for wheeled bins contains exemptions to mitigate against causing hardship.
- 10.5 Those exemptions are as follows:
- The crew whilst collecting waste has damaged a bin.
 - A bin has fallen into the vehicle and the crew has confirmed this.
 - When a bin has been vandalised/damaged/failed and is beyond use.
 - Meeting the conditions of the Exceptional Circumstances Policy, where service users meet the requirements for a second green bin.
 - An individual named as the occupant/householder, who qualifies for means tested benefits and can evidence that position.
 - Justification by a Supervisor or member of the Waste management team.
- 10.6 During the consultation process comments were received around why an individual should pay for a bin that they have had stolen. When a bin is reported as stolen, it requires replacement to allow the service user to continue to dispose of their waste correctly. This replacement comes at a cost that has been absorbed by the Council so far. Part of charging

for the wheeled bins is to recover the costs attached to this supply of the bins that have been supplied without charge since 1988. Another part of the charging approach is to promote ownership of the bin supplied. Any report of a bin being stolen and requiring replacement will be considered. This consideration will include the circumstances around the loss of the bin and the frequency of the request made by the household.

- 10.7 The proposal to change the collection frequencies of the blue (paper and cardboard) and black (glass, plastic bottles, cans and tin foil waste) bins, will not impact on either of the green (general waste) or brown bins (food and garden waste).
- 10.8 We currently operate and plan to continue with a Pull Out and Return (POR) service. This adjustment to the service recognises some service users require assistance when using the service and this is provided by the crews who will go and collect the bins from a property, empty the bins and return them, thus allowing the qualifying service user assisted and unrestricted access to the service.

11. COMMUNICATIONS

11.1 Clearly with a decision of this nature there is the need for supporting communications. The communications approach will be two pronged. Strategic led by the corporate communications team, and operational led by the waste services team. Below is a short summary of the scope of each of the two strands.

11.2 Communications Strategic

- Why Tameside Council is making this change.
- The process the council has been through in terms of evidence gathering and consultation.
- Next steps re implementation – what will happen, when it will happen, what support is available
- Frequently asked questions based on the key themes raised by residents through the consultation

11.3 Communications Operational

- Webpage – refreshed Waste Services webpage (incl. online collection calendar)
- App – updated app to reflect new collection arrangements
- Paper calendar – new hard copy calendar to all homes with new arrangements, replacing the calendar that runs out at the end of 2021.
- Targeted on the ground engagement by Waste Services – focussed on areas where there are higher proportions of residents without English as their first language – e.g. Hyde Grid Iron, St. Peters.

12. EQUALITIES

12.1 A 'Part 1 – Initial Screening EIA' was completed prior to the commencement of the consultation and pilots, and included in the decision report to Executive Cabinet on 28 July 2021. At that point a full EIA was not required. Now the consultation and pilots have concluded and a decision report regarding implementation is being brought forward a 'Part 2 – Full EIA' has been completed and is attached at **Appendix 6**.

12.2 Through the evidence gathering in the project and EIA process the following issues and concerns were identified and assessed for impact:

- Large households – bin capacity.
- Low income – replacement bin charges.
- Frailty / disability – bin weight after 3 weeks.

- Language – access to information.
- Nappies – bin capacity.
- Sanitary and medical products – bin capacity.

12.3 Mitigations have been developed in response the key issues identified. The table below lists the key issues and associated mitigations.

Large households / bin capacity for waste disposal	Exceptional circumstances policy. Households of 6 or more and/or where the need for additional capacity can be evidenced (waste diary) can have an extra bin provided.
Low income / charging for bins and ability to pay	Exemptions policy. Low income households are exempt from charges, (as per section 2.8 of the Waste Strategy and Enforcement Policy.)
Disability & frailty / heavy and heavier bins harder to move	Assisted collections (pull out and return). Households where there is no other able bodied person can apply for an assisted collection where the bin crew will pull out and return the bin to the property.
Language / ability to access relevant information	Waste Services to work with relevant community groups to enhance targets and information sharing where needed.
Nappies / capacity for disposal	Out of scope. No changes proposed to the green bin (landfill waste). Exceptional circumstances applies for green bin and extra capacity provided where needed and evidenced.
Sanitary and medical products / capacity for disposal	Out of scope. No changes proposed to the green bin (landfill waste). Exceptional circumstances applies for green bin and extra capacity provided where needed and evidenced.

12.4 On balance the proposed mitigations put in place are sufficient to ensure additional needs related to protected characteristics are addressed and met

13. CONCLUSION

13.1 It was clear from the trial of the 3 weekly collections, that operationally the collection system can work and has not had any negative impacts to the collection system.

13.2 A full consultation process has taken place and whilst 70% of the comments made in the policy consultation were wholly negative; in the pilot area consultation, only one third of the comments made were wholly negative. So there was less negative feedback from households in the pilot area, who have lived experience of the changes, than from those who have fed back on the proposals but who have not been involved in the trial.

13.3 Section 1.6 of this report shows the approach of changing the collection frequency of the bin to provide the efficient use of resources is being used across other GM authorities. We can see that the collection frequencies have bene changed in other GM authorities and this has shown to work in those areas.

13.4 Alternative options for further savings and efficiencies have been considered and disregarding in favour of the model that was trialled during August 2021 and October 2021 as they featured more disadvantages and operational challenges than advantages.

13.5 Mitigation remain in place for exceptional circumstances and large families (see section 10). Exemptions for charging for the wheeled bins have been considered and included in the Waste Strategy and Enforcement Policy; this include the concerns around stolen bins (see sections 10.5 and 10.6).

- 13.6 A detailed approach to communications covering both a strategic and operational approach has been considered and will accompany any future potential changes.
- 13.7 A full Equalities and Impact Assessment is included in Section 12 and **Appendix 6**.
- 13.8 Since 2010, funding from central government to local government has on average reduced by half in real terms. At the same time, the Council has faced growing cost pressures from increasing demand for services and rising costs. In the last seven years alone the Strategic Commission has needed to find budget savings of £171 million to balance the books
- 13.9 The Council faces a significant budget gap beyond 2021/22, and this budget gap will increase if planned reductions in spending are not delivered in 2021/22. The Council must ensure a relentless focus on delivery of savings, both in 2021/22 and planned for 2022/23, to have any chance of closing the gap in future years. Budgets have been balanced through the use of reserves over the last few years, to provide services with the time to improve, but this is not sustainable in the long run and the Council needs to ensure robust and transparent management of these services to ensure the delivery of the improvement plans and transformation.

14. RECOMMENDATIONS

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

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OPERATIONS & NEIGHBOURHOODS

Garry Parker
Head of Waste Management and
Fleet Services

Tame Street Depot, Tame Street,
Stalybridge, Tameside, SK15 1ST

Call Centre 0161 342 8355
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www.tameside.gov.uk
e-mail : customer.services@tameside.gov.uk

Reference Frequency Change
Date August 2021

HAND DELIVERED

Dear Resident,

Important changes to your recycling collection service - Trial Pilot Scheme

In the current financial climate, Tameside Council has to make further savings and carefully consider every pound we spend, just as you have to at home.

Over the last three years, we have seen the total amount of paper and cardboard collected in the blue bins steadily decreasing. The way people shop, what they buy and their understanding of the environment and sustainability have contributed to less paper and cardboard being presented for collection. The markets for this material have also changed, with recent years seeing the value of the material collected dropping.

The tonnage of glass, plastic bottles, tinfoil and cans presented for collection remains quite constant. However, the black bins have a large capacity and a lower presentation rate from residents, meaning they are not always full and have capacity to spare.

Bearing the above factors in mind, we believe both the blue and black bin could accommodate a collection frequency change from two weekly to three weekly. It is worth noting the blue bins used to be collected every three weeks as recently as 2016, without issue and at higher overall tonnages.

We are planning to roll out a pilot project to gauge the impact of the change to collection frequency on the black bins and blue bins. The collection frequency would be changed from fortnightly to three weekly. If we can show that the bins can cope with a less frequent collection, we can make essential savings to safeguard limited public funds for key services.

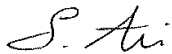
Your area has been chosen as one of the pilot areas to take part in an initial three-month trial. You have the opportunity to really make a difference in helping us find long term solutions to saving public funds so we can continue to deliver services in an ever more challenging economic climate.

The attached calendar shows you what your new collection regime will be. This new collection regime, is effective from 2 August 2021.



We want to know your views on this pilot as it is important we understand how this change affects you, so we can assess whether it is a viable option for wider roll out. We will be writing to you a few weeks into the trial to ask for feedback, via an online survey, on your own experience of the pilot. Paper copies of this survey can be provided if preferred. If you have any queries, please contact Customer Services on 0161 342 8355, or visit the website at www.tameside.gov.uk/wastepolicy2021

Yours sincerely



Shamshed Ali
Environmental Services Manager
Waste Management

Frequently Asked Questions:

Why are we making this change?

Tameside Council has to make further savings and carefully consider every pound we spend. This change will help us find long term solutions to saving public funds so we can continue to deliver services in an ever more challenging economic climate.

How much money will the Council Save under this scheme?

By making small changes such as the frequency charge collection described above, the service can save in the region of £370,000, per full year it is in place.

Can I have additional recycling bins – black or blue bin?

Yes. You can order additional black or blue bins online at www.tameside.gov.uk/refuseandrecycling or by contacting us using the details at the top of this letter.

How many pilot areas are there?

There are 3 pilot areas, those being, Ridge Hill, Stalybridge; Central Hyde; Haughton Green, Denton.

How long will the pilot last?

The assessment period of the pilot will be the initial 12 weeks. The outcomes of that pilot will be assessed. As that assessment is being done the 3 weekly collections will continue.

How will the pilot be monitored?

We will look at the amount of recycling waste being collected and the number of bins presented for collection following the introduction of the pilot scheme compared to historical baseline data. We will also look at feedback from residents involved in the pilot.

Tameside Council are testing a 12-week pilot scheme in three areas, which adjusts the current fortnightly collection of residential blue (paper and cardboard) and black co-mingled (plastic bottles, glass, cans and tin foil) recycling bins to collections once every three weeks. The pilot does not include any changes to the collection of the brown (food and garden) waste bin or the green non-recyclable waste bin. The purpose of this pilot scheme is to gather resident feedback and operational data to understand the feasibility of implementing this collection adjustment across the borough.

The total tonnage presented by residents for the blue paper/cardboard recycling bins has been in decline since 2017/18 with a low of approximately 6000 tonnes predicted for 2021/22. The total tonnage presented for the black co-mingled recycling bins is relatively static, although it has seen an increase during the disruption of the Covid-19 pandemic lockdowns. Data also shows that on average the presentation rates are 76.5% for blue bin rounds and 70% for black bin rounds.

We would appreciate it if you complete the short survey below and provided your feedback.

1. Please select the area which best describes where you live (Please select one option only).

- Haughton Green - Denton
- Hyde Central – Hyde
- Ridge Hill – Stalybridge
- Other (Please state below)

2. How many people live in your household including yourself? (Please select one option only)

- One person
- Two people
- Three people
- Four people
- Five people
- Six people
- More than six people

3. What best describes your residence? (Please select one option only)

- Flat/apartment
- Bungalow
- Terraced house
- Semi-detached house
- Detached house
- Other (Please state below)

4. The pilot scheme of adjusted recycling bin collections has been operating in your area since the 1 August 2021, prior to this your blue paper/cardboard recycling bin collection was once every two weeks. **Prior to the pilot operating**, which of the following options best described your usual experience (Please select one option only):
- I put my blue paper/cardboard recycling bin out for collection every two weeks and it was usually full/nearly full
 - I put my blue paper/cardboard recycling bin out for collection every two weeks but it was usually not full
 - I put my blue paper/cardboard recycling bin out for collection every other collection date (so every four weeks) because it was usually not full every two weeks
 - I hardly ever put my blue paper/cardboard recycling bin out for collection
5. The pilot scheme of adjusted recycling bin collections has been operating in your area since the 1 August 2021, prior to this your black co-mingled (glass, plastic bottles, cans and tin foil) recycling bin collection was once every two weeks. **Prior to the pilot operating**, which of the following options best described your usual experience (Please select one option only)
- I put my black co-mingled (glass, plastic bottles, cans and tin foil) recycling bin out for collection every two weeks and it was usually full/nearly full
 - I put my black co-mingled (glass, plastic bottles, cans and tin foil) recycling bin out for collection every two weeks but it was usually not full
 - I put my black co-mingled (glass, plastic bottles, cans and tin foil) recycling out for collection every other collection date (so every four weeks) because it was usually not full every two weeks
 - I hardly ever put my black co-mingled (glass, plastic bottles, cans and tin foil) recycling bin out for collection
6. During the pilot scheme of adjusted recycling bin collections that has been operating in your area since the 1 August 2021, your blue paper/cardboard recycling bin collection has been once every three weeks. Which of the following options best describes your experience during the pilot (Please select one option only):
- I put my blue paper/cardboard recycling bin out for collection every three weeks and it is usually full/nearly full
 - I put my blue paper/cardboard recycling bin out for collection every three weeks but it is usually not full
 - I put my blue paper/cardboard recycling bin out for collection every other collection date (so every six weeks) because it is usually not full every three weeks
 - I hardly ever put my blue paper/cardboard recycling bin out for collection
7. During the pilot scheme of adjusted recycling bin collections that has been operating in your area since the 1 August 2021, your black co-mingled (glass, plastic bottles, cans and tin foil) recycling bin collection has been once every three weeks. Which of the following options best describes your experience during the pilot (Please select one option only):
- I put my black co-mingled (glass, plastic bottles, cans and tin foil) recycling bin out for collection every three weeks and it is usually full/nearly full
 - I put my black co-mingled (glass, plastic bottles, cans and tin foil) recycling bin out for collection every three weeks but it is usually not full
 - I put my black co-mingled (glass, plastic bottles, cans and tin foil) recycling out for collection every other collection date (so every six weeks) because it is usually not full every three weeks

- I hardly ever put my black co-mingled (glass, plastic bottles, cans and tin foil) recycling bin out for collection

8. Which of the statements below best describes your current approach towards recycling? (Please select one option only)

- I am not interested in recycling
- I am interested in recycling but struggle to find the time to do it
- I am interested in recycling and try to recycle as much as I can
- I recycle at every available opportunity

9. Please describe your experience during the pilot of the adjusted recycling bin collections below and provide any other comments 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.

10. Are you: (Please tick one box only)

- Female
- Male
- Prefer not to say
- Other (Please state below)

11. Is your gender identity the same as the sex you were assigned at birth?

- Yes
- No
- Prefer not to say

12. What is your age? (Please state)

13. What is your postcode? (Please state)

14. 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)

15. 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)

16. 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)

17. 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

18. 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

19. Are you a member or ex-member of the armed forces? (Please tick one box only)

- Yes
- No

Prefer not to say

20. What is your marital status? (Please tick one box only)

- Single
- Married
- Civil Partnership
- Divorced
- Widowed
- Prefer not to say

21a. Are you pregnant, on maternity leave or returning from maternity leave?

- Yes
- No
- Prefer not to say

21b. If yes, are you:

- Pregnant
- On maternity leave
- Returning from maternity leave

OPERATIONS & NEIGHBOURHOODS

Garry Parker
Head of Waste Management and
Fleet Services

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Twitter @tmbc_places

www.tameside.gov.uk
e-mail : customer.services@tameside.gov.uk

Reference Frequency Change
Date September 2021

HAND DELIVERED

Dear Resident,

Trial Pilot Scheme – Recycling Frequency Change

Thank you for participating in the trial for the recycling frequency change.

This is an opportunity for the Council and service users to make small adjustments to the service and generate significant savings. I wrote to you at the start of this trial and explained that if this trial works well it can save in the region of £370,000, per annum.

Part of measuring how the pilot scheme is working is gathering feedback from yourselves to evaluate the impact on households and service users.

We want to know your views on this pilot scheme, as it is important we understand how this change affects you, so we can assess whether it is a viable option for wider roll out.

I ask that you complete the survey that is now open and provide your feedback. The survey is targeted at service users in the pilot areas only and can be found at the following link:
www.tameside.gov.uk/wastepolicy2021

A paper copy has also been enclosed, if preferred. Please return the completed survey in the pre-paid envelope provided.

I would like to remind you that if you are struggling with this change, we are here to help.

Please use the contact details supplied above if you have any queries.

Yours sincerely

S. Ali

Shamshed Ali
Environmental Services Manager
Waste Management



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WASTE SERVICE REVIEW

PILOT CONSULTATION REPORT

1.0 BACKGROUND

- 1.1 This report provides the findings from the Recycling Bin Collection Adjustment Pilot Survey.
- 1.2 In July 2021 a number of proposed amendments to Tameside Council's Waste and Enforcement Policy were announced. The proposed amendments were for Tameside Council to begin charging residents for replacement recycling bins, and to adjust the collection frequency of black bins (plastic bottles, glass and cans) and blue bins (paper and cardboard) from fortnightly to every three weeks.
- 1.3 Three neighbourhoods across Tameside were selected to pilot the adjusted collection frequency of black bins and blue bins from August 2021. These neighbourhoods were Haughton Green, Hyde Central, and Ridge Hill. A distinct survey – separate to the wider public Waste Policy consultation – was sent to residents within the pilot areas to gather their specific feedback on the impact of the collection adjustment. Charging for replacement bins was not included within the pilot.

2.0 PILOT CONSULTATION ENGAGEMENT AND COMMUNICATION

- 2.1 Residents in the three pilot areas were notified of the commencement of the pilot via a letter from Waste Services hand delivered to each property. The letter included an accompanying information pack that provided the household with a revised collection calendar, frequently asked questions and other resources to assist with them adapting to the move to the three weekly pilot.
- 2.2 After two cycles of the new three weekly collections a further letter was hand delivered to all properties in the pilot areas. The letter included a copy of a paper survey (and pre-paid return envelope) seeking feedback from residents on their experience of the pilots. The survey was issued at this point so residents were able to provide informed feedback based on experience of the new arrangements.
- 2.3 Unlike the Waste Policy consultation that was accessible to the wider public, the Recycling Bin Collection Adjustment Pilot Survey was only made available to residents living within the three pilot neighbourhoods. To support completion of surveys and seek feedback in those three areas a doorstep engagement campaign was undertaken.
- 2.4 Twelve members of the service team visited the three pilot areas in September. They were clearly identifiable as Tameside Council staff and engaged with residents on the doorstep to explain the pilot approach, answer questions, encourage completion of the survey and gather feedback. The team visit 1,893 homes (35% of the pilot areas) and had conversations with 699 households (13% of the pilot areas).

3.0 RECYCLING BIN COLLECTION ADJUSTMENT PILOT SURVEY RESULTS AND ANALYSIS

- 3.1 The survey consisted of introductory text, a series of multiple choice questions and then an open ended question. Following this open-text question, twelve demographic questions were

included as per best practice, for the purposes of inclusion and equalities, and help to fulfil Tameside Council's Public Sector Duties under s.149 of the Equality Act 2010.

- 3.2 Overall, there were 1,205 responses to the Recycling Bin Collection Adjustment Pilot Survey. A response rate of 22%.
- 3.3 Of the 1,205 respondents to the Recycling Bin Collection Adjustment Pilot Survey, 1,201 provided a response to the multiple choice question: "Please select the area which best describes where you live". A breakdown of these responses is detailed in Table 1.

Table 1: Responses to Q1 "Please select the area which best describes where you live".

Answer	Count	Percentage
Haughton Green – Denton	493	41.1%
Hyde Central – Hyde	286	23.8%
Ridge Hill – Stalybridge	421	35.1%
Other	1	0.1%

- 3.4 1,196 respondents provided a response to the multiple choice question: "How many people live in your household including yourself?" A breakdown of these responses is detailed in Table 2.

Table 2: Responses to Q2 "How many people live in your household including yourself?"

Answer	Count	Percentage
One person	330	27.6%
Two people	457	38.2%
Three people	174	14.6%
Four people	139	11.6%
Five people	61	5.1%
Six people	20	1.7%
More than six people	15	1.3%

- 3.5 1,201 responses were provided to the multiple choice question: "What best describes your residence?" A breakdown of these responses is detailed in Table 3.

Table 3: responses to Q3 "What best describes your residence?"

Answer	Count	Percentage
Flat/apartment	38	3.2%
Bungalow	188	15.7%
Terraced house	373	31.1%
Semi-detached house	510	42.5%
Detached house	79	6.6%
Other	13	1.1%

- 3.6 1,103 responses were provided to the multiple choice question "Prior to the pilot operating, which of the following options best described your usual experience?", which was specifically concerned with blue paper/cardboard recycling bin collection. Table 4 provides a breakdown of these responses.

Table 4: responses to Q4 "Prior to the pilot operating, which of the following options best described your usual experience?"

Answer	Count	Percentage
I put my blue paper/cardboard recycling bin out for collection every two weeks and it was usually full/nearly full	682	61.8%
I put my blue paper/cardboard recycling bin out for collection every two weeks but it was usually not full	230	20.9%
I put my blue paper/cardboard recycling bin out for collection every other collection date (so every four weeks) because it was usually not full every two weeks	165	15.0%
I hardly ever put my blue paper/cardboard recycling bin out for collection	26	2.4%

- 3.7 1,115 responses were provided to the multiple choice question “Prior to the pilot operating, which of the following options best described your usual experience?”, which was specifically concerned with black co-mingled (glass, plastic bottles, cans and tin foil) recycling bin collection. A breakdown of these responses is detailed in Table 5.

Table 5: responses to Q5 “Prior to the pilot operating, which of the following options best described your usual experience?”, which specifically concerned black co-mingled recycling bin collection.

Answer	Count	Percentage
I put my black co-mingled (glass, plastic bottles, cans and tin foil) recycling bin out for collection every two weeks and it was usually full/nearly full	445	39.9%
I put black co-mingled (glass, plastic bottles, cans and tin foil) recycling bin out for collection every two weeks but it was usually not full	335	30.0%
I put my black co-mingled (glass, plastic bottles, cans and tin foil) recycling bin out for collection every other collection date (so every four weeks) because it was usually not full every two weeks	303	27.2%
I hardly ever put my black co-mingled (glass, plastic bottles, cans and tin foil) recycling bin out for collection	32	2.9%

- 3.8 1,097 responses were received to the multiple choice question “Which of the following options best describes your experience during the pilot?”, which specifically concerned blue paper/cardboard recycling bin collection. A breakdown of these responses is provided in Table 6.

Table 6: responses to Q6 “Which of the following options best describes your experience during the pilot?”, which specifically concerned blue paper/cardboard recycling bin collection.

Answer	Count	Percentage
I put my blue paper/cardboard recycling bin out for collection every three weeks and it was usually full/nearly full	850	77.5%
I put my blue paper/cardboard recycling bin out for collection every three weeks but it was usually not full	164	15.0%
I put my blue paper/cardboard recycling bin out for collection every other collection date (so every six weeks) because it was usually not full every three weeks	61	5.6%
I hardly ever put my blue paper/cardboard recycling bin out for collection	22	2.0%

3.9 1,102 responses were received to the multiple choice question “Which of the following options best describes your experience during the pilot?”, which specifically concerned black co-mingled (glass, plastic bottles, cans and tin foil) recycling bin collection. A breakdown of these responses is provided in Table 7.

Table 7: responses to Q7 “Which of the following options best describes your experience during the pilot?”, which specifically concerned black co-mingled (glass, plastic bottles, cans and tin foil) recycling bin collection.

Answer	Count	Percentage
I put my black co-mingled (glass, plastic bottles, cans and tin foil) recycling bin out for collection every three weeks and it was usually full/nearly full	631	57.3%
I put black co-mingled (glass, plastic bottles, cans and tin foil) recycling bin out for collection every three weeks but it was usually not full	306	27.8%
I put my black co-mingled (glass, plastic bottles, cans and tin foil) recycling bin out for collection every other collection date (so every six weeks) because it was usually not full every three weeks	139	12.6%
I hardly ever put my black co-mingled (glass, plastic bottles, cans and tin foil) recycling bin out for collection	26	2.4%

3.10 1,166 responses were received to the multiple choice question “Which of the statements below best describes your current approach towards recycling?”. Table 8 details a breakdown of these responses.

Table 8: responses to Q8 “Which of the statements below best describes your current approach towards recycling?”

Answer	Count	Percentage
I am not interested in recycling	20	1.7%
I am interested in recycling but struggle to find the time to do it	24	2.1%
I am interested in recycling and try to recycle as much as I can	547	46.9%
I recycle at every available opportunity	575	49.3%

3.11 Of the 1,205 respondents to the Recycling Bin Collection Adjustment Pilot Survey overall, 316 did not provide a response/provided a blank response to the open-ended question: “Please describe your experience during the pilot of the adjusted recycling bin collections below and provide any other comments below”. As such, there were 889 respondents who provided a response to the primary question.

3.12 Each of the 889 responses was read and thematically coded by at least two members of the project team. Some responses were short and only covered one theme, others responses were long and covered multiple themes. The top ten themes were as follows:

- Supportive/understanding of changes to black bin collection frequency (32.7%)
- Supportive/understanding of changes to blue bin collection frequency (30.0%)
- Blue bin full before 3 weeks (22.7%)
- Brown bins were not emptied on time during pilot (18.7%)
- Black bin full before 3 weeks (15.2%)
- Green bin issues - larger or more frequent (11.2%)
- Having to go to the tip since changes made (9.9%)

- Changes may impact families / larger households more (6.3%)
- Concerns that new scheme will/has increased fly-tipping and rubbish in the area (6.0%)
- More critical that bins must be emptied on time (4.8%)

3.13 In total 31 themes were identified in the coding of responses. A full list of ranked themes can be found in **Appendix 4 (A)**.

4.0 NOTABLE DIFFERENCES BETWEEN PILOT AREAS

- 4.1 Across the three pilot areas in total there is roughly a three way split between wholly positive, wholly negative and mixed views. Mixed views being neutral observations or comments, or where there are both positive and negative views in the same comment (e.g. support the black bin change to 3-weekly but not the blue bin). Hyde Central has more negative responses and Haughton Green more positive. The difference is probably reflective of the average household size with Hyde Central having the largest and Haughton Green the lowest.
- 4.2 The response across the three pilot areas in total is 22%. Hyde Central has the lowest response rate at 14%. Given the demographics of the Hyde Central area with a large South East Asian community there are potentially language barriers to participating in the survey leading to the lower response rate.
- 4.3 High presentation rates at every collection with the bin full or nearly full are reported in Hyde Central and Ridge Hill. It is likely this reflects the larger average household size in those areas and in Hyde Central the large South East Asian community that has above average numbers of multi-generational households.
- 4.4 Attitudes to recycling are generally similar across all three areas albeit slightly lower in Hyde Central. As with the response rate this could be linked to language barriers to accessing information – e.g. what can be recycled and can't etc.
- 4.5 In terms of the themes summarised from the open text question asking for any other views the top ten are generally similar with a few notable differences. Hyde Central have greater concerns regarding fly-tipping and rubbish on the streets. This could be linked to the proximity to the town centre and the house type of terraces where off-street bin storage is more challenging. Ridge Hill respondents raise more concerns than the other two areas about the change to 3-weekly collection reducing the capacity to recycle. Haughton Green feedback reports issues with bins being emptied on time (in particular brown bins). This is likely to reflect short term operational issues at that time not directly related to the proposed changes.
- 4.6 More detail on the results for each pilot areas is provided in **Appendix 4 (B)**

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APPENDIX 4 (A)

SUMMARY OF THEMES FROM THE WASTE PILOT CONSULTATION RESPONSES

The table below is a full list of all the themes drawn out from the analysis of responses to the Waste Pilot consultation. They are ranked in descending order with the most frequently expressed views first. Many responses included multiple views and sentiments that are relevant to more than one theme. Each individual response has been coded to as many themes that are relevant. As such the total numbers add up to more than the total of individual responses.

Theme	Count	%
Supportive/understanding of changes to black bin collection frequency	291	32.7%
Supportive/understanding of changes to blue bin collection frequency	267	30.0%
Blue bin full before 3 weeks	202	22.7%
Brown bins were not emptied on time during pilot	166	18.7%
Black bin full before 3 weeks	135	15.2%
Green bin issues - larger or more frequent	100	11.2%
Having to go to the tip since changes made	88	9.9%
Changes may impact families / larger households more	56	6.3%
Concerns that new scheme will/has increased fly-tipping and rubbish	53	6.0%
More critical that bins must be emptied on time	43	4.8%
Blue bin is too small	42	4.7%
Bins need to be bigger	37	4.2%
Recycling bins have not been collected on time	37	4.2%
Pilot has reduced amount I can recycle	35	3.9%
Communication from the service has been poor	32	3.6%
Council tax has increased but services reduced	30	3.4%
Identifies as living in a household of 4 or more	30	3.4%
Having to find other ways of disposing of refuse	28	3.1%
Have had to store bags of rubbish elsewhere whilst bins are full	28	3.1%
Online deliveries mean more paper/cardboard	23	2.6%
Increase in bad smells	22	2.5%
Too many demographic questions	21	2.4%
Confusion over which plastics can be recycled	20	2.2%
Bins can get very heavy after 3 weeks	15	1.7%
Black bin is too small	13	1.5%
Some residents abuse the system and use other peoples' bins	13	1.5%
Could brown bin be emptied less often	10	1.1%
Difficult with medical conditions causing large amounts of recycling	10	1.1%
Bin calendar has been useful	8	0.9%
Decision has already been made	6	0.7%
Swap black and blue bins	4	0.4%

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SUMMARY OF RESULTS BY PILOT AREA

The following pages summarise the responses to the survey overall and by each of the three pilot areas.

RESPONSE

	Spread		Base	Rate	
	No.	%		No.	%
Haughton Green	493	41%	1665	493	30%
Hyde central	286	24%	2006	286	14%
Ridge Hill	421	35%	1705	421	25%
Total	1200	100%	5376	1200	22%

HOUSEHOLD

SIZE	Total		Haughton Green		Hyde Central		Ridge Hill	
	No.	%	No.	%	No.	%	No.	%
1 person	330	28%	157	32%	61	22%	111	27%
2 people	457	38%	220	45%	80	28%	155	37%
3 people	174	15%	64	13%	49	17%	61	15%
4 people	139	12%	32	7%	43	15%	63	15%
5 people	61	5%	13	3%	28	10%	19	5%
6 people	20	2%	0	0%	12	4%	8	2%
> 6 people	15	1%	4	1%	10	4%	1	0%
	1196	100%	490	100%	283	100%	418	100%

TYPE	Total		Haughton Green		Hyde Central		Ridge Hill	
	No.	%	No.	%	No.	%	No.	%
Flat/apartment	38	3%	8	2%	12	4%	18	4%
Bungalow	188	16%	145	29%	5	2%	38	9%
Terraced house	373	31%	71	14%	189	66%	113	27%
Semi-detached house	510	42%	228	46%	45	16%	233	56%
Detached house	79	7%	33	7%	32	11%	13	3%
Other	13	1%	8	2%	2	1%	3	1%
	1201	100%	493	100%	285	100%	418	100%

PRESENTATION

BLUE	Total		Haughton Green		Hyde Central		Ridge Hill	
	Prior	During	Prior	During	Prior	During	Prior	During
Every time - FULL	62%	77%	54%	74%	68%	81%	67%	80%
Every time - NOT FULL	21%	15%	24%	17%	14%	12%	23%	15%
Every other time	15%	6%	20%	8%	14%	4%	9%	4%
Hardly ever	2%	2%	2%	2%	3%	4%	2%	1%
	100%	100%	100%	100%	100%	100%	100%	100%

BLACK	Total		Haughton Green		Hyde Central		Ridge Hill	
	Prior	During	Prior	During	Prior	During	Prior	During
Every time - FULL	40%	57%	32%	53%	49%	62%	43%	59%
Every time - NOT FULL	30%	28%	34%	31%	23%	24%	31%	27%
Every other time	27%	13%	33%	15%	25%	11%	23%	11%
Hardly ever	3%	2%	2%	1%	4%	3%	4%	3%
	100%	100%	100%	100%	100%	100%	100%	100%

RECYCLING

	Total		Haughton Green		Hyde Central		Ridge Hill	
	No.	%	No.	%	No.	%	No.	%
I am not interested in recycling	20	2%	9	2%	7	3%	4	1%
I am interested in recycling but struggle to find the time to do it	24	2%	8	2%	10	4%	5	1%
I am interested in recycling and try to recycle as much as I can	547	47%	222	46%	131	47%	190	47%
I recycle at every available opportunity	575	49%	239	50%	129	47%	207	51%
	1166	100%	478	100%	277	100%	406	100%

THEMES

		Total		Houghton Green		Hyde Central		Ridge Hill	
		%	Rank	%	Rank	%	Rank	%	Rank
1	Supportive/understanding of changes to black bin collection frequency	33%	1	37%	1	25%	2	34%	1
2	Supportive/understanding of changes to blue bin collection frequency	30%	2	34%	2	22%	3	31%	2
3	Blue bin full before 3 weeks	23%	3	16%	4	29%	1	26%	3
4	Brown bins were not emptied on time during pilot	19%	4	26%	3	9%	7	17%	5
5	Black bin full before 3 weeks	15%	5	10%	6	21%	4	17%	4
6	Green bin issues - larger or more frequent	11%	6	12%	5	10%	6	11%	7
7	Having to go to the tip since changes made	10%	7	9%	7	9%	7	11%	6
8	Changes may impact families / larger households more	6%	8	4%	10	5%	12	9%	8
9	Concerns that new scheme will/has increased fly-tipping and rubbish in the area	6%	9	4%	12	13%	5	4%	13
10	More critical that bins must be emptied on time	5%	10	7%	8	5%	12	2%	20
11	Blue bin is too small	5%	11	5%	9	7%	9	3%	17
13	Recycling bins have not been collected on time	4%	12	4%	12	2%	23	6%	10
12	Bins need to be bigger	4%	12	3%	14	5%	12	5%	11
14	Pilot has reduced amount I can recycle	4%	14	2%	20	4%	15	6%	9
15	Communication from the service has been poor	4%	15	4%	10	4%	15	2%	18
16	Council tax has increased but services reduced	3%	16	2%	19	4%	17	4%	16
17	Identifies as living in a household of 4 or more	3%	16	1%	25	5%	11	4%	12
18	Having to find other ways of disposing of refuse	3%	18	3%	15	3%	20	4%	13
19	Have had to store bags of rubbish elsewhere whilst bins are full	3%	18	2%	20	4%	17	4%	13
20	Online deliveries mean more paper/cardboard	3%	20	3%	15	3%	20	2%	18
21	Increase in bad smells	2%	21	1%	27	6%	10	2%	21
22	Too many demographic questions	2%	22	3%	15	3%	19	2%	23
23	Confusion over which plastics can be recycled	2%	23	3%	15	2%	23	2%	21
24	Bins can get very heavy after 3 weeks	2%	24	2%	20	1%	26	2%	23
26	Some residents abuse the system and use other peoples' bins	1%	25	1%	25	3%	20	1%	28
25	Black bin is too small	1%	25	1%	27	2%	25	2%	23
28	Difficult with medical conditions causing large amounts of recycling	1%	27	2%	23	0%	31	1%	26
27	Could brown bin be emptied less often	1%	27	2%	23	1%	27	1%	28
29	Bin calendar has been useful	1%	29	1%	27	0%	29	1%	27
30	Decision has already been made	1%	30	1%	30	0%	29	1%	28
31	Swap black and blue bins	0%	31	0%	31	1%	27	0%	31

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WASTE SERVICE REVIEW

POLICY CONSULTATION REPORT

1.0 BACKGROUND

- 1.1 This report provides the findings from the Waste Policy consultation that was open to the public for twelve weeks from 28 July 2021 until 20 October 2021.
- 1.2 The consultation aimed to gather resident feedback on proposed amendments to Tameside Council's Waste and Enforcement Policy. The proposed amendments were for Tameside Council to begin charging residents for replacement recycling bins and to adjust the collection frequency of black bins (plastic bottles, glass and cans) and blue bins (paper and cardboard) from fortnightly to every three weeks.
- 1.3 In conjunction with the public Waste Policy consultation, three neighbourhoods across Tameside were selected to pilot the adjusted collection frequency of black bins and blue bins. A separate and distinct survey was sent to residents within the pilot areas to gather their specific feedback on the impact of the collection adjustment. That feedback is summarised in a separate report.

2.0 WASTE POLICY CONSULTATION ENGAGEMENT AND COMMUNICATION

- 2.1 The Waste Policy consultation was hosted as an online survey accessible via a Tameside Council webpage which contained supporting information and a link to a draft copy of the revised strategy.
- 2.2. A link to the Waste Policy consultation webpage was sent along with supporting information to representatives of local public sector, voluntary, community, faith, social enterprise, patient participation and resident organisations via Tameside Council's three main engagement networks: the Partnership Engagement Network (418 members), Community Champions (271 members) and Information Ambassadors (200 members)
- 2.3 The Waste Policy consultation was also promoted via a Tameside Council press release which was issued to multiple local and regional paper, radio and online news organisations.
- 2.4 Supporting information about the Waste Policy consultation and a link to the webpage were posted across Tameside Council's social media channels throughout the twelve week duration of the consultation.
- 2.5 In addition to the online survey, Tameside Council offered a number of options for those who may be unable to use the survey or struggled with digital access. Residents were invited to send general feedback on the policy to wastecomplaints@tameside.gov.uk email address with the subject line "Waste Policy Consultation Feedback". For those without any digital access, residents were invited to send letters to the Tame Street Depot and paper copies of the online survey were available to be printed at, and returned to, any Tameside Library for inclusion in the results and analysis. All feedback via these routes was then added to the online survey for collation and analysis in one place.
- 2.6 Due to the rising rates of Covid-19, engagement sessions on the Waste Policy consultation were conducted virtually via Zoom with Community Champions on 1 November 2021 and with Partnership Engagement Network at the virtual PEN Conference on 11 October 2021.

3.0 WASTE POLICY CONSULTATION RESULTS AND ANALYSIS

- 3.1 The survey consisted of introductory text, supporting information, a link to the draft Waste and Enforcement Policy and single open ended question – “Once you have read the draft Waste Policy, please let us know your views in the box below”. Following this open-text question, there were twelve demographic questions which were included as per best practice, for the purposes of inclusion and equalities, and help to fulfil Tameside Council’s Public Sector Duties under s.149 of the Equality Act 2010. The demographic questions were optional and respondents were able to answer all, some or none. Irrespective of how many of the demographic questions were answered all responses have been included in the analysis.
- 3.2 There were 1,610 responses. A response rate of 1.5%. Of the 1,610 respondents to the Waste Policy Consultation, 200 did not provide a response/provided a blank response to the open-ended question asking for views on the draft policy. As such, there were 1,410 respondents who provided a response to the primary question.
- 3.3 Each of the 1,410 responses was read and thematically coded by at least two members of the project team. Some responses were short and only covered one theme, others responses were long and covered multiple themes. The top ten themes are as follows:
- Blue bins already filled every two weeks (29.9%)
 - Supportive/understanding of proposed changes to black bin collection (20.4%)
 - These changes will increase fly-tipping (19.8%)
 - Black bins already filled every two weeks (15.5%)
 - Blue bins are too small (14.7%)
 - Reducing recycling bin capacity is reducing people’s ability to recycle (13.3%)
 - Larger bins need to be provided if the policy is to go ahead (12.3%)
 - Supportive/understanding of proposed changes to blue bin collection (11.3%)
 - You have put up council tax but reduced services (10.1%)
 - Respondent identified themselves as being part of a four or more person household (9.7%)
- 3.4 In total 42 themes were identified in the coding of responses. A full list of ranked themes can be found in **Appendix (A)**.

APPENDIX (A)

SUMMARY OF THEMES FROM THE WASTE POLICY CONSULTATION RESPONSES

The table below is a full list of all the themes drawn out from the analysis of responses to the Waste Policy consultation. They are ranked in descending order with the most frequently expressed views first. Many responses included multiple views and sentiments that are relevant to more than one theme. Each individual response has been coded to as many themes that are relevant. As such the total numbers add up to more than the total of individual responses.

Themes	Count	%
Blue bins already filled every two weeks	421	29.9%
Supportive/understanding of proposed changes to black bin collection	288	20.4%
These changes will increase fly-tipping	279	19.8%
Black bins already filled every two weeks	218	15.5%
Blue bins are too small	207	14.7%
Reducing recycling bin capacity is reducing people's ability to recycle	187	13.3%
Larger bins need to be provided if the policy is to go ahead	174	12.3%
Supportive/understanding of proposed changes to blue bin collection	159	11.3%
You have put up council tax but reduced services	143	10.1%
Respondent identifies themselves as being part of a four or more person household	137	9.7%
Supportive/understanding of charging for replacement recycling bins	133	9.4%
Currently there are missed collections	121	8.6%
Policy will lead to increase in black and blue bin recyclable waste being put into different bins and contamination of other bins	106	7.5%
There should be exceptions to charging for replacement bins if current bins are stolen, lost, vandalised, accidentally damaged, not returned by the bin crew etc.	104	7.4%
Increase in rats/pests	98	7.0%
More online deliveries have led to an increase in cardboard/paper waste	92	6.5%
The changes to recycling collections will impact families or large households more	89	6.3%
Increase in street litter	73	5.2%

APPENDIX 5

Brown bin should be collected less often or brown bins should be made smaller	73	5.2%
Save money in other areas	71	5.0%
Council tax should not have increased/should be lowered	66	4.7%
I will have to go to the tip because of the proposed changes	66	4.7%
Black bins are too small	64	4.5%
I already have to go to the tip prior to the proposed changes	64	4.5%
Criticisms on limitations of usage of tips	51	3.6%
Some people can't get to the tip	45	3.2%
Will encourage bin theft	43	3.0%
Policy not cost effective, as it will increase costs through cleaning up fly-tipping and waste	42	3.0%
There needs to be less packaging on products	25	1.8%
Reduce number of councillors or councillor expenses	24	1.7%
Currently there is a poor response to Waste and Recycling related queries and customer service	21	1.5%
Reduce number of senior managers or senior manager pay	17	1.2%
Some residents abuse the system and cross-contaminate bins or request unnecessary replacement bins	17	1.2%
The decision has already been made	14	1.0%
Some people/houses have no space for additional bins	13	0.9%
Currently there are failures to deliver new or replacement bins	12	0.9%
Extra blue bin collection at Christmas will be needed	9	0.6%
There should be exceptions to the policy for people with disabilities	6	0.4%
There should be exceptions to the policy for elderly people	5	0.4%
Money does not need to be saved due to council reserves Covid-19 funding from central government or other funding streams	4	0.3%
There are too many demographic questions on the survey	4	0.3%
Sceptical of the reported tonnage and usage and/or savings estimates	4	0.3%

Tameside & Glossop Strategic Commission Equality Impact (EIA) Form

Subject / Title		Waste policy review	
Team		Department	Directorate
Waste Management		Operations and Neighbourhoods	Place
Start Date		Completion Date	
February 2021		November 2021	
Project Lead Officer		Garry Parker	
Contract / Commissioning Manager		N/A	
Assistant Director/ Director		Emma Varnam	
EIA Group (lead contact first)	Job title		Service
Garry Parker	Head of Waste Management and Fleet Services		Waste Management
Shamshed Ali	Environmental Services Manager		Waste Management
Simon Brunet	Head of Policy, Performance and Intelligence		Policy, Performance and Intelligence
Daniel Walsh	Policy Officer		Policy, Performance and Intelligence

PART 1 – INITIAL SCREENING

A 'Part 1 – Initial Screening' EIA was completed prior to the commencement of the consultation and pilots, and included in the decision report to Executive Cabinet on 28 July 2021. Item 17 at the link below:

[Agenda for Executive Cabinet on Wednesday, 28th July, 2021, 1.30 pm \(moderngov.co.uk\)](https://www.moderngov.co.uk/agenda/2021/07/28/)

At that point a full EIA was not required. Now the consultation and pilots have concluded and a decision report regarding implementation is being brought forward a 'Part 2 – Full EIA' has been completed. See below.

PART 2 – FULL EQUALITY IMPACT ASSESSMENT

2a. Summary
Waste Services have prepared a revised Waste Policy for Tameside. The vast majority of the revised Waste Policy is unchanged from the current policy. The three key areas of change are – (1) Collection of blue bins (paper and card) moving from 2-weekly to 3-weekly; (2) Collection of black bins (glass, plastic and cans) moving from 2-weekly to 3-weekly; and (3) the introduction of charges for replacement bins. The revised Waste Policy includes provision for extra bin capacity

Tameside & Glossop Strategic Commission Equality Impact (EIA) Form

and fee waiver in certain circumstances. It is important to also not some key elements that are unchanged in the revised policy. Namely the frequency of green (landfill) and brown (garden and food) bin collections and the provision of a pull out and return service for those with disabilities or frailties.

A Part 1 – Scoping EIA was completed at the commencement of the project and identified a number of areas of potential impact for further analysis. Data gathering – not least two detailed consultation exercises – has been undertaken to inform this Part 2 – Full EIA.

A number of impacts have been identified and explored through the EIA process. The proposed mitigations put in place are sufficient to ensure additional needs related to protected characteristics are addressed and met.

2b. Issues to Consider

The Part 1 – Scoping EIA identified a number of areas for further exploration to support the Part 2 – Full EIA. Between July and October 2021 further evidence gather was undertake to inform the Part 2 – Full EIA. The most significant part of the evidence base were two detailed consultation exercises which were undertaken to gather feedback and insights from residents on the likely impact of the revised Waste Policy. One consultation was open to all residents of Tameside while the other was focused on the three pilot areas of Haughton Green, Hyde central and Ridge Hill.

CONSULTATION AND ENGAGEMENT

The findings from the two consultations are summarised below. More detail is available at **Appendix 1** (policy consultation) and **Appendix 2** (pilot consultation). To support the trial of the proposals staff from Waste Services undertook on the ground engagement in the pilot areas. They visited 1,893 homes and had 699 detailed doorstep conversations with service users to explain the trial and seek feedback. In addition the head of Waste Services attended the Partnership Engagement Network Conference on 11 October 2021 and the Community Champions on 1 November 2021 to obtain further feedback on the proposals and the revised draft Waste Policy.

Policy consultation

The policy consultation received 1,610 responses. A response rate of 1.5%. Of the 1,610 responses, 1,410 provided narrative comments. These have been reviewed and coded to themes. The top ten themes are listed below. The full list of 42 themes and further analysis is attached at **Appendix 1**.

- Blue bins already filled every two weeks (29.9%)
- Supportive/understanding of proposed changes to black bin collection (20.4%)
- These changes will increase fly-tipping (19.8%)
- Black bins already filled every two weeks (15.5%)
- Blue bins are too small (14.7%)
- Reducing recycling bin capacity is reducing people's ability to recycle (13.3%)
- Larger bins need to be provided if the policy is to go ahead (12.3%)
- Supportive/understanding of proposed changes to blue bin collection (11.3%)

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- You have put up council tax but reduced services (10.1%)
- Respondent identified themselves as being part of a four or more person household (9.7%)

Pilot consultation

The pilot consultation received 1,205 responses. A response rate of 22%. Of the 1,205 responses, 889 provided narrative comments. These have been reviewed and coded to themes. The top ten themes are listed below. The full list of 32 themes and further analysis is attached at **Appendix 2**.

- Supportive/understanding of changes to black bin collection frequency (32.7%)
- Supportive/understanding of changes to blue bin collection frequency (30.0%)
- Blue bin full before 3 weeks (22.7%)
- Brown bins were not emptied on time during pilot (18.7%)
- Black bin full before 3 weeks (15.2%)
- Green bin issues - larger or more frequent (11.2%)
- Having to go to the tip since changes made (9.9%)
- Changes may impact families / larger households more (6.3%)
- Concerns that new scheme will/has increased fly-tipping and rubbish in the area (6.0%)
- More critical that bins must be emptied on time (4.8%)

It is important to note that the area with the lowest response rate to the pilot consultation was Hyde central. This area has a large ethnicity minority community which is a flag for a potential issue of access to information due to language barriers. The Hyde Central area also have more generally negative views about the pilots and bin capacity. This could be linked to the demographics of the area and the greater number of larger, multi-generational households found amongst South East Asian communities.

Notable consultation findings

The comments made in the policy consultation are roughly split – 1 in 10 being wholly positive; 7 in 10 being wholly negative; and 2 in 10 being mixed. Mixed views being neutral observations or comments, or where there are both positive and negative views in the same comment (e.g. support the black bin change to 3-weekly but not the blue bin). Across the three pilot areas in total there is roughly a three way split between wholly positive, wholly negative and mixed views. So those areas that have trialled and experienced the changes have a more positive view than those that haven't.

Hyde Central has more negative responses and Haughton Green more positive. The difference is probably reflective of the average household size with Hyde Central having the largest and Haughton Green the lowest.

The response across the three pilot areas in total is 22%. Hyde Central has the lowest response rate at 14%. Given the demographics of the Hyde Central area with a large South East Asian community there are potentially language barriers to participating in the survey leading to the lower response rate.

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High presentation rates at every collection with the bin full or nearly full are reported in Hyde Central and Ridge Hill. It is likely this reflects the larger average household size in those areas and in Hyde Central the large South East Asian community that has above average numbers of multi-generational households.

Attitudes to recycling are generally similar across all three areas albeit slightly lower in Hyde Central. As with the response rate this could be linked to language barriers to accessing information – e.g. what can be recycled and can't etc.

In terms of the themes summarised from the open text question asking for any other views the top ten are generally similar with a few notable differences. Hyde Central have greater concerns regarding fly-tipping and rubbish on the streets. This could be linked to the proximity to the town centre and the house type of terraces where off-street bin storage is more challenging. Ridge Hill respondents raise more concerns than the other two areas about the change to 3-weekly collection reducing the capacity to recycle. Haughton Green feedback reports issues with bins being emptied on time (in particular brown bins). This is likely to reflect short term operational issues at that time not directly related to the proposed changes.

Both consultations have good demographic representation across the protected characteristics. There are two areas of variation worth noting that are the same in both surveys. Women respondents are over represented and ethnic minority respondents slightly under-represented.

MITIGATIONS

There are three elements of the revised Waste Policy that act as mitigations to some of the concerns identified through the project pre-work and/or are re-iterated in the feedback to the consultation. They are:

- Exceptional circumstances policy (waste disposal / recycling capacity)
- Exemptions policy (charging for replacement bins)
- Assisted collections service (pull out and return).

Exceptional circumstances policy (waste disposal / recycling capacity)

If you live in a large household (6 or more residents) or if you put healthcare waste such as swabs or dressings, incontinence pads or stoma bags in your landfill bin and you need more room to store your waste and recyclable material, please make contact with our Waste Team so we can assess your requirements. To qualify for additional capacity you must be able to demonstrate that you have 6 or more residents permanently residing in the property, or you have healthcare waste as described above. If none of the above applies, but the service user still feels they are unable to cope with the capacity provided, we can provide the service user with a Waste Diary for one week. This will assist an officer with assessing the disposal requirements and areas where assistance can be provided. When the Waste Diary has been completed an officer will visit the applicant's property and perform a waste audit at the applicant's home to determine whether or not extra capacity will be provided.

Exemptions policy (charging)

There will be situations where the charge for a new or replacement bin can be waived, including for example:

- The crew whilst collecting waste has damaged a bin.

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- A bin has fallen into the vehicle and the crew has confirmed this.
- When a bin has been vandalised/damaged/failed and is beyond use.
- Meeting the conditions of the Exceptional Circumstances Policy, where service users meet the requirements for a second green bin.
- An individual named as the occupant/householder, who qualifies for means tested benefits and can evidence that position.
- Justification by a Supervisor or member of the Waste management team.

Assisted collections (pull out and return)

The Council offers assisted collections to residents who are infirm or who cannot put their waste out on the collection day due to a qualifying health condition or disability. This means that waste and recycling crews will pull out the bins from an accessible location so that they can be emptied and then returned. This service is subject to no other able bodied person living at the property. Residents will be required to make an application for this service. In order to reduce abuse of this service the Council will require all applicants to return a medical assessment form signed by their general practitioner with their application form.

SUMMARY

Based on the evidence gathering the following issues and concerns have been identified and assessed for impact:

- Large households – bin capacity.
- Low income – replacement bin charges.
- Frailty / disability – bin weight after 3 weeks.
- Language – access to information.
- Nappies – bin capacity.
- Sanitary and medical products – bin capacity.

2c. Impact/Relevance

Issue: Large households – bin capacity

Protected characteristic groups: Age and ethnicity (multi-generational households)

Impact: Larger households generate more waste. A move to three weekly collections for blue and black bins reduces the households recycling capacity for these waste streams.

Mitigation: Exceptional circumstances policy. Households of 6 or more can apply for additional bins to meet their needs. Households of less than 6 can apply for additional capacity which will be assess through a waste diary.

Issue: Low income – replacement bin charges

Protected characteristic groups: Low income, age and disability.

Impact: Households on low incomes (which are often older households or household contain people with disabilities) may struggle to pay for replacement bins.

Mitigation: Exemptions policy. Households that can evidence they qualify for means tested benefits and require additional bin capacity will not have to pay replacement bin charges.

Issue: Frailty / disability - bin weight after 3 weeks.

Protected characteristic groups: Age and disability.

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Impact: 3-weekly collections will mean more waste in the bin at the time of collection and thus heavier bins that may be difficult for householders who are frail or with a disability to move to the kerbside for collection.

Mitigation: Assisted collections (Pull out and return service). Households with no other able bodied person living there can apply for an assisted collection where the bin crew will take the bin from the property and return it so the householder(s) doesn't have to present on the pavement.

Issue: Language – access to information.

Protected characteristic groups: Ethnicity

Impact: household where English is not the first language or English language skills are limited may struggle to access the required information for any change to the service or ongoing information regarding recycling etc.

Mitigation: Service to work with relevant community groups across Tameside to ensure targeted and enhanced accessible information sharing.

The following two are not directly in scope for this project as no changes to green (landfill) bin collections are proposed. However they were raised in the consultation and as such are noted for completeness. The existing and proposed exceptional circumstances is relevant in both cases.

Issue: Nappies – bin capacity. Note: nappies are disposed if in the green (landfill) bin for which no changes are proposed.

Protected characteristic groups: Age, pregnancy and maternity; breastfeeding.

Impact: Families with children in nappies generate increased waste and may struggle with green (landfill) bin capacity.

Mitigation: Exceptional circumstances policy. Households struggling with bin capacity can apply for additional bins to meet their needs. The application process includes an assessment of need (waste diary) and if additional capacity is provided it may be on a temporary basis where relevant.

Issue: Sanitary / medical products – bin capacity. Note: sanitary products are disposed of in the green (landfill) bin for which no changes are proposed.

Protected characteristic groups: Age and disability.

Impact: Households that put health care waste such as swabs or dressings, incontinence pads or stoma bags in the waste system may struggle with green (landfill) bin capacity.

Mitigation: Exceptional circumstances policy. Households who dispose of healthcare waste can apply for additional capacity which will be provided.

2d. Mitigations (Where you have identified an impact/relevance, what can be done to reduce or mitigate it?)

Large households / bin capacity for waste disposal	Exceptional circumstances policy. Households of 6 or more and/or where the need for additional capacity can be evidenced (waste diary) can have an extra bin provided.
Low income / charging for bins and ability to pay	Exemptions policy. Low income households are exemption from charges.

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Disability & frailty / heavy and heavier bins harder to move	Assisted collections (pull out and return). Households where there is no other able bodied person can apply for an assisted collection where the bin crew will pull out and return the bin to the property.	
Language / ability to access relevant information	Waste Serviced to work with relevant community groups to enhance enhanced and targets information sharing where needed.	
Nappies / capacity for disposal	Out of scope. No changes proposed to the green bin (landfill waste). Exceptional circumstances applies for green bin and extra capacity provided where needed and evidenced.	
Sanitary and medical products / capacity for disposal	Out of scope. No changes proposed to the green bin (landfill waste). Exceptional circumstances applies for green bin and extra capacity provided where needed and evidenced.	
2e. Evidence Sources		
Census 2011		
Mid-Year Population Estimates 2019		
Feedback to the Waste Policy consultation survey		
Feedback to the Waste Pilot consultation survey		
Service records re bin presentation and contamination rates		
2f. Monitoring progress		
Issue / Action	Lead officer	Timescale
Monitor the volume and nature of applications to the exceptional circumstances policy seeking additional waste disposal capacity.	Garry Parker	For 12 months from implementation
Monitor the volume and nature of applications to the exemptions policy seeking the waiver of the charge for additional bins.	Garry Parker	For 12 months from implementation
Monitor the volume and nature of requests for pull out and return service for those with disabilities or frailties.	Garry Parker	For 12 months from implementation
Review and analysis complaints received by the service to identify any relevant trends regarding the impact on protected characteristic groups.	Garry Parker	For 12 months from implementation
While not directly relevant to equalities it is sensible to monitor operational matter to understand wider impact. Key metrics include: <ul style="list-style-type: none"> Recycling rates Tonnages of waste presented in total Tonnages of waste presented by type 	Garry Parker	Ongoing from implementation

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<ul style="list-style-type: none"> • Bin presentation rates • Contaminations rates • Fly-tipping incidents 		
Signature of Contract / Commissioning Manager		Date
Garry Parker		19 November 2021
Signature of Assistant Director / Director		Date
Emma Varnam		19 November 2021

APPENDIX 7 – Tameside Metropolitan Borough Council Waste Policy and Enforcement Strategy

1. Introduction

2. Waste and Recycling Collections

3. Expectation from Residents

4. Enforcement Framework

1 INTRODUCTION

- 1.1 This policy has been developed to inform residents of the services that the Council provide and also outlines what residents can do to help deliver the waste and recycling service.
- 1.2 The Council aims to work with the local community to help residents recycle as much as possible and to manage their waste in the most cost effective and efficient way.
- 1.3 There is also a framework of enforcement action that will be applied in a reasonable and proportionate way.

2. WASTE AND RECYCLING COLLECTIONS

- 2.1 Residents in all properties will receive waste and recycling collections at a time and schedule determined by the Council.
- 2.2 The Council will make all reasonable effort to empty bins presented by residents in accordance with this policy. If however, the Council is unable to empty bins on the scheduled day of collection, residents are requested to leave bins out for collection and the crew will return to collect the waste or recycling at the earliest operational opportunity.
- 2.3 The Council provides a recycling led service and all residents are expected to recycle waste in accordance with the services provided.
- 2.4 For properties determined by the Council as having adequate storage and access for wheeled bins, the following service provision applies:

Colour	Capacity	Material	Frequency Collected	Provision of Extra Receptacles
Black	180L	Glass, Plastic bottle, Cans, Aluminium Foil	Three Weekly	Additional 180L bins provided on request at an additional charge.
Blue	140L	Paper, Cardboard, Tetra Paks	Three Weekly	Additional 140L bins available on request at an additional charge
Brown	240L or 23L lidded Food waste container issued to properties without a garden	Food and Garden Waste	Weekly	Additional 140L/240L bins or 23L food waste containers available on request at an additional charge
Green	140L	General Waste	Fortnightly	Additional or larger green bins will only be provided in circumstances outlined in section 2.9 of this policy

- 2.5 Properties determined by the Council as not having adequate storage and access for wheeled bins, will be provided with a weekly collection of 4 black domestic waste sacks. Upon each collection the waste collection crew will replace the 4 sacks removed.
- 2.6 General Waste bins already attracts a charge of £25.63, all other wheeled bins will be charged as follows: (NOTE: These prices will be reviewed on an annual basis).

Bin Type	Cost
140 litre wheeled recycling bin (green/blue)	£25.63
240 litre wheeled recycling bin (brown/black)	£25.63
7 litre food caddy	£3
23 litre food caddy	£5
A full set of bins (specifically green 140l; blue 140l, black 180l and 180l brown), for new properties	£102.52 (plus the cost of either a 7 or 23 litre caddy, as required).

- 2.7 Any qualification for a second green bin will see the second bin delivered without charge as per the current Exceptional Circumstances Policy. (see 2.34)

2.8 There will be situations where the charge for a new or replacement bin can be waived, including for example:

- The crew whilst collecting waste has damaged a bin.
- A bin has fallen into the vehicle and the crew has confirmed this.
- When a bin has been vandalised/damaged/failed and is beyond use.
- Meeting the conditions of the Exceptional Circumstances Policy, where service users meet the requirements for a second green bin.
- An individual named as the occupant/householder, who qualifies for means tested benefits and can evidence that position.
- Justification by a Supervisor or member of the Waste management team.

2.9 All free bins issued will be recorded, including the justification for approval and multiple drawdowns of free bins, by a resident, will not be approved.

Service for Flats

2.10 Waste and recycling from residents living in flats is collected via communal bins which are regularly emptied.

Service for Housing Multiple Occupancy (HMO)

2.11 Only 1 of each bin will be provided once purchased. Owners of HMO will need to have a trade waste contract in place to provide the correct facility for these kind of premises.

New and Existing Apartments/Flats/Developments

2.12 Landlords or the developers are required to purchase the required bins. The Council will specify the type and number of bins required at the planning stage, when consulted on the building/development's requirements.

2.13 Landlords who choose to purchase their own approved containers should note that all repairs and maintenance of those containers are their responsibility. The Council will not accept liability for any damage sustained to containers during collection.

2.14 Bin store areas are the responsibility of the landlord who should ensure that bins can be accessed on the day of the scheduled collection. All waste/recycling must be presented for collection in waste containers/wheeled bins.

2.15 It is the responsibility of the landlord/management company to ensure bin stores are kept clean and tidy. Where access to a bin is blocked by loose rubbish or bulky items it will not be emptied until this has been removed. The bin will then be emptied on the next scheduled collection day, charges will be applied if an expedited collection is required.

Service for Rural Properties

2.16 There are some locations within the Borough that are difficult to access due to the condition of the road surface where there are difficulties in using a normal sized waste collection vehicle.

2.17 In these circumstances, where determined appropriate by waste services, the Council will use a smaller collection vehicle to collect general and recycling waste. Unfortunately, the Council is currently unable to operate food and garden waste collections for rural properties; therefore, rural properties will receive a 180 litre bin for non-recyclable (General) waste.

Missed Collections

- 2.18 When bins are presented correctly, the Council will make every reasonable attempt to collect recycling and general waste from households, on the scheduled day. The collection schedules will be available on the website and via the App. Properties that have a Rural Collection as described above will be notified in writing of their collection schedule.
- 2.19 If the access to the property is obstructed the crew will make three attempts on the scheduled day of collection to collect the container. The crew will report any containers presented incorrectly and any access issues encountered.
- 2.20 Where General waste or recycling containers have not been presented correctly, they will not be collected until the next scheduled collection. In these circumstances residents will be required to return their bin to their property until the next collection.

Collection Points

- 2.21 In situations where collections cannot be made at edge of the householder's property, the Council will identify a central point of collection.
- 2.22 In determining collection points for those affected properties, consultation will take place with the householders concerned.
- 2.23 Householders will be required to place their recycling or general waste bin at the specified collection point, on their scheduled day and then retrieve their bin from the collection point at the end of the day once emptied.

Waste and Recycling Collections at Christmas

- 2.24 No collections will take place on Christmas Day, Boxing Day and New Year's Day. All other collections will remain the same.
- 2.25 Changes to the waste collection schedule will be advertised in the local paper and also on the Council website and social media feeds.

Additional Capacity

- 2.26 The collection services the Council provides to residents are sufficient and adequate for most residents to manage the households' waste needs.
- 2.27 To encourage waste minimisation and recycling, the Council will only collect 140 litres of non-recyclable (General) waste per household, per service cycle. The Council does recognise however, that some large households or residents with certain medical conditions may produce more than 140 litres of General waste at each collection despite fully participating in the recycling service.
- 2.28 Where residents feel that they do not have sufficient general waste capacity they can make an application for additional capacity this will include keeping a waste diary to record all waste disposed of from the property in a two week period. The Council will assess the application and determine if additional General waste capacity is required. This may result in a Recycling Officer carrying out a visit to the property.
- 2.29 There are exceptional circumstances where, due to clinical waste needs or larger households (6 persons or more) more general waste is created than normal. In these circumstances residents will not be required to complete a waste diary, but will be asked to apply for an additional General waste bin.

- 2.30 The householder's use of the additional bin will be subject to review. The additional bin may be removed should residents be found to have obtained the additional bin under false circumstances or have changed circumstances affecting their entitlement to additional capacity since the bin was issued.
- 2.31 The circumstances above are referred to as Exceptional Circumstances and are captured in the Exceptional Circumstances Policy, which reads as follows:
- 2.32 The recycling and refuse collection system currently provided by Tameside Council will work well for the majority of people. Having stated that we recognise that different families present different circumstances and we recognise that a minority of those families will require extra capacity for the disposal of their landfill waste and recycling.
- 2.33 We have developed an exceptional circumstances policy to help us assist with providing the right service to those families.
- 2.34 The policy is as follows:
- 2.35 If you live in a large household (6 or more residents) or if you put healthcare waste such as swabs or dressings, incontinence pads or stoma bags in your landfill bin and you need more room to store your waste and recyclable material, please make contact with our Waste Team so we can assess your requirements.
- 2.36 To qualify for additional capacity you must be able to demonstrate that you have 6 or more residents permanently residing in the property, or you have healthcare waste as described above.
- 2.37 If none of the above applies, but the service user still feels they are unable to cope with the capacity provided, we can provide the service user with a Waste Diary for one week. This will assist an officer with assessing the disposal requirements and areas where assistance can be provided.
- 2.38 When the Waste Diary has been completed an officer will visit the applicant's property and perform a waste audit at the applicant's home to determine whether or not extra capacity will be provided.

Assisted Collections

- 2.39 The Council offers assisted collections to residents who are infirm or who cannot put their waste out on the collection day due to a qualifying health condition or disability. This means that waste and recycling crews will pull out the bins from an accessible location so that they can be emptied and then returned.
- 2.40 This service is subject to no other able bodied person living at the property.
- 2.41 Residents will be required to make an application for this service. In order to reduce abuse of this service the Council will require all applicants to return a medical assessment form signed by their general practitioner with their application form.
- 2.42 **Provision of waste and recycling bins**

Replacing bins for the collection of waste presents a significant ongoing cost to the Council.

- 2.43 Residents are required to purchase all the required bins when moving into a new property.
- 2.44 Residents in new and existing properties are required to pay for replacement containers, both recycling and general waste. The only exceptions to this are if;
- It is no longer serviceable and poses a health and safety risk to the operatives/residents.
 - It has been crushed during collection. In this case the crew will report to waste services and a new bin will be provided free of charge.
 - An exceptional set of circumstances have been presented and considered by the Head of Service. All bins that are issued without charge will be recorded as long with the exceptional circumstances and reasons for the decision made. (Pre-used bins may be used when supplying bins without charge.)
- 2.45 Residents are advised to clearly mark the bins so they are clearly identifiable as their own bin. It is advised that bins are returned to properties as soon as practicably possible to prevent any loss of the owned/purchased bins.
- 2.46 The provision of waste and recycling wheeled bins for new multi occupancy (flats) developments will be the responsibility of the developer.

Bulky Household Waste Collections

- 2.47 The Council provides a separate collection of bulky household waste items. A standard charge per collection will be made and the scale of charges for the collection of bulky items will be publicised by the Council and reviewed annually.
- 2.48 The Council do not collect bulky waste items such as; beds, washing machines and furniture, free of charge. These should not be left out for the domestic waste collection
- 2.49 The bulky household collection service covers the removal of up to five items.
- 2.50 Bulky waste items may also be taken to the Household Waste Recycling Centre or donated to a local reuse charity.
- 2.51 The collection of white goods is provided free of charge to pensioners.
- 2.52 Information regarding the cost of this service, what items can be presented for collection and arrangements for collection can be found on the Council's website.

Trade Waste

- 2.53 The Environmental Protection Act 1990 requires all businesses that produce controlled waste to ensure that their waste is adequately stored and disposed of. Businesses are required to keep documents relating to the disposal of waste for a period of two years and are required to have these available for inspection when required by the Council.
- 2.54 Individual businesses are responsible for the presentation and management of their trade waste. They can enter into a contract with either the Council or any other commercial waste collection service who will provide storage containers and collection of waste.
- 2.55 Trade or commercial waste should not be placed in household bins, litter bins, or taken to the household waste recycling centre.

- 2.56 The Council offers local businesses a weekly trade waste collection service. Customers sign up on a rolling contract basis.

The following sizes of waste containers are available;

- 240 Litre
- 500Litre
- 1100 Litre

- 2.57 Customers pay all charges in advance, either annually in full or monthly by Direct Debit. These charges include the container hire, collection and disposal charges for recycling and non-recycling collections and all administrative costs, including duty of care documentation.

- 2.58 Any business found to be not complying with their responsibilities regarding waste may face enforcement action under section 4.34 of this policy.

3. EXPECTATIONS OF RESIDENTS

- 3.1 All householders have a legal responsibility to ensure that all of their rubbish and waste is disposed of properly.

Presentation of bins for collection

- 3.2 All bins or sacks should be made available for collection no later than 7am on the morning of the scheduled collection. Bins or sacks should not be presented for collection any earlier than 5pm on the evening before the scheduled collection.

- 3.3 Wheeled bins and sacks should be placed where the public highway begins and private land ends (the edge of the property).

Excess General Waste – Side Waste

- 3.4 Side waste is excess bags from the household, which are presented for collection at the side of the bin. The Council will not remove waste presented for collection alongside, or on top of, General waste bins.

- 3.5 The Council encourages residents to recycle as much as possible and will allow residents to have additional recycling bins to ensure individual households have sufficient capacity to meet their requirements. Any additional bins, including Recycling bins will be subject to a charge, unless the applicant qualifies for a free bin, under the Exceptional Circumstances policy.

- 3.6 All General waste should be contained within the green bin, any excess waste will be treated as illegally dumped waste and enforcement action may be taken in accordance with section 4.22 of this policy.

Excess General Waste – Closed Lids

- 3.7 Where wheeled bins are presented with waste that does not fit comfortably within the container and the lid is ajar, the crew will empty the bin and place the excess waste back into the bin. A notice may be left on the bin explaining why the excess waste has not been collected.

Excess Recycling Waste

- 3.8 Residents may request additional recycling bins, but they are subject to a charge. Alternatively, residents may place additional recycling materials for collection so long as it is identifiable in a clear bag.

Bins on Pavements

- 3.9 Collection crews are instructed to return bins to as close to the area they were collected from, as is reasonable and practicable. It is the responsibility of residents to take bins back to their property by the end of the day on which they are collected.
- 3.10 If residents fail to return the bins back to their property without reasonable excuse, enforcement action may be taken under section 4.27 of this policy.

Contamination of Bins

- 3.11 Contamination occurs when the wrong waste is placed in the wrong bin. It is important that the Council collects good quality materials for recycling. Putting items that cannot be recycled in recycling bins reduces the quality of our recycling and may mean that the entire load is rejected when tipped off. This means that the waste is disposed as general waste, a single contaminated load can cost the Council up to £3000.
- 3.12 Where it is established that recycling containers are repeatedly not being used correctly, enforcement action outlined in 4.27ff will commence and the service will consider removing the bins

Householder Duty of Care

- 3.13 Some people pose as legitimate waste carriers and then fly tip rubbish, which they have been paid to dispose of properly. If any fly tipped waste is traced back to the household it came from, the householder could be fined.
- 3.14 Under the Household Waste Duty of Care Regulations 2005, householders are required to take reasonable measures to ensure that household waste produced on their property is passed on to an authorised person.
- 3.15 If a waste carrier other than the Council is used householders must carry out the following check;
- Ask the contractor if they are a registered waste carrier and ask for their waste carrier number.
 - If they claim to be registered telephone the Environment Agency on 08708 506506 and ask for an instant Waste Carrier Validation Check, or visit the Environment Agency website to check online.
 - Ask for a receipt detailing the work they have carried out.

4. ENFORCEMENT FRAMEWORK

- 4.1 This policy specifies Tameside Council's methods for dealing with the enforcement approach in tackling waste issues.
- 4.2 The Council aims to educate local residents and businesses to understand their role with regard to responsible waste management.
- 4.3 Enforcement action includes verbal warnings and advice, written advice, warning letters, statutory notices, formal warnings, the issue of fixed penalty notices, formal cautions and prosecution. Action taken will be proportionate to the scale of the identified problem.
- 4.4 The Council will follow a staged approach to enforcement. Although the Council will take an incremental approach to education and non-compliance, the level of enforcement may be escalated depending on the nature and severity of the case.

Relevant Legislation

- 4.5
- Accumulations of Waste – s4 Prevention of Damage by Pests Act 1949; s79 & 80 Environmental Protection Act 1990; s78 Public Health Act 1936;
 - Illegal dumping/fly tipping – s33, s34 & s59 Environmental Protection Act 1990;
 - Trade waste & duty of care – s34 & s47 Environmental Protection Act 1990
 - Household waste bin enforcement – s46 Environmental Protection Act 1990
 - Litter – s87 & s88 Environmental Protection Act 1990

Enforcement Options Available

- 4.6
- There are a large number of potential enforcement options. The level of the action taken varies from informal advice through to proceedings in Court. Examples of the main types of action that may be considered are shown below:

- Informal action, education and advice
- Statutory Notices
- Fixed Penalty Notices
- Simple Caution
- Prosecution

Informal Action

- 4.7
- Minor incidents are frequently dealt with by means of informal action and would involve the officer drawing the matter to the attention of the individual and giving appropriate guidance.

- Verbal advice. To be given where the offender shows an understanding and willingness to remedy contraventions of a minor nature.
- Written advice. To be used where there is no imminent risk to health and the officer believes the offender will co-operate in remedying the offence. Written advice may also be given where it is felt necessary for the offender to consider their liabilities under law.

- 4.8
- Failure to comply could result in an escalation of enforcement action.

Statutory Notices

- 4.9
- Many Acts of Parliament enforced by the Council provide for the service of statutory notices which require a person, business or organisation to comply with specific legal requirements. Where a formal notice is served, the method of appealing against the notice will be provided in writing at the same time. The notice will explain what is wrong, how to put it right and what will happen if the notice is not complied with.

- 4.10
- In many circumstances the legislation will allow the cost of any necessary work carried out in default to be recovered from the offender. Where legislation permits a charge will be placed on the property to ensure the payment is made.

- 4.11
- In general, failure to comply with a statutory notice (including a fixed penalty notice of the type where payment is required to discharge liability) makes the recipient liable for prosecution. In some circumstances, it is possible to prosecute as well as serve notice. Failure to comply with the notice would be an additional offence.

Fixed Penalty Notices

- 4.12
- In certain circumstances it may be appropriate to issue a fixed penalty notice for the relevant offence. The fixed penalty will allow the offender to discharge liability for the offence and avoid action through the Magistrates' Court.

4.13 FPNs must only be issued where there is sufficient evidence to prosecute. If the FPN is not paid within a specified time the case should proceed to prosecution.

Formal Caution

4.14 Officers can recommend that offenders receive a formal caution in accordance with Home Office guidance. This is one step below prosecution; however, offenders must admit the offence and accept the caution.

4.15 Failure to accept the formal caution could result in prosecution, as would further similar breaches after the caution has been issued.

4.16 A formal caution will only be used where there is evidence of guilt sufficient to give realistic prospects of conviction.

Prosecution

4.17 When considering prosecution, officers must follow the guidance in the Code of Practice for Crown Prosecutors

4.18 The decision to prosecute will be made by a Senior Manager in conjunction with Legal Services taking account these criteria;

- Firstly, an evidential test to ensure that there is enough evidence to provide a 'realistic prospect of conviction'. If this is lacking, then no prosecution or alternative means of disposal of criminal offences will be taken.
- Secondly, a public interest test, which will determine whether it is in the public interest for a prosecution to be taken.

4.19 Prosecution shall be initiated when one or more of the following are met:

- There is a history of similar offences and/or written warnings have been ignored.
- Non-compliance with a statutory notice.
- Failure to pay a fixed penalty notice.
- Refusal to accept a simple caution.
- Serious breach of the law leading to a risk to the health of residents and/or the environment.
- There is enough admissible and reliable evidence to show an offence has been committed by an identifiable individual/business.

Offences

4.20 The majority of waste related offences fall into six categories;

- Littering
- Large scale illegal dumping
- Complaints related to waste collections
- Accumulations of waste in communal areas
- Accumulations of waste on private land
- Trade waste

Enforcement – Littering

4.21 Litter is unsightly and illegal. Under Section 87 of the Environmental Protection Act 1990 it is an offence to drop litter on any open land.

4.22 There is no statutory definition of "litter and refuse" under the Environmental Protection Act 1990. However, the code of practice issued in respect of dealing with litter and refuse states that the definition is wide. In some circumstances excess waste left next to bins can be defined as litter and where it is clear who has left out the excess waste

which is littering the neighbourhood a FPN may be issued on that person. Should the fixed penalty not be paid or further incidents of non-compliance occur then the Council will consider legal action at the magistrates' court to prosecute the alleged offender and recover full costs.

Enforcement – Large Scale illegal dumping

- 4.23 It is an offence under Section 33 of the Environmental Protection Act 1990 for any person to dump waste without it being in accordance with a waste management licence. This is often known as fly tipping.
- 4.24 Fly tipping is an offence which carries a maximum penalty of up to £50,000, or for very serious offences, an unlimited fine and up to five years in prison.
- 4.25 Where evidence of fly-tipping is obtained an investigation will begin and in the absence of any evidence of extenuating circumstances the Council will always initiate legal proceedings to prosecute the alleged offender and recover full costs.
- 4.26 Waste which has been illegally dumped will be stickered and placed in an enforcement bag, which is red in colour, to indicate that the illegal dumping is under investigation.

Enforcement – Waste Collections

- 4.27 Section 46 of the Environmental Protection Act 1990 enables the Council to specify the following:
- Day of collection
 - Frequency of collection
 - Number, size and type of bins provided
 - The waste streams allowed in each type of waste container.
- 4.28 The Council provides a comprehensive waste collection service including recycling materials from residents, non-recyclable waste, bulky goods and white goods. These services enable residents and businesses to dispose of their waste safely and legally. The waste collection requirements are set out in section 2 of this policy.
- 4.29 Enforcement may commence where there is evidence of non-compliance and where the household recycling and refuse is presented incorrectly either by the position of the container, time of presenting for collection or content.
- 4.30 The enforcement process will normally only take effect where attempts to improve resident behaviour through education are unsuccessful.
- 4.31 Before considering taking formal enforcement action against a householder, the Council will adopt a phased approach to securing compliance with its waste collection. The process of issuing written warnings and the imposition of fixed penalties in cases of failing to comply with such warnings has recently been put on a statutory basis under section 46A -D of the Environmental Protection Act 1990;

Enforcement - Accumulations of Waste in Communal Areas

- 4.32 The Council has a statutory duty to take action on waste accumulations which become prejudicial to health and may support or harbour vermin. The process for dealing with such accumulations is, firstly, to ascertain who the land belongs to.
- 4.33 Where the land is communally owned all occupiers of properties which abut the passageway, have a joint responsibility to maintain it and this includes keeping the land free from rubbish.

- 4.34 Once land ownership is confirmed the Council will then write to residents to inform them of the accumulations, to remind them of their responsibilities under Section 78 of the Public Health Act 1936 and to request removal of the waste. If the waste is not removed within a reasonable time frame, a Statutory Notice will be served to enforce removal.
- 4.35 If the waste remains in situ after 7 days after the Notice has been served then the Council will arrange for removal of the waste and recharge residents for any costs incurred.

Enforcement - Accumulations of Waste on Private Land

- 4.36 Waste accumulated on private land can be unsightly, or may cause a nuisance for example a smell. It can also be a public health risk by attracting rats, or even cause further dumping.
- 4.37 In such cases the owner and occupier of the land is responsible for removing any rubbish. If there has been a complaint, the Council will visit the land and try to work together with the owner and occupier to get the rubbish removed.
- 4.38 If this is not successful, the owner or occupier of the land can be served with a legal notice requiring them to remove the rubbish within a certain period of time. If they do not comply, the Council can make arrangements for the rubbish to be removed and the costs incurred recovered from the person on whom the notice is served.
- 4.39 The Council may place a charge on the property until the costs are paid.

Enforcement Regarding Duty of Care

- 4.40 Businesses are under a duty to ensure that their waste is stored, presented and disposed of in accordance with the waste Duty of Care. This Duty states that businesses must take all reasonable steps to keep waste secure prior to disposal. Businesses must be sure that their waste is transferred to a company licensed by the Environment Agency to take it and transport, recycle or dispose of it safely.
- 4.41 This transfer of waste must be officially recorded on a Waste Transfer Note. Businesses will receive a Waste Transfer Note from their authorised waste company and this record must be kept and stored by the business for two years.
- 4.42 Where businesses persistently fail to comply with the Duty of Care, the Council will take firm enforcement action by issuing statutory notices, FPNs and prosecuting where necessary.

Agenda Item 10

Report to:	EXECUTIVE CABINET
Date:	15 December 2021
Executive Member:	Cllr Alison Gwynne – Executive Member (Neighbourhoods, Community Safety and Environment)
Reporting Officer:	Ian Saxon, Director of Place Paul Smith, Assistant Director of Strategic Property
Subject:	CLIMATE CHANGE AND ENVIRONMENT STRATEGY 2021-2026
Report Summary:	<p>The Climate Change and Environment Strategy 2021-2026 provides a framework to determine actions in response to the climate emergency.</p> <p>The guidance given herein, reflecting regional and national policy will set direction and require officers and wider stakeholders to concerted positive action regarding climate change and the environment.</p> <p>This Strategy is the product of cooperation between departments within Tameside Council. Through public engagement and other forums, we have sought guidance from local people and regionally we have worked with colleagues in partner organisations to develop a workable document and a framework for an effective action plan.</p> <p>It is important that both residents and businesses find the support they need from us. If we can succeed in fostering a sense of collective responsibility and enthusiasm for the opportunities in the face of the climate crisis – then we are heading in the right direction. The scope of this Strategy aims to achieve a Tameside Borough net zero carbon contribution by 2038.</p> <p>The five focal points of the Strategy are, Greenspace & Biodiversity, Homes Workspaces & Council Buildings, Influencing Others, Reducing Consumption & Producing Sustainably and Travel & Transport.</p> <p>The Strategy determines issues and groups solutions into the thematic areas described above – shown as dynamic, draft action plans in the appendix.</p> <p>The Environment & Climate Emergency Working Group is positioned to maintain and oversee the resultant action plans, with assistance from affiliated task-groups to oversee each of the five thematic areas.</p> <p>Tameside Council has worked hard to reduce emissions and improve the environment and this strategy plans out the next stages of the journey.</p>
Recommendations:	<p>That Executive Cabinet be recommended to:</p> <ul style="list-style-type: none">(i) Approve and adopt the draft Climate Change and Environment Strategy 2021-2026 as attached at appendix 1 of this report.(ii) Approve the draft Action Plans at appendices 2 - 6 of this report, noting that new initiatives which have budget

implications will be the subject of separate reports to Executive Cabinet at the appropriate time.

- (iii) Approve a culture of carbon literacy, backed by a programme of carbon literacy training.

Corporate Plan:

With particular note of this component of the plan:

- (i) Modern infrastructure and a sustainable environment that works for all generations and future generations

Policy Implications:

In addition to our Climate Change and Environment Strategy helping to meet the above aim of the corporate plan, it will support fully the Greater Manchester Five Year Environment Plan (2019-2023). Read in conjunction with the Inclusive Growth Strategy, (Draft) Housing Strategy, Clean Air Strategy, Fleet Replacement Strategy, (Draft) Planning Strategy (pending adoption of GM's Places for Everyone) and STAR Procurements renewed principles (pending).

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

The report provides Members with details of the Climate Change and Environmental Strategy for the Council together with supporting details of the five key focal points ; Greenspace & Biodiversity, Homes Workspaces & Council Buildings, Influencing Others, Reducing Consumption & Producing Sustainably and Travel & Transport.

Any financial implications that arise from the component aspects of the implementing the strategy will be subject to separate governance and robust business cases that will include the necessary due diligence. This will need to ensure that the respective proposal(s) are affordable and that the budget implications (recurrent and non-recurrent) and wider benefits that will be realised across the borough are clearly identified.

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

This is a high level strategy to help direct Members and Officers to ensure that the climate and environment is consideration in all projects.

Each of those projects will be subject to their own due diligence, governance and decision making.

Risk Management:

Risks of inaction on climate change are predicted to include catastrophic loss of biodiversity, sea level rise, crop failure, fresh-water shortage, more severe and more frequent extreme weather events and mass migration of displaced people due to these factors. Tameside are acting in line with other UK government organisations to mitigate risk as best as is reasonably practicable.

Background Information:

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



Telephone: 07562904146



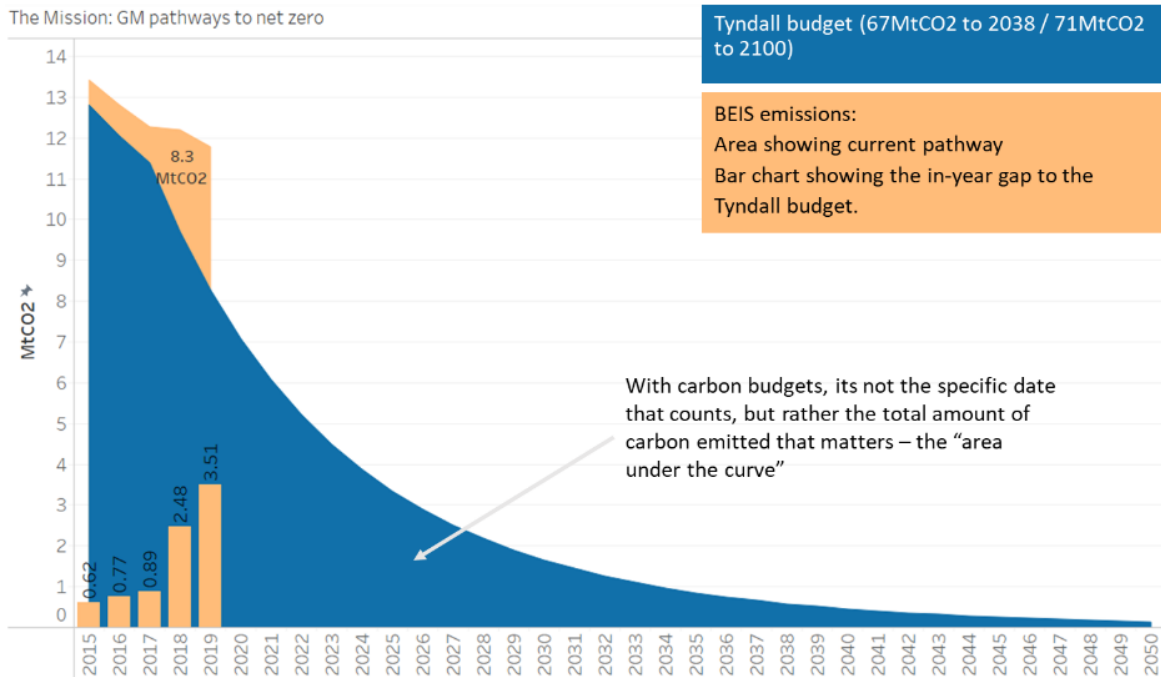
e-mail: graham.hall@tameside.gov.uk

1. INTRODUCTION

- 1.1 This Climate Change and Environment Strategy (The Strategy) is the product of cooperation between departments within Tameside Council. Through public engagement and other forums, we have sought guidance from local people and regionally we have worked with peers to develop a workable document and a framework for an effective action plan.
- 1.2 The Strategy sets out guiding principles for an organisational approach. With the thematic components defining the framework of an action plan. The detailed action plan will be a dynamic, working document – the detailed initial outline of which will form an appendix to The Strategy.
- 1.3 Elements of the action plan may need to be pursued through the governance process on individual bases and therefore only outline goals are described in some cases.
- 1.4 The underlying reason for The Strategy is to address known environmental problems and coordinate recognised and effective solutions. The principle of the adoption of climate change considerations into every decision is the backbone of The Strategy – fundamental if the target of net-zero by 2038 is to be achieved.
- 1.5 The effects of pollution, environmental degradation, biodiversity loss and climate change are significant, possibly irreversible. However, future impacts are still entirely within our power to limit.
- 1.6 If we do not act to limit global average temperature rise to 1.5°C or below, we face at the very least - irreversible biodiversity and habitat loss, more frequent extreme weather events, climate refugees and food shortages.
- 1.7 Environmental extremes have been experienced locally, Tameside witnessed flooding and wildfires in the last five years.
- 1.8 Latest predictions are that climate change is happening faster than previously thought and August 2021's IPCC report underlines the urgency to decarbonise.
- 1.9 The cost of pollution on the health service is immense too - from increased instances of asthma near busy roads and the psychological stresses caused by unbalanced urban living. The Nuffield Trust states that aggregate effects of NO₂ and PM's over the next 16 years could cost the NHS £18.6bn.
- 1.10 The UK government has published the Ten Point Plan for a Green Industrial Revolution. With a shift in consumption patterns there will be a wealth of opportunity as new markets emerge. We hope to maximise Tameside's part in this new chapter in UK domestic economics.
- 1.11 When The Strategy is read in conjunction with the Inclusive Growth Strategy, (Draft) Housing Strategy, Clean Air Strategy, Fleet Replacement Strategy, (Draft) Planning Strategy (pending adoption of GM's Places for Everyone) and STAR Procurements renewed principles - Tameside officers and wider stakeholders will be empowered to deliver services with a keen focus on achieving zero carbon activities by 2038.
- 1.12 As a Local Council, we can effect physical change to the best of our abilities on corporate operations i.e. our fleet, our buildings and to a degree - our supply chain. However, the majority of work needed must take place outside of Tameside Council's direct control. As a community - Tameside, its residents and businesses, hold the key to reducing carbon emissions.
- 1.13 To prevent catastrophic global warming, we must collectively act to reduce the further input of CO₂ into the atmosphere and champion new technologies and methods for doing so.

Additionally we must act to protect and enhance natural capital to deliver a greener and more biodiverse borough, preserving our physical and mental wellbeing as well as acting as a carbon sink – drawing down and locking in CO₂. And we must act to ensure any impacts of climate change are managed as best as can be over the coming years, as the average global temperature is predicted to continue to rise – but with our best efforts not exceeding 1.5°C.

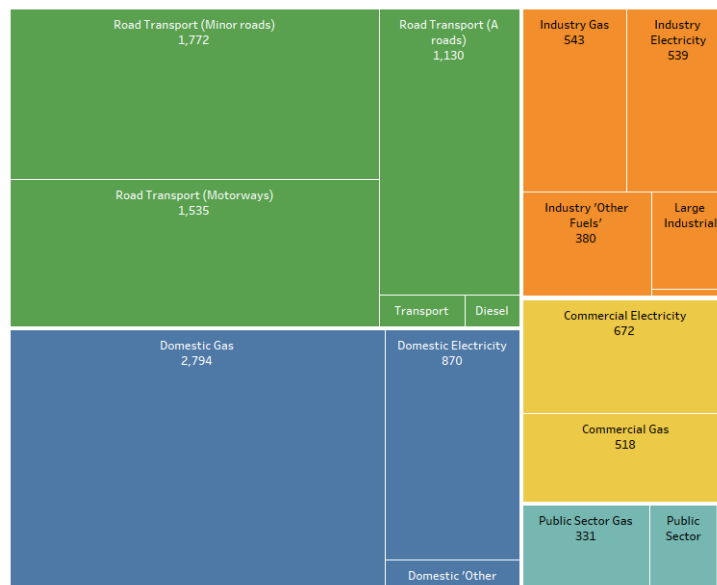
- 1.14 This Strategy does not mark the beginning of our journey. Tameside Council has worked hard to reduce emissions and improve the environment and this can be evidenced by.
- Recording a 43% reduction in borough wide carbon emissions between 2005 and 2019.
 - Installing LED street lighting across 69% of columns during phase 1 of the rollout with the remaining planned early 2022, a project in total saving of 4285 tonnes of carbon.
 - Introducing electric vehicles to the council vehicle fleet, purchasing 10 new electrically powered vans and 14 electric charging points to support this.
 - Streamlining the corporate portfolio of buildings and identifying efficiencies in the way we run our services.
 - The electricity contract for our corporate buildings ensures they are supplied by renewable power.
 - Secured £2.3m on the first round of public sector decarbonisation – investing in greener technologies across eleven of the most inefficient buildings on the estate. A further bid is under consideration for six other sites. In total over the lifetimes of these projects the carbon savings are projected to be in the region of 11,000tonnes
 - Increasing tree cover across the borough, with 18,000 trees planted in the last three years and another 14,000 planned over the next planting season.
 - Supporting the roll out of solar PV scheme for residents and we continue to roll out renewables such as solar PV across the estate when we have the opportunity to do so.
 - Accessed funding for walking and cycling improvements across the borough .
 - Provide all residents with a comprehensive recycling service for a wide range of materials, recycling 54% waste across the borough.
 - Supported the Clean Switch campaign to assist residents to switch to a green tariff.
 - Improving the energy efficiency of homes across the borough by leveraging funding such as CERT and ECO to help improve the insulation of homes. Additionally promoting the Green-homes grant local authority delivery scheme.
- 1.15 These examples demonstrate some of the terrific, inspiring action from Tameside Council but we realise that there is still much more to do to meet the dual challenges of climate change and environmental protection across the borough. A critically important component of our Climate Change and Environment Strategy 2021-2026 will be the highlighting of the need to work together as a community to deliver positive environmental impacts – with a priority focus on how we travel and how we heat our homes and buildings.
- 1.16 Across Greater Manchester, we have a tremendous resource of colleagues working to address the challenges of climate change and environmental protection. Regionally there has been great advance in collective solutions – the combined approach to public sector decarbonisation being one such example.
- 1.17 This regional support, including the assistance of Manchester Metropolitan University's Tyndall Centre has meant we can clearly analyse a measured approach to carbon reduction. Latest figures provide a stark reminder that on our current trajectory – we are not even close to being on target to reduce emissions in line with the recommended Tyndall curve – see below.



Credit: GMCA, Greater Manchester Environment Team 2021.

- 1.18 To generate the biggest impact, we must focus on is the highest impact categories – these are shown clearly below as domestic heating and road transport. These are elements where the majority of citizens can contribute to making an impact.
- 1.19 The Council is trying to show best practice and lead by example (decarbonising our building stock and fleet activities) – however by far the greatest impact will be had when residents and businesses really begin to notably reduce the carbon emissions of their activities. Tameside is embarking on a journey to partner with stakeholders to facilitate and signpost this transformation – and as communication is key, this Climate Change and Environment Strategy one important component of those efforts.
- 1.20 The transformation will not only require personal adjustments, there is an acknowledgement across the region that we need to usher in a systemic modernisation, enabling a sustainable economy, which actively reduces carbon emissions.

Emissions magnitude by sector (ktCO₂ / 2019)



Credit: GMCA, Greater Manchester Environment Team 2021

2. THEMES

- 2.1 It is important that both residents and businesses find the support they need from us and in-turn offer any support they can back to the community.
- 2.2 The focal points of the Strategy are:
- Greenspace & Biodiversity,
 - Homes Workspaces & Council Buildings,
 - Influencing Others,
 - Reducing Consumption & Producing Sustainably and
 - Travel & Transport.

3. DELIVERY

- 3.1 Delivery will require stakeholders beyond the control of Tameside Council to act. This is where one component of the Strategy is vitally important – Influencing Others.
- 3.2 Tameside officers will be expected to consider the impact on the environment of every decision they make if we are to succeed in reducing carbon emissions across the borough to net-zero by 2038 as described in our 2019 declaration of a climate emergency.
- 3.3 Using the Tyndall Centre data, as the associated action plans mature and develop with the cooperation of all Tameside departments, progress along the pathway towards net-zero will become clear, informing next steps.
- 3.4 Communities will be supported as the Council leads the way, signposting and assisting where practicable.
- 3.5 The Environment & Climate Emergency Working Group (ECEWG) will have oversight of the Strategy and the progress of components of the related action plans. Officers, elected members and specialists from across the organisation will contribute to ECEWG.
- 3.6 A task group comprising of elected members and specialist officers will monitor and manage progress and report back to ECEWG in relation to the contribution to net carbon reduction.
- 3.7 An annual report will be produced to demonstrate progress towards carbon neutrality. The report will contain:
- Aggregate and individual contributions of the five action plan themes.
 - Comparison to the target Tyndall pathway.
 - Recommendations for the coming year.

4. EQUALITY IMPACT ASSESSMENT

- 4.1 An equalities impact assessment was undertaken on the Strategy and its implications by a team from the Growth Directorate. The findings were that some consideration will need to be given to those with certain protected characteristic when promoting active travel, change and sustainable alternatives.
- 4.2 The top level summary of that assessment is that each of the task groups dedicated to the specific thematic areas, would include those equality considerations as the plans were developed and the actions realised.
- 4.3 The EIA component of each theme will feature as a standard item on the task-group report when feeding back into ECEWG.

4.4 Full detail of the EIA is found in the accompanying assessment report – appendix 7.

5. STAKEHOLDER CONSULTATION AND COMMUNICATION

- 5.1 In addition to consulting with specialist officers across the Council, external consultation was held virtually via the Youth Council in January 2021 and also through an online canvassing exercise to stakeholders across the borough over a month from December 2020 through January 2021. Youth Council feedback was supportive and urged action to tackle climate change and environmental degradation. Public engagement again through the online consultation into attitudes towards the challenges of climate change, generated useful and supportive insight.
- 5.2 A key role of the Environment and Climate Emergency Working Group will be to continue to assist in acting as a conduit between Tameside’s communities and the officers delivering on components of the appended action plans.
- 5.3 Task-groups will be formed of elected members and officers to move the action plans forward and these will report back into the Environment & Climate Emergency Working Group regularly.
- 5.4 “Influencing Others” is one of the five action plans, this specifically identifies the importance of communication in succeeding in the Strategies objectives. It is intended that this task-group will help to form a communications sub-strategy. All channels should be considered as options at this stage as permeating and sharing messages to all stakeholders may require that approach.

6. RISKS AND MITIGATIONS

- 6.1 The table below lists risks of not adopting a Climate Change and Environment Strategy and qualifies mitigations generated by positively embracing such a strategic document, it’s associated action plans and resultant activities.

Thematic	Risk of not acting	Mitigations of action	Notes
Greenspace & biodiversity	The carbon emissions of the borough may continue to rise due to loss and/or degradation of natural capital	Protection and enhancement of natural capital will help to absorb CO2 and create a better environment	Ongoing attention on ensuring we can facilitate development whilst still achieving environmental net-gain.
Travel & transport	Fossil fuel powered vehicles if unchecked will continue to pollute including effects on global warming.	Enabling more active travel and creating more sustainable local communities in addition to a shift away from ICE vehicles will benefit both the local and global environments.	Developing holistic solutions to the issue of pollution and congestion will benefit residents personally and the health service too.
Influencing people	There is a danger that change may not happen fast enough if all people across our communities are not engaged.	Sharing resources, information, whilst enabling networks to flourish will help people to contribute what they can to the battle against climate change.	The Council is only responsible for approximately 1.5% of all borough emissions – the message needs to get out there that we all need to work together.
Reducing	Waste could occur	Carbon intensive	The Inclusive Growth

waste & procuring sustainably	unchecked and local businesses could suffer.	practice can be habitual. We need to be keen on resource management and ensure we link into opportunities for local businesses to thrive in a new, green economy.	Strategy support this and the teams will work closely together with STaR to ensure an effective response.
Homes, workplaces & buildings	Wasted energy due to inefficient stock and old-fashioned high-carbon (fossil fuel) technologies.	Identifying best areas for investment in low carbon technologies and other retro-fit measures.	Additionally the planning system will support change towards low/no carbon methods.

7. NEXT STEPS

- 7.1 The dynamic action plans will be developed in collaboration with relevant stakeholders.
- 7.2 The Environment & Climate Emergency Working Group will monitor progress and ensure that the action plans are on track to deliver the required modifications to match the aspirations of the Tyndall pathway.

8. CONCLUSION


- 8.1 Tameside Council's leadership is fundamental to supporting a regional, local government drive to reduce corporate effects on climate change and the environment.
- 8.2 Without effecting community buy-in and facilitating borough-wide action, Tameside Council's corporate impact is relatively small.
- 8.3 We have received the mandate internationally, nationally, regionally and importantly – directly from our residents to act and to help them to act to rise to the challenge of net-zero – this strategy and associated action plans develop a pathway towards achieving that aim.

9. RECOMMENDATIONS

- 9.1 As per details given in the cover page above.



Climate Change & Environment Strategy
2021-2026 Tameside Metropolitan
Borough Council



Graham Hall
TAMESIDE MBC

Foreword by Councillor Alison Gwynne

Since declaring a climate emergency in February 2020, Tameside council have looked carefully at how we can further reduce our contribution to global warming. Initiatives such as the decarbonisation of the public estate are expected to make a real impact and we have begun to challenge how we deliver our services with carbon reduction in mind.

We all know the challenge is huge and some solutions for meeting ambitious net-zero targets are dependent on emerging technologies. However, something that is not reliant on technology – is culture. Reimagining a clean, green, inclusive and prosperous future is key to Tameside realising our collective, net-zero ambitions. By embracing a change in culture, we can succeed in making the dramatic shift towards a low carbon economy.

It will not be easy. We must adopt real, root-and-branch change, where our pioneering spirit pushes us to leave behind old habits, embracing and even innovating new ways of living, travelling, learning, caring and working. The aspiration is highlighted in our Corporate Plan specifically, with this priority, to achieve - *modern infrastructure and a sustainable environment that works for all generations and future generations.*

The opportunities are immense, the prospects exciting. I sincerely hope you join us on our journey towards a net-zero carbon future. A future for everyone, where our community will be enriched by a sense of common purpose at this pivotal time.

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Executive Summary

This Carbon Reduction and Environment Strategy 2021-2026 is the product of cooperation between departments within Tameside Council. Through public engagement and other forums, we have sought guidance from local people and regionally we have worked with peers to develop a workable document and a framework for an effective action plan.

It is important that both residents and businesses find the support they need from us and in-turn offer any support they can back to the community. If we can succeed in fostering a sense of collective responsibility and enthusiasm for the opportunities in the face of the climate crisis – then we are heading in the right direction.

The focal points of the Strategy are, Greenspace & Biodiversity, Homes Workspaces & Council Buildings, Influencing Others, Reducing Consumption & Producing Sustainably and Travel & Transport.



The associated action plans are contained within a set of working documents, which will continue to take shape once the strategy is adopted – identifying how carbon reduction can align with the Tyndall Centre recommendations for Tameside. Additionally the opportunities for environmental protection at a local level and targeted biodiversity net-gain are included in the relevant action plans. The plans, developed with internal and external stakeholder support – should be read as aspirational documents to form a response to the climate emergency. Actual actions may need costing, resourcing and ratifying through the governance process. It is planned that specific action plan task-groups will be formed, linked into the Environment & Climate Emergency Working Group (ECEWG). These teams will comprise of expert officers, stakeholders, elected members and interested parties who wish to assist in driving carbon reduction and environmental protection initiatives into realisation. These groups will also feed back into the ECEWG for progress on action plans to be monitored.

Glossary of Terms and Abbreviations

Biodiversity	The concentration of natural organisms in a given space – includes plants, animals and fungi
Blue infrastructure	Water based environments such as rivers, streams, lakes and ponds.
Climate change	Change in temperature attributed to raised concentrations of greenhouse gases
Climate emergency	A global movement to expedite collective action to avoid environmental damage
CO ₂	Carbon dioxide – a product of combustion and most abundant greenhouse gas
CO ₂ e	Carbon dioxide equivalent – aggregated greenhouse gases attributed to the chemical value of Carbon dioxide
ECEWG	Environment & Climate Emergency Working Group
Fairtrade	An organisation which audits manufacture and farming to ensure workers are paid adequately and treated with care – awarding certification
GMCA	Greater Manchester Combined Authority
Greenhouse effect	Compound warming of the atmosphere due to increased concentrations of greenhouse gases such as Carbon Dioxide
Greenhouse gas	Gas which traps heat in the Earth's atmosphere, forcing warming
Green infrastructure	Natural capital – trees, plants etc.
H ₂	Hydrogen – a gas which when burnt emits only energy and water
IPCC	Intergovernmental Panel on Climate Change
Net zero	Neutral state where absorption of CO ₂ equals it's production
NO ₂	Nitrogen dioxide – a by-product of combustion – harmful to health and the environment
PM	Particulate matter – physical particles of pollution
Sustainability	Ability to perform and maintain an activity without jeopardising future activity
Tyndall Curve	Graph to demonstrate a calculated “carbon budget” recognised as a credible method for carbon accounting and management
UNFCCC	United Nations Framework Convention on Climate Change
Urban-heat-island	The materials that comprise most city buildings and roads reflect much less solar radiation – and absorb more – than the vegetation

they have replaced. They radiate some of that energy in the form of heat into the surrounding air.

Introduction

Tameside Council in partnership with similar organisations across the globe, have declared a climate emergency. This demonstrates that we face an unprecedented and serious situation. However - there are in fact precedents; where urgent action was coordinated by governments to counter environmental problems, with encouraging, successful outcomes.

The killer "pea-soup" smogs of the early 1950's ended due to the introduction of the Clean Air Act in 1956. Later, expanding holes in the ozone layer were identified and global action taken through the Montreal Protocol to eliminate the cause - CFC's. Historically, many other administrative decisions have been successful in protecting the environment, the natural world and people from problems including acid rain, lead in petrol, whale hunting and asbestos.


Global climate change was first acknowledged internationally at the Rio Earth Summit in 1992, where among other landmark initiatives - the UN Framework Convention on Climate Change (UNFCCC) began. The core message being the effect of greenhouse gases on the global temperature. The convention sought to establish a route to limiting the production of greenhouse gases, thus mitigating global warming and its effects.

In 2008 the UK pioneered a central government response to climate change by drafting the Climate Change Act.

In 2015, COP21 took place. The Paris summit generated long awaited international agreements on how to tackle global warming - principally the identification of carbon budgets and the targeting of a limit of global temperature rise to below 1.5 degrees Celsius.

Greater Manchester Combined Authority (GMCA) drafted a Five Year Environment Plan in 2019 which identified the core components of; travel, energy, buildings, resource production & consumption and the natural environment. Additionally it addresses how we will need to actively prepare for, and adapt to, the effects of climate change. The plan focus on Places, Economy and People.

A further incentive to redouble efforts came when the Fridays for Future movement began to influence government globally – introducing the principle of Climate Emergency. Tameside formally declared a Climate Emergency in February 2020, committing to act to reduce the Borough's carbon impact to "Net Zero" by 2038 based on Tyndall Centre research and in partnership with other GM boroughs.



1992	<ul style="list-style-type: none"> • Rio Earth Summit and UNFCCC
2008	<ul style="list-style-type: none"> • UK Drafts Climate Change Act
2015	<ul style="list-style-type: none"> • UK Becomes Signatory of UNFCCC's "Paris Agreement"
2019	<ul style="list-style-type: none"> • Greater Manchester Combined Authorities ratify "Five Year Environment Plan"
2020	<ul style="list-style-type: none"> • Tameside Council Declares a Climate Emergency

Why Act?

The effects of pollution, environmental degradation, biodiversity loss and climate change are damaging and sometimes irreversible. However, future impacts are still entirely within our power to limit.

If we do not act to limit global average temperature rise to 1.5°C or below, we face at the very least - irreversible biodiversity and habitat loss, more frequent extreme weather events, climate refugees and food shortages.

This is not an exotic or remote problem, environmental extremes have been experienced locally. Tameside witnessed flooding and wildfires in the last five years as well as incidents of serious pollution.

Latest predictions are that climate change is happening faster than previously thought and August 2021's IPCC report underlines the urgency to decarbonise.

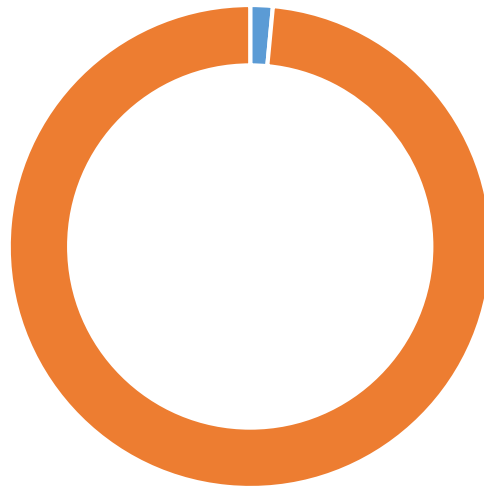
The cost of pollution on the health service is immense - from increased instances of asthma near busy roads and the psychological stresses caused by unbalanced urban living. The Nuffield Trust states that effects of pollution over the next 16 years could cost the NHS £18.6bn.

The UK government has published the Ten Point Plan for a Green Industrial Revolution. With a shift in consumption patterns there will be a wealth of opportunity as new markets emerge. We hope to maximise Tameside's part in this new chapter in UK economics.

When this strategy is read in conjunction with the Inclusive Growth Strategy, (Draft) Housing Strategy, Clean Air Strategy, Fleet Replacement Strategy, (Draft) Planning Strategy (pending adoption of GM's Places for Everyone), (Draft) Electric Vehicle Charging Infrastructure Strategy and STAR Procurements renewed principles - Tameside officers and wider stakeholders will be empowered to deliver services with a keen focus on achieving zero carbon and environmentally sensitive activities towards 2038.

As a local Council, we can effect physical change to the best of our abilities on corporate operations i.e. our fleet, our buildings and to a degree - our supply chain. However, across Tameside the majority of change needed is outside of the Council's direct control. As a community - Tameside, its residents and businesses, hold the key to reducing 98% of the borough's total carbon emissions.

Emissions across Tameside



■ Council emissions ■ Non-council emissions

To prevent catastrophic global warming, we must collectively act to reduce the further input of CO₂ into the atmosphere and champion new technologies and methods for doing so. Additionally we must act to protect and enhance natural capital to deliver a greener and more biodiverse borough, preserving our physical and mental wellbeing as well as acting as a carbon sink – drawing down and locking in CO₂. And we must act to ensure any impacts of climate change are managed as best as can be over the coming years, as the average global temperature is predicted to continue to rise – but with our best efforts not exceeding 1.5°C.

Tameside in Context

Why does Tameside need to invest time and money into decarbonising services? Why do we need to communicate and lead on adopting carbon neutral solutions to residents and stakeholders?

The Paris Agreement enshrined a principle of carbon budgeting, and since its adoption, those budgets have been divided and shared. From global to national, then regional and finally borough-sized segments of the whole.

The Department of Business Energy and Industrial Strategy (BEIS) published the carbon emissions from Tameside in 2018 as 833,000 tonnes. This is the entire borough-wide impact of heating homes and offices, commuting, manufacturing, shops, street-lighting – everything!

Tameside Council were directly responsible for approximately 12,000 tonnes of CO₂e in 2018/19. This fact is critical to our successful, collaborative approach to reducing carbon emissions across the borough. In percentage terms if we at TMBC reduced all corporate emissions completely, there would still be 98.6% of the Borough's total emissions left to eliminate. The graph below shows a useful guide to the split of emissions by broad category.

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Source: BEIS

The Reduction Pathway

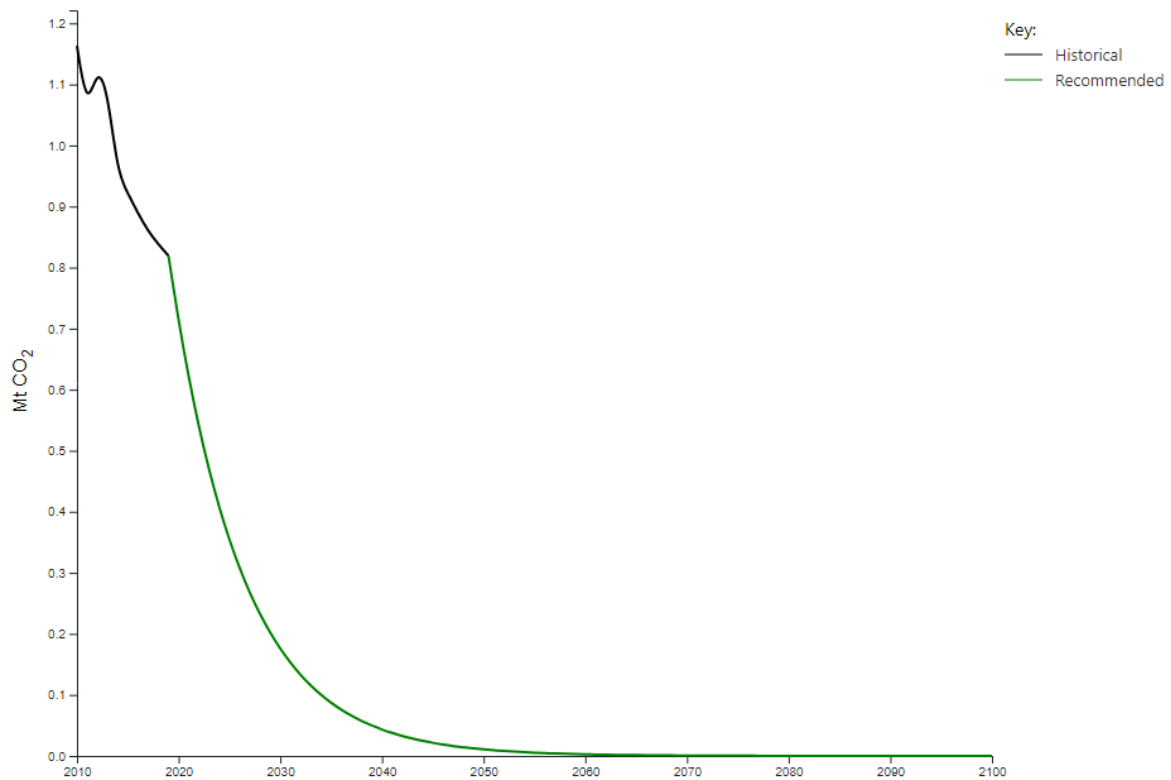
Manufacturers, commuters, sports clubs, schools, residents, care homes, administrative businesses, healthcare providers, retailers and every other both public and private enterprise across Tameside need to collectively step up to driving real change.

It should be noted that utility companies have a very significant role to play in actively bringing down our carbon emissions by decarbonising our energy supplies.

The Tyndall Centre has helped us to calculate Tameside's carbon budget and plotted a trajectory for this over the next thirty years. We are using this to determine our progression towards a zero carbon economy. More information can be found here - [Tameside Tyndall Research](#)

The graph below shows how steeply we need to modify the emissions curve to reach net zero.

Pathway projections for Tameside



Source: Tyndall Centre, University of Manchester, 2021

The Latest data from Tyndall, from Autumn 2021, suggest that there is a great deal of work to do to meet that Tyndall curve.

TMBC Priorities

Our People, Our Place, Our plan.

Tameside’s Corporate Plan sets out the key priorities for Tameside. ‘Our People Our Place Our Plan’ outlines our aims and aspirations for the Borough, 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 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.

This Climate Change and Environment Strategy is one of a number of other key Council documents that define the actions we need to take to meet these priorities.

Our People – Our Place – Our Plan		Co benefits of Climate Action and how the Climate Emergency Response Plan links to other key priorities
Starting Well	Great Place Inclusive Growth	<ul style="list-style-type: none"> Improving the energy efficiency of housing can help to reduce fuel poverty and associated illnesses of living in cold and damp homes. The health benefits of a lower carbon diet (less red meat and more plant based) can also help to reduce the incidence of obesity and type-2 diabetes thereby reducing the strain on the NHS.
Living Well		<ul style="list-style-type: none"> Our parks and greenspaces have multiple benefits, as well as absorbing CO₂ and helping to mitigate the effects of a changing climate these spaces can improve physical and mental health. Decarbonising the transport sector by improving fuel efficiency and moving from petrol and diesel to electric vehicles will make enhancements to air quality and reduce strain on the NHS. By protecting against biodiversity loss we can safeguard the food system helping to prevent against food shortages and associated health impacts.
Aging Well		<ul style="list-style-type: none"> Improving digital infrastructure will help people to work differently. Reducing business travel and the reliance on travelling to a set workplace will cut commuting time, allowing more flexibility as well as reducing traffic emissions. Harnessing opportunities that arise from investing in a green economy. Increased research, development and innovation in this area provides the opportunity for job creation, economic growth and decarbonisation. Improving the efficiency of buildings will help decrease building running costs, improve occupier comfort levels and reduce carbon emissions from buildings.

This strategy reinforces Tameside’s commitment to the borough, its resident and other stakeholders – to create a place to “Start Well, Live Well and Age Well” sustainably, where the natural capital is enhanced and our collective impact on climate change is reduced. Crucially the borough needs to identify where areas of risk exist when the effects of climate change could be damaging, and prepare as best as we can to mitigate those risks.

Importantly – the Corporate Plan states specifically a desire to create;

Modern infrastructure and a sustainable environment that works for all generations and future generations.

Continuing Our Journey

Tameside Council has worked hard to reduce emissions and improve the environment:

Recording a 43% reduction in borough wide carbon emissions between 2005 and 2019

Installing LED street lighting across 69% of columns during phase 1 of the rollout with the remaining planned early 2022, a project in total saving of 4285 tonnes of carbon

Introducing electric vehicles to the council vehicle fleet, purchasing 10 new electrically powered vans and 14 electric charging points to support this.

Streamlining the corporate portfolio of buildings and identifying efficiencies in the way we run our services

The electricity contract for our corporate buildings ensures they are supplied by renewable power

Secured £2.3m on the first round of public sector decarbonisation – investing in greener technologies across eleven of the most inefficient buildings on the estate. A further bid of £2.9m pending for 2022 for six other sites. In total over the lifetimes of these projects the carbon savings are projected to be in the region of 11,000tonnes

Increasing tree cover across the borough, with 18,000 trees planted in the last three years and another 14,000 planned over the next planting season.

Supporting the roll out of solar PV scheme for residents and we continue to roll out renewables such as solar PV across the estate when we have the opportunity to do so

Accessed £14 million for walking and cycling improvements across the borough

Provide all residents with a comprehensive recycling service for a wide range of materials, recycling 54% waste across the borough

Supported the Clean Switch campaign to assist residents to switch to a green tariff

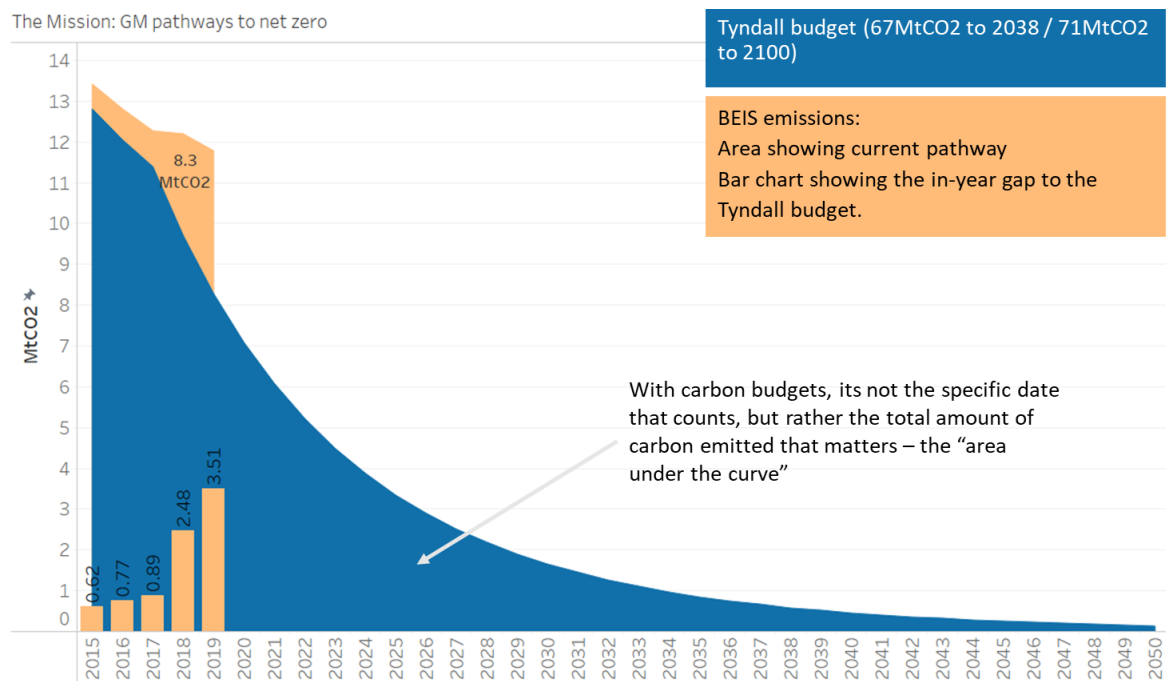
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These examples demonstrate some of the terrific, inspiring action from Tameside Council but we realise that there is still much more to do to meet the dual challenges of climate change and environmental protection across the borough. A critically important component of our Climate Change and Environment Strategy will be the highlighting of the need to work together as a community to deliver positive environmental impacts – with a priority focus on how we travel and how we heat our homes and buildings.

Latest Regional Carbon Emission Data

Across Greater Manchester, we have a tremendous resource of colleagues working to address the challenges of climate change and environmental protection. Regionally there has been great advance in collective solutions – the combined approach to public sector decarbonisation being one such example.

This regional support, including the assistance of Manchester Metropolitan University’s Tyndall Centre enables officers to clearly analyse and develop a measured approach to carbon reduction. Latest figures provide a stark reminder that on our current trajectory – the GM region is not on target to reduce emissions in line with the recommended Tyndall curve – see below.



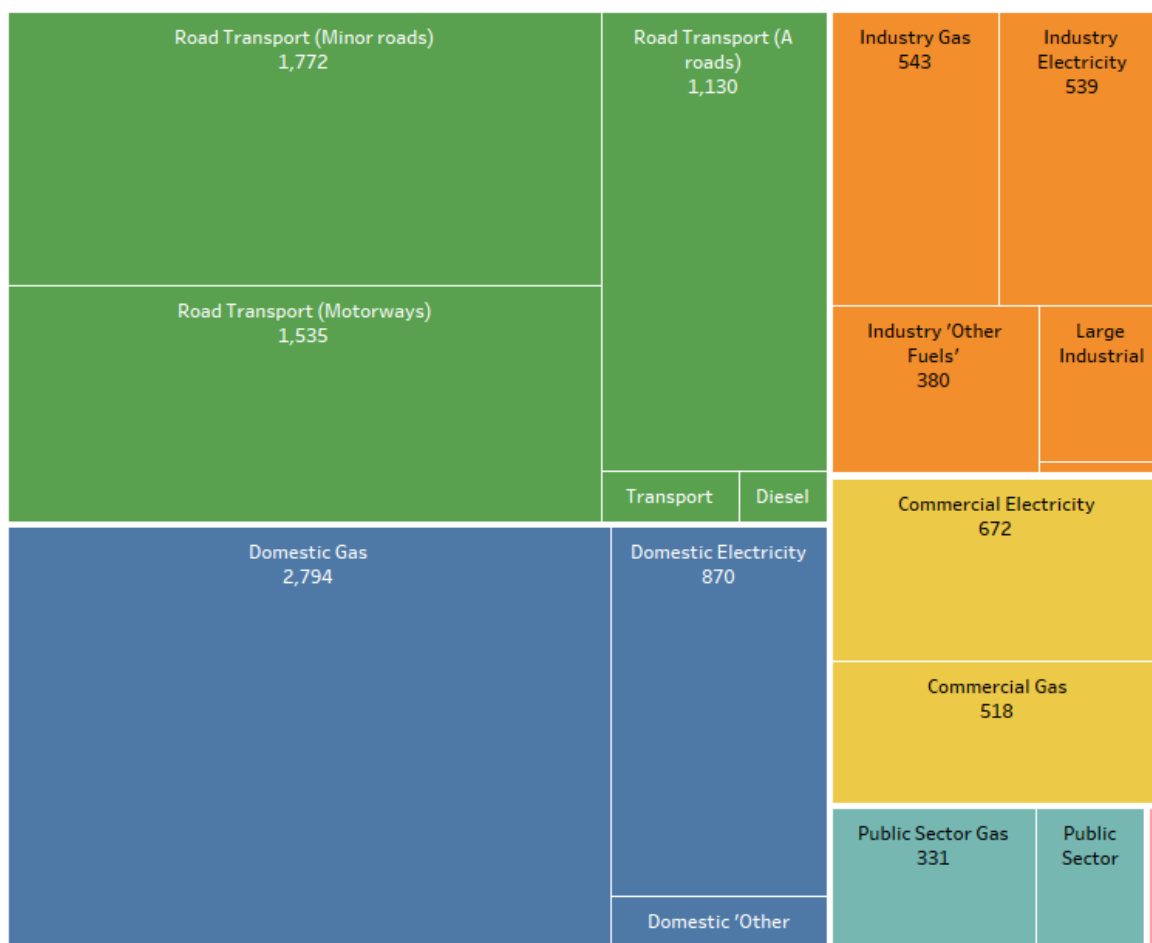
Credit: GMCA, Greater Manchester Environment Team 2021.

Greater Manchester and Tameside Carbon Reduction Priorities

To generate the biggest impact, we must focus on the highest impact categories – these are shown clearly below as domestic heating and road transport. These are elements where the majority of citizens can contribute to making an impact. The Council is trying to show best practice and lead by example (decarbonising our building stock and fleet activities) – however by far the greatest impact will be realised when residents and businesses notably reduce the carbon emissions of their activities. Tameside is embarking on a journey to collaborate with stakeholders to facilitate and signpost this transformation – and as communication is key, this Climate Change and Environment Strategy one important component of those efforts.

The transformation will not only require personal adjustments, there is an acknowledgement across the region that we need to usher in a systemic modernisation, enabling a sustainable economy that actively reduces carbon emissions.

Emissions magnitude by sector (ktCO₂ / 2019)



Credit: GMCA, Greater Manchester Environment Team 2021.

You Said, We Did – Climate Change Consultation

The Council sought the views of Tameside residents to ask what their priorities were for this strategy and what the Council should prioritise.

90% of respondents agreed or strongly agreed that they were worried about climate change, with 86% agreeing that they support the Council taking action on climate change.

When asked about specific actions to tackle climate change, the most commonly selected actions were:

- Assistance in improving the energy efficiency of their homes
- Actions to support and encourage walking and cycling
- Planting trees on Council owned land and encouraging others to do the same

Comment from the Youth Council included the following:

- *Climate change is having devastating impacts across the world right now and focusing on loosely enforced targets or individual sacrifices such as switching to reusable straws, is not enough!*
- *Affordability- some people won't be able to afford some of the changes if they wanted to switch to solar panels etc.*
- *I would like to see green spaces more heavily valued and protected and think it would be great if schools could get involved in conservation efforts etc. to not only improve understanding of our beautiful surroundings but also build pride in our local area and a knowledge of the importance of environmental preservation.*

The findings and responses have contributed to the development of this strategy and accompanying action plan.

Tameside Council officers are committed to continuing to work together with stakeholders to address this challenge.

Greenspace & Biodiversity

Open spaces, trees and natural capital have become more important to many of us during the COVID pandemic. The benefits of time spent in nature are hard to quantify but undeniable. Additionally there are very measurable benefits to robust natural capital – such as the carbon sinks and oxygen provision of trees and the flood mitigation of well managed uplands. Crops rely on insects for pollination and the entire food chain is balanced on that fragile dependency.

The impacts of climate change on our natural world are already becoming apparent, from increased floods, to droughts and crop failures. As our concerns about climate change increase, we must remember the important role that biodiversity and the natural environment plays in controlling our climate and vice versa.

Tameside's green infrastructure is essential in reducing the impacts of climate change on the lives of our residents. Trees and green urban spaces capture and store CO₂, improving air quality. Plants and trees also reduce the effects of increased urban temperatures through their evaporative cooling and shading qualities as well as assisting in natural drainage. Green infrastructure also mitigates the "urban-heat-island" effect where hard-standing, concrete, brick and tarmac all otherwise would store up heat and radiate in the summer months – making towns and cities feel much warmer than rural areas. Sustainable urban drainage (SUDS) can also cope with extreme rainfall – preventing flash floods.

Green roofs work to reduce the heat lost by buildings and providing better insulation in winter months, decreasing a buildings energy use. As well as vegetation, the presence of open bodies of water, such as ponds, can assist with the cooling of surrounding areas and in reducing daytime temperatures. Water (sometimes referred to as our "blue infrastructure") also harbours life. The complexity of biodiversity in a water body being a good indicator of the quality of the environment. There is work to do to ensure life in Tameside's rivers thrives.

Trees are a powerful ally in the fight against climate change. As well as harbouring dozens of species of other plants, invertebrates, birds and even small mammals, they capture and store carbon from the atmosphere and lock it up for decades – even centuries. Trees in Tameside contribute to ensuring that the borough is a more biodiverse, healthy and beautiful place to live. The UK has very sparse tree cover in comparison to other developed nations, so not unusually for the UK – Tameside would benefit from more trees. We want to work with residents and partners to increase tree and woodland cover where possible. We also need to ensure that we protect the ones we already have.

As part of the City of Trees project, we hope to continue to offer enhanced natural capital across the Borough. Additionally ensuring that the requirement for "net environmental gain" is mandated in any building schemes approved in Tameside. [City of Trees](#)

Homes, Workspaces & Council Buildings

According to BEIS almost three quarters (73%) of building related emissions come from the use of natural gas, mainly for heating. Burning fossil fuels results in emissions of methane, nitrogen dioxide and carbon dioxide, all 'greenhouse gases' that contribute to climate change.

Energy efficiency of newly constructed buildings has improved over the years but Tameside is still home to many old and inefficient buildings. Reducing heat loss through the buildings' fabric combined with modernising and decarbonising heat-sources will cut related carbon emissions significantly.

In order to eliminate carbon emissions from our buildings we should:

- Ensure the energy efficiency of buildings is maximised through insulation and other "fabric-first" interventions, better "smart" building controls and embrace new low energy alternatives such as LED lighting;
- Replace gas heating and cooking appliances with alternatives;
- Maximise renewable energy generation opportunities and purchase any remaining electricity from renewable sources.

Development in Tameside must embrace the principles of sustainability and grasp the ambitious vision for the possibilities for low-carbon, environmentally sensitive development. In partnership with the Council, registered social housing providers such as Jigsaw Homes are actively pursuing net-zero trajectories.

The UK Government plans to ensure all non-domestic buildings are built "zero-carbon ready" from 2025 ([Green Building Targets](#)). Tameside's construction industry has an opportunity to upskill and prepare for the changes ahead. It is an exciting prospect – to imagine radically different construction methods and innovations in Tameside. It's an chance to participate in sustainable, inclusive growth in Tameside - upskilling people to help deliver a vibrant, low carbon future.

Regionally, the Greater Manchester Combined Authorities' "Places for Everyone" sets guidance on Carbon & Energy – requiring all new homes and commercial/industrial buildings to be Net Zero by 2028.

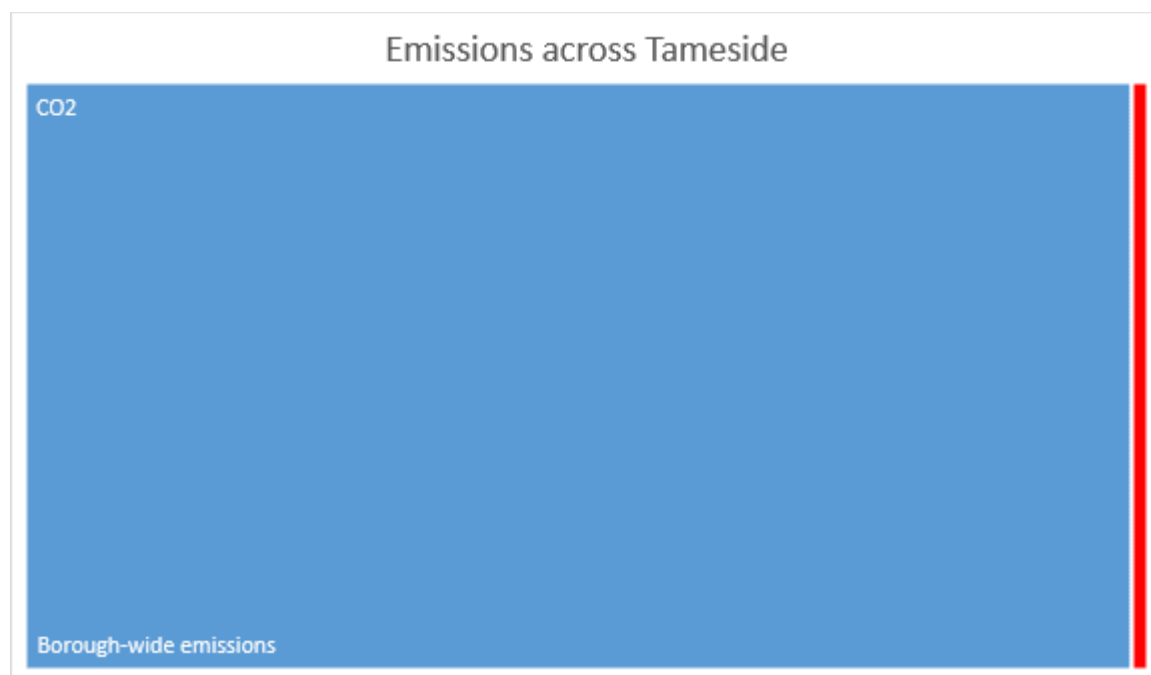
Tameside Council has begun to decarbonise the corporate estate and our electricity tariff is a green one. Additionally the Work Smart project is yielding savings as the estate is used in a more agile and efficient way.

Tameside Council administers central government funding to run the Green Homes Grant Local Authority Delivery Scheme in partnership with E.ON. If you have a combined gross annual household income of less than £30,000 and your home has an EPC rating of band D, E, F or G, you may qualify for a Green Homes Grant of up to £10,000. Further details of this and other schemes can be found here - [Energy Saving Grants and Funding](#) .

Influencing Others

Tameside MBC's energy and transport emissions combine to approximately 12,000tonnes of CO₂e per annum. Across the Borough, all activities, including domestic, leisure, education and business amount to approximately 833,000tonnes of CO₂ per annum. Even if the Authority achieved carbon neutrality, that would only remove a maximum of 1.5% of the Borough's total emissions*.

The graph below illustrates this starkly, with the red line to the right representing TMBC's corporate contribution of CO₂e to the whole Boroughs CO₂ output.



This demonstrates how important the work of signposting and communicating solutions is for Tameside Council. This strategy defines a statement of intent. Read with the associated action plans, it helps to describe mostly corporate solutions. Our hope is that those in the community, outside of the Council, will be inspired to get on track towards an effective emissions pathway – targeting net zero in 2038.

Tameside Council recognise that as we move into this decade – our role as communicator will be fundamental to assisting our stakeholders in joining us on our journey. We plan to facilitate carbon literacy training to help our people prepare for this significant challenge.

It will be important for us to feed back to Regional and National institutions too, sharing successes and highlighting problems as we work to decarbonise and protect and enhance natural capital. It will also be important for stakeholders to feed back to the Council – to tell us what you need help with, to meet this unprecedented challenge.

*slight disparity between BEIS and Tyndall figures where CO₂ & CO₂e are referenced respectively. If we only included TMBC CO₂ emissions, the red line would be narrower still.

Reducing Consumption & Procuring Sustainably

In terms of efficiency – the first action is to reduce consumption or demand for resources. We must be vigilant and address waste head on. As a Council – protecting the public purse is an important component of our mission. Pursuing the objective of “best-value” is fundamental.

Procuring sustainably goes far beyond using recyclable materials or low carbon processes. It means local trade, protecting the environment, a low carbon supply chain, fair pay and humane treatment of everyone in the value chain. These principles are important in an equitable society and reflect Tameside’s values.

As partner in the Stockport, Tameside, Trafford and Rochdale procurement partnership (STaR) we have an influence on that framework to mandate high environmental and ethical stewardship standards from vendors.

The STAR framework says:

STAR recognises that procurement decisions can have a major socio-economic and environmental implication, both locally and globally, now and for future generations. The associated procurement activity is critical to ensuring that not only is best value being obtained, but that public money is spent in a way that protects both people and the environment and is vital to:

- *Furthering Sustainable development*
- *Stimulating innovation*
- *Avoiding unnecessary costs*

We recognise our responsibility to take a robust approach to ethical and sustainability issues, especially around modern slavery and human trafficking, which we are absolutely committed to preventing, within our partner’s supply chains.

The local supply chain is vital – the Council has a responsibility to support Tameside businesses that can thrive and feedback positively as stable employers in a supportive business community. As the UK economy invests and focusses on a Green Industrial Revolution, Tameside’s brilliant business community has an opportunity to capitalise. The Growth Team have worked to develop a new Inclusive Growth Strategy ([Inclusive Growth Investment Strategy 2021](#)) to facilitate this.

If you are a local business and you are not sure how to begin to work more sustainably, here are four basic steps to use as a guide;

- Quantify your annual carbon emissions from your business related activities.
- Identify where you can reduce resource consumption and/or emissions.
- Link locally to engage a supply chain on your doorstep.
- Periodically review your impact and adjust activities accordingly.

Travel & Transport

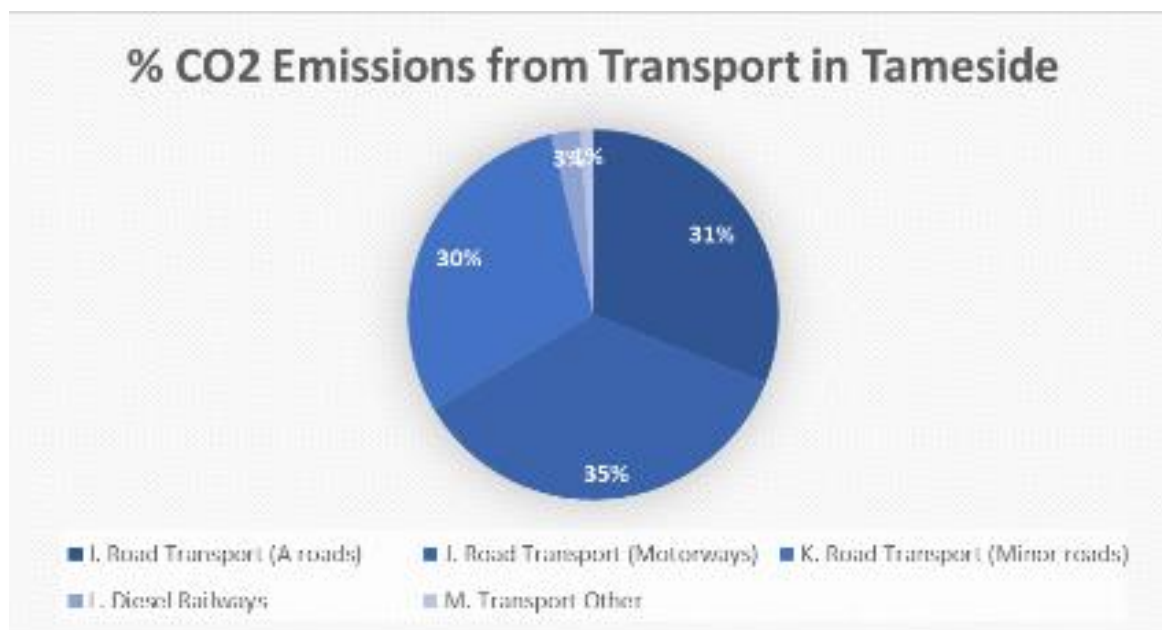
Transport represents a third of all of Tameside's CO₂ emissions. Of this, 82.3kt of CO₂ (31%) is from petrol and diesel vehicles on A roads, 85.0kt CO₂ is from petrol and diesel vehicles on minor roads (30%) and 100.1kt CO₂ (35%) is from petrol and diesel vehicles on motorways.

We rely on affordable and safe transport for continued economic growth. However, our current dependence on cars, powered by fossil fuels, comes with economic, environmental and health costs. Increased car use, especially for journeys once made by other means has led to serious problems of congestion and air pollution, particularly in urban areas. Despite improvements in air quality since the 1950s, air pollution is still linked to a range of very serious health conditions and contributes to around 1,200 early deaths in Greater Manchester every year.

All Councils are required by law to assess air quality against national standards and take action in areas where these standards are unlikely to be met. The Government has instructed us to take quick action to reduce NO₂ emissions, which are mainly produced by older diesel engines. Greater Manchester local authorities have worked together to produce a Clean Air Plan to tackle air pollution on local roads ([Clean Air Greater Manchester](#)) we are also rolling out the Clean Air Zone, which is designed to improve air quality for all.

Additionally GM are in the latter stages of approving their Streets for All Strategy – which will further influence spatial planning in favour of person centred urban and sub-urban environments. The vision being a streetscape that is; Integrated, Inclusive, Healthy, Environmentally responsible, Reliable, Safe & Secure and Well maintained.

In order to achieve our carbon neutrality target, it is clear we will need to reduce emissions that derive from transport. We must lessen the amount we travel in fossil fuel powered vehicles, by enabling a shift to more sustainable modes of transport such as walking and cycling as well as enabling a move to zero emission alternatives.








Planning and development control in Tameside considers how areas link, how active travel is elevated and how the environmental commons of air, land and water can be protected. Nine GM Boroughs have drafted the Places for Everyone strategy – to shape our city region ([Places For](#)

[Everyone](#))

Examples of Action Plans

Each of the five prior sections has a dedicated action plan associated with it. These plans will be dynamic, working plans for practical activity to deliver the strategy.

Examples of some component actions for each category are listed below.

	GREENSPACE & BIODIVERSITY <ul style="list-style-type: none">• ENHANCING NATURAL CAPITAL• DRAWING DOWN CARBON THROUGH TREE PLANTING
	HOMES, WORKSPACES & COUNCIL BUILDINGS <ul style="list-style-type: none">• LOW CARBON SOLUTIONS WHEN REFITTING• DEVELOPMENT OF RENEWABLE OPPORTUNITIES
	INFLUENCING OTHERS <ul style="list-style-type: none">• OFFER A GREAT WEBPAGE FOR REFERENCE AND INFORMATION• CARBON LITERACY TRAINING
	REDUCING CONSUMPTION & PROCURING SUSTAINABLY <ul style="list-style-type: none">• DRIVE ENVIRONMENTAL INITIATIVE THROUGH SUPPLY CHAIN CONDITIONS• MONITOR AND IMPROVE WASTE PROCESSING
	TRAVEL & TRANSPORT <ul style="list-style-type: none">• ENABLE UPTAKE OF SUSTAINABLE TRAVEL OPTIONS• SUPPORT GM CLEAN AIR PLAN

References & Links

[City of Trees](#)

[Clean Air Greater Manchester](#)

[Energy Saving Grants and Funding](#)

[Green Building Targets](#)

[Inclusive Growth Investment Strategy 2021](#)

[Places For Everyone](#)

[Tameside Tyndall Research](#)

Table of Appendices

Detailed action plans for each of the five themes

REFERENCE	TITLE
Appendix 1.	Greenspace & Biodiversity
Appendix 2.	Homes, Workspaces & Council Buildings
Appendix 3.	Influencing Others
Appendix 4.	Reducing Consumption & Procuring Sustainably
Appendix 5.	Travel & Transport

Appendix 1. Greenspace & Biodiversity Action Plan

Appendix 2. Homes, Workspaces & Council Buildings Action Plan

Appendix 3. Influencing Others Action Plan

Appendix 4. Reducing Consumption & Procuring Sustainably Action Plan

Appendix 5. Travel & Transport Action Plan

GREENSPACE & BIODIVERSITY

Action	Projects
<p>Build natural capital into new and existing development to maximise the value that the environment brings across the borough. Plan for and build green and natural areas. Including Council owned and managed land, influence new private developments and look for opportunities in existing areas.</p>	<p>Encourage green and natural areas on all new developments through planning. Opportunities in major developments (housing) – to maximise section 106 and public realm involvement. Smaller schemes – landscaping schemes put on applications</p> <p>Biodiversity Net Gain - encouragement via planning system for developers to bring forward schemes that provide an overall increase in natural habitat and ecological features</p> <p>Reducing grass cutting, additional tree planting; sustainable planting; woodland management; wetland management; continue to enhance biodiversity across Council owned greenspace</p> <p>Investigate the possibility of introducing green roofs / walls on existing Council buildings / schools</p> <p>Improve the outdoor space on our wharf at Portland Basin Museum. We already have a bug hotel and some wooden planters in this space and we want to develop this further to create a community space that encourages biodiversity, interprets the heritage of the area and supports visitors' wellbeing. Commence planting in the empty beds on the carpark to encourage wildlife and to make the area more attractive and welcoming</p>
<p>Increase tree cover and natural capital across the borough</p>	<p>Plant trees on Council owned land in partnership with City of Trees</p> <p>Encourage tree planting in school grounds</p> <p>Work with City of Trees to encourage tree planting across the borough's industrial estate land and social landlord estates</p> <p>Encourage tree planting on all new developments and require that the developer maintains the trees</p>
<p>Ensure that we maintain the greenspaces around Tameside in a way that maximises opportunities for increasing and enhancing biodiversity.</p>	<p>Use of glyphosate reduced in parks and countryside</p> <p>Council land managed for biodiversity e.g. wildflower meadows</p> <p>Deadwood left on site in urban parks and countryside for habitats</p> <p>Encourage biodiversity across our corporate estate by installing bird boxes / insect gardens</p> <p>Aim for all residents who have a garden to leave space for wildlife and put up bird boxes and insect gardens</p> <p>Encourage uptake of bird boxes through events run by culture and events to make bug hotels / bird boxes within the community</p> <p>Consider working with schools and community groups to create habitat piles, large scale bug hotels</p>
<p>Encourage sustainable allotment sites and more growing of produce within the community.</p>	<p>Could have a community growing area in lots of open space. Explore community demand and the funding</p> <p>Develop and publicise community orchards in parks</p> <p>Install rainwater harvesting on Council owned sites and encourage others to do the same</p> <p>Develop community plots on existing allotment sites</p> <p>Develop a community garden at Waterloo Park</p> <p>Encourage social landlords to develop growing projects on their own land</p> <p>Encourage schools to plant fruit trees or develop growing projects on their own land</p> <p>Consider food growing initiatives to link into things like the Real Junkfood Project and a "pay as you feel" community café, to assist with social isolation and food poverty</p>
<p>Ensure that flood risk in Tameside is managed effectively</p>	<p>Maintenance of gullies / drains for flooding</p> <p>Critical infrastructure improvement works underway to alleviate flooding issues (inlet grilles to culverts)</p> <p>Engineers to consider SUDS when designing new schemes – SUDS hierarchy principles</p> <p>Engage with private landowners – to manage uplands in a more sustainable way to reduce water flow and speed further down-stream</p> <p>SUDS – look at retrofit opportunities for SUDS across own estate and schools</p> <p>Any new private developments should also include SUDS</p>

HOMES, BUILDINGS & WORKPLACES

Action	Projects
Procure renewable energy across the corporate estate	All sites receiving renewable electricity on Council contract. Review gas options for next contract 2023. Next steps to Investigate whether there is an option to move gas to green gas (biogas) when renewing contract
Work to understand and map opportunities across the borough for Low Carbon Opportunities	Local Area Energy Planning (LAEP) + Go Neutral Decentralised Energy Enabling Project (DEEP) + green heat network opportunities
When replacing heating systems or other technologies such as lighting in Council owned buildings install low carbon alternatives where viable, seeking to avoid carbon intensive technologies (coal, oil, gas)	Decarbonising the Public Estate Fund The development of a package of web-ready materials designed to support Schools in contributing to the delivery of targets Consider carbon impacts when renovating schools / undergoing schools projects and consider low carbon alternatives
Complete full assessment of Council owned land and buildings for viability for development of renewable energy by the end of 2021 and develop where viable (solar thermal / heat pumps / photovoltaic). Invest in the development of renewable energy and energy storage where appropriate	Go Neutral scheme – in progress
Obtain an average rating of D or better by 2024 and C by 2030 for our public buildings where economically viable	Some DEC's requiring improvement
Standardise measurement and reporting of operational efficiency of buildings	GM decarbonisation plan – Tameside estate
Enforce minimum energy efficiency standards in the private rented sector	Participation in major drive to raise standards in the private rented sector (GM good landlord standard). Through the Clean Growth Strategy, the UK government has set a target for social housing providers to attain the minimum rating of Energy Performance Certificate (EPC) C for rented properties by 2035 (2030 for 'fuel poor' households)
Consider through the local plan, identifying suitable areas, for renewable technologies and low carbon energy sources where this would help secure their development.	Ensure planning considers renewables in local plan preparation process in accordance with NPPF paragraph 155.
Complete street lighting rollout to LED	Target is that 100% be completed by April 22
Undertake detailed survey of buildings to determine current condition with emphasis on those elements contributing to energy usage and potential energy loss e.g. Upgrade insulation of Council buildings	Building condition surveys ongoing – many have already contributed to decarbonisation projects
If developing new Council facilities (new buildings, extensions, refurbishments), ensure they are built to the high environmental standards – future proofing against any near-term requirements to be carbon neutral	Reference and stipulate either BREEAM, LEED, Passivehaus ratings in specification
Investigate the opportunities for homes built on Council land to be Passivhaus standard or similar	Potential to define a condition of sale, linking to a local plan
All new homes and commercial / industrial buildings to achieve net zero carbon by 2028	Support progression of Places for Everyone and proposed policy JP-S 2 in relation to Carbon and Energy
Set up a carbon offset fund to cater for circumstances where there are no reasonable alternatives to meet the minimum standards on site.	Support progression of Places for Everyone and proposed policy JP-S 2 in relation to Carbon and Energy

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INFLUENCING OTHERS

Action	Projects
Embed understanding of climate change and clarify our environmental responsibility across the workforce / borough	Roll out Carbon Literacy Training Across the Organisation / encourage resource saving behaviour
	Develop comprehensive communications to link in with topics covered throughout this action plan and to highlight the climate emergency and how to take action – to drive the agenda with residents, schools, businesses and staff
Encourage a reduction in energy consumption or switching to cleaner energy sources.	Clean Switch - Switch to a renewable energy tariff (e.g. via clean switch)
	Support schools to cut carbon and reduce energy consumption
	Work on schemes that assist fuel poor or vulnerable households with energy efficiency measures
Encourage / enable retrofit of all existing owner occupied housing stock to level C or above. Encourage residents to get the basics right such as LED lighting and draught proofing, home insulation	Green Homes Grant (LAD) (Residents) – soon to be the Sustainable Warmth Fund through GMCA consortium
	Solar Together (PV scheme)
	LEAP
Look for opportunities to decarbonise heating across homes and workplaces and publicise where appropriate	Green Homes Grant (LAD) (Residents)
	Energy Company Obligation (ECO)
	Promote carbon reduction through better energy usage by businesses across the borough
Encourage sustainable travel and communicate the aims of air quality management plan including CAZ	Encourage walking and cycling and develop a road user hierarchy which moves cars towards the bottom
	Anti-idling campaign, promote car sharing, encourage take up of electric vehicles
Assist businesses to access energy related support from the Growth Hub	Support SME businesses to access resources to achieve carbon reduction, including development of the Zero Carbon business group through Inclusive Growth team
Communicate the aims of the Tameside Food Partnership	Encourage residents to reduce the amount of food waste. Use food waste according to the food waste hierarchy of prevent, reuse, recycle and use remaining biodegradable waste to generate biogas
	Encourage residents to support local food growing and redistribution initiatives
	Engage with schools to ensure meals are delivered in accordance with the official Eatwell guide on healthy eating. Offer more plant based options.
Encourage and communicate waste hierarchy refuse, reduce, reuse, recycle and purchase sustainable products	Continue to share the message of the importance of waste reduction and separation
Encourage reduction of single use plastic waste	Continue to promote the Refill scheme and look for further opportunities to involve the workforce / local community
Encourage and communicate the benefits of managing land for biodiversity	Consider GMCA wide publicity – need a quick and easy guide for residents to look after their garden sustainably.
	Manage gardens / land and allotments for wildlife

INFLUENCING OTHERS

Encourage land management for biodiversity such as green roofs / walls / trees / bird boxes through comms and events such as building bird boxes / bug hotels etc.

Promote environmental volunteering amongst residents / businesses

REDUCING CONSUMPTION & PROCURING SUSTAINABLY

Action	Projects
Embed environmental sustainability criteria to compliment social value procurement mechanisms and ensure the Council's supply chain is minimising carbon emissions.	<p>Determine most favourable sustainable objectives with STaR procurement when they redefine their conditions</p> <p>Define the carbon performance indicators to be included and how they will be assessed</p> <p>Work with all commissioned services and major procurements to ensure carbon reduction references are clear</p>
The Tameside Food Partnership will continue to engage local partners on the development of a healthy and sustainable food strategy for delivery by end of 2021/22	<p>The strategy will include a range of action plans all with their own rolling timescales</p>
Work to reduce single use plastics across the borough.	<p>Aim to eradicate avoidable single use plastics on the public estate.</p> <p>Work with market traders to reduce plastic / other waste</p> <p>Continue to promote the Refill scheme and look for further opportunities to involve the workforce / local community</p> <p>Work is progressing to reduce the number of plastic toys and items sold in the shop at Portland Basin Museum, opting for more sustainable products from Sustainable Trade suppliers.</p>
Reduce consumption of water across our own estate	<p>Realise water saving opportunities through the newly appointed water supplier</p> <p>Use of water butts for parks and allotments</p>
Minimise waste and recycle as much as possible	<p>Investigate feasibility of introducing food waste recycling across all relevant corporate buildings and schools</p> <p>Through carbon literacy – aim to propagate a no-waste culture, to protect resources throughout Council departments and beyond</p> <p>Continuous improvement approach to recycling rate borough wide</p>
Embed principles of sustainable procurement	<p>Aim to ensure staff are clear on the meaning and importance of sustainable procurement and careful resource management</p>

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TRAVEL & TRANSPORT

Action	Projects
Deliver a transition of the Council's own fleet to electric where practicable. Procure zero emission (tailpipe) cars / vans where suitable / cost effective when replacing existing fleet and keep under review the options for other types of vehicles.	Conduct a review of all vehicles in council fleet, across all service areas. Assess the vehicles suitable for a switch to ULEVs.
Encourage walking and cycling across the borough	<p>Monitor the number of staff utilising the staff Borrow a Bike scheme</p> <p>Staff Cycle Training Launched</p> <p>Better Points scheme to be considered in Tameside BetterPoints Ltd – Behaviour change technology</p>
Workforce Green Travel programmes	<p>Green travel car salary sacrifice scheme – awaiting update</p> <p>Cycle to work scheme – Feb 2021 – quantify participation Tameside MBC Salary Sacrifice Cycle to Work Scheme</p> <p>Review of travel arrangements and expenses – July 2021</p> <p>Supplementary green travel schemes i.e. car share, car pool, bike pool etc.</p>
Enable the rapid shift to electric vehicles by where possible, facilitating the installation of EV charging points across the borough	Install electric charging facilities when developing new Council owned sites / car parks
Seek funding to support early adopters prior to commercial provision of charging hubs becoming commonplace	Work with TfGM to install some charging points across the borough
Require all taxi's to be electric through licensing	From April 2025 all new to licence taxis and private hire vehicles will be required to be Zero Emission Capable (ZEC)
Reduce the need to own and use a car through managing developments in the local plan – including housing development with quality walking and cycling provision, limiting car parking provision, providing transport and delivery hubs, supporting climate adaptation measures such as green space and green architecture.	<p>Planning and policy driven - Places for Everyone (GMCA) >>> Places For Everyone - Greater Manchester Combined Authority (greatermanchester-ca.gov.uk)</p> <p>Formal process now established to allow the Walking and Cycling Project team to review all planning applications to ensure that walking and cycling infrastructure / links is, where appropriate, embedded into the planning process</p> <p>Developments to include cycle storage</p> <p>Town centre redevelopment to reflect the need to promote and facilitate active travel options – ensuring the car takes a lower place in the road user hierarchy</p>
Reduce Emissions from Transport Encouraging Modal Shift	Aspire to walkable town centres (reference the 15-minute city principle) and promote car free days. Explore the possibility of temporary road closures for set days a month to encourage active modes and on street play/events (pop up learn to ride in civic squares, pop up parks and pop up play.
Implement an anti-idling campaign across the borough	GM co-ordinated campaign including comm's is under development
Implement Actions Covered in the Air Quality Action Plan	GM Clean Air Zone strategy announced in 2021 - Clean Air Zone map and further information Clean Air Greater Manchester (cleanairgm.com)

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**Tameside & Glossop Strategic Commission
Equality Impact Assessment (EIA) Form**

Subject / Title	Draft Climate Change & Environment Strategy 2021-26
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Team	Department	Directorate
Energy & Climate Change	Facilities	Growth

Start Date	Completion Date
13/09/2021	17/09/2021

Project Lead Officer	Graham Hall
Contract / Commissioning Manager	Alison Lloyd-Walsh
Assistant Director/ Director	Paul Smith

EIA Group (lead contact first)	Job title	Service
Graham Hall	Energy & Climate Change Manager	Strategic Property
Shelley Taylor	Strategic Property Technical Support Manager	Strategic Property

PART 1 – INITIAL SCREENING

An Equality Impact Assessment (EIA) is required for all formal decisions that involve changes to service delivery and/or provision. Note: all other changes – whether a formal decision or not – require consideration for an EIA.

The Initial screening is a quick and easy process which aims to identify:

- *those projects, proposals and service or contract changes which require a full EIA by looking at the potential impact on, or relevance to, any of the equality groups*
- *prioritise if and when a full EIA should be completed*
- *explain and record the reasons why it is deemed a full EIA is not required*

**Tameside & Glossop Strategic Commission
Equality Impact Assessment (EIA) Form**

A full EIA should always be undertaken if the project, proposal and service / contract change is likely to have an impact upon, or relevance to, people with a protected characteristic. This should be undertaken irrespective of whether the impact or relevancy is major or minor, or on a large or small group of people. If the initial screening concludes a full EIA is not required, please fully explain the reasons for this at 1e and ensure this form is signed off by the relevant Contract / Commissioning Manager and the Assistant Director / Director.

1a.	What is the project, proposal or service / contract change?	Drafting of the new Climate Change & Environment Strategy 2021-26. To deliver a framework of strategy and an appendix of action plans to determine quantifiable and measurable steps towards the goal of net zero carbon across the borough by 2038.
1b.	What are the main aims of the project, proposal or service / contract change?	<p>Align the borough with GM ambitions to reduce carbon emissions to net zero by 2038.</p> <p>Eliminate the reliance on fossil fuels for heating and transportation.</p> <p>Deliver biodiversity net-gain, protecting species and encouraging nature to bounce back.</p> <p>Create safe and sustainable communities for all.</p> <p>Reduce the burden on Health & Social care by promoting better physical environments.</p> <p>Manage resources to value materials and minimise environmental impact of activities.</p> <p>Share the desire to participate in a cultural shift towards more sustainable living – benefitting all members of the community and crucially – future generations.</p> <p>Specific areas contained within the action plans are:</p> <ul style="list-style-type: none"> • Homes, Workplaces and Buildings, • Travel & Transport, • Greenspace & Biodiversity, • Reducing Waste & Procuring Sustainably and • Influencing others

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?

Tameside & Glossop Strategic Commission Equality Impact Assessment (EIA) Form

Where there is a direct or indirect impact on, or relevance to, a group of people with protected equality characteristics as a result of the project, proposal or service / contract change please explain why and how that group of people will be affected.				
Protected Characteristic	Direct Impact/Relevance	Indirect Impact/Relevance	Little / No Impact/Relevance	Explanation
Age	<u>None</u>	<u>None</u>	<u>None</u>	<u>None</u>
Disability	=	<u>Some</u>	=	<u>Active (car-free) travel will possibly be a challenge for someone who is living with certain disabilities. The use of private vehicles will not disappear and in fact roads should be safer and quieter once associated changes are adopted.</u>
Ethnicity	<u>None</u>	<u>None</u>	<u>None</u>	<u>None</u>
Sex	<u>None</u>	<u>None</u>	<u>None</u>	<u>None</u>
Religion or Belief	<u>None</u>	<u>None</u>	<u>None</u>	<u>None</u>
Sexual Orientation	<u>None</u>	<u>None</u>	<u>None</u>	<u>None</u>
Gender Reassignment	<u>None</u>	<u>None</u>	<u>None</u>	<u>None</u>
Pregnancy & Maternity	<u>None</u>	<u>Some</u>	<u>None</u>	<u>Active (car-free) travel will possibly be a challenge for someone who is heavily</u>

**Tameside & Glossop Strategic Commission
Equality Impact Assessment (EIA) Form**

				<u>pregnant or caring for a new-born child. The use of private vehicles will not disappear and in fact roads should be safer and quieter once associated changes are adopted.</u>
Marriage & Civil Partnership	<u>None</u>	<u>None</u>	<u>None</u>	<u>None</u>
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>Some</u>		<u>Change can be alarming for some people with particular mental health problems. Through careful communication and continued engagement we hope to help manage any stress that a cultural change to adopt sustainability for the greater good might cause.</u>

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Carers		<u>Some</u>		<u>As we encourage people away from private ICE vehicles, some carers may feel guilty for needing to rely on cars and may not be in a financial position to adopt EV technology. We will ensure in communications that those who absolutely need to rely on their cars will be respected for their needs and circumstances.</u>
Military Veterans	<u>None</u>	<u>None</u>	<u>None</u>	<u>None</u>
Breast Feeding	<u>None</u>	<u>None</u>	<u>None</u>	<u>None</u>
<p>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? <i>(e.g. vulnerable residents, isolated residents, those who are homeless)</i></p>				
Group (please state)	Direct Impact/Relevance	Indirect Impact/Relevance	Little / No Impact/Relevance	Explanation
Low or no income groups		<u>Some</u>		<u>Transition to sustainable alternatives can be seen as exclusive. We know that we need to reach</u>

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				<u>all income profiles to ensure the cultural shift across Tameside is inclusive and will maintain an alertness to this as we work the action plans into reality.</u>

“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
		Yes	
1e.	What are your reasons for the decision made at 1d?	As a responsible and caring local authority Tameside set out to assure those with the characteristics identified as being indirectly affected by the Strategy that they will not be disadvantaged through the Climate Change & Environment Strategy or it’s appended action plans.	

If a full EIA is required please progress to Part 2.

PART 2 – FULL EQUALITY IMPACT ASSESSMENT

Tameside & Glossop Strategic Commission Equality Impact Assessment (EIA) Form

2a. Summary

The Strategy itself will not seek approval to make any material change to how the borough looks, feels or operates – and therefore, any people with protected characteristics will experience no tangible change or associated affects from the adoption of the Strategy. However the associated action plans (currently in draft) will determine actions through various departments and their activities and influence to make changes to cultural and physical environments. These changes will all be individually analysed through the same lens of determination of their Equality and Diversity impacts. It is prudent and open to acknowledge that this Strategy will be the catalyst for those interventions.

We have explored potential impacts below in a broad assessment, however as detailed below – as individual costed interventions pass through governance as outputs from the draft action plans, these components will need individual EDI analysis.

2b. Issues to Consider

- A. *Travel & Transport. As a whole system approach to decarbonising transport is developed, one key part of the solution will be encouraging what is termed “active travel”. To create a cultural shift, some infrastructure changes may be needed, to encourage a wider participation in this mode. People with physical disabilities, their carers and the heavily pregnant may need to continue reliance on private vehicles. They may also not be in a position to adopt EV technology. This last point also highlights an economic concern when influencing cultural change, which might, for some feel exclusive. It is acknowledged here that this must be considered carefully as the action plans for the Travel & Transport component are drafted. Consultation and communication will be important in developing the inclusive solution – ensuring no one is marginalised due to our drive towards net-zero.*

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B. Wide-ranging cultural and infrastructure change. Those with mental health issues may need additional help adapting to the changes which might arrive at an unprecedented rate as habits are broken across our communities to assist with reducing carbon emissions. The council understands that any intervention which would be moved through the action plans, will be scrutinised to ensure any physical planning or related communications strategy must account for those with mental health issues – to bring everybody along on our journey towards net-zero and to protect them if needed.

C. The economic concerns: Tameside aspires to a more sustainable community. This will include helping local neighbourhoods to thrive, providing economic opportunity whilst additionally binging people out of fuel and food poverty. The aspiration is that the net outcome is a more equitable society ad one which elevates those struggling financially.

NB - all material changes with any budgetary or legal impacts – driven through the action plans, will need to pass through the governance process on individual merit – so will have further – more detailed and specific Equality and Diversity Impact assessment conducted at such a time as is relevant.

2c. Impact/Relevance

Cultural and habitual shifts will be challenging for all, not exclusively those with protected characteristics – however the impacts on those with protected characteristics could, without careful consideration in the planning and implementation stages – be greater. Additionally, some persons identified above with protected characteristics may not feel/or tangibly be negatively impacted at all by the possible outcomes of the action plans. NB - all material changes with any budgetary or legal impacts – driven through the action plans, will need to pass through the governance process on individual merit – so will have further – more detailed and specific Equality and Diversity Impact assessment conducted at such a time as is relevant.

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2d. Mitigations (Where you have identified an impact/relevance, what can be done to reduce or mitigate it?)	
<i>Influencing the development of neighbourhoods and towns that promote active travel, which without careful consideration could marginalise the less-able.</i>	<i>As action plans develop and particular ideas are worked up into real, costed and resourced activities – the inclusion of those with protected characteristics will be part of the development of those proposals – with items seeking governance being scrutinised through the EDI lens individually. An example here might be that there be always a consideration of how those incapable of active travel might move around the borough.</i>
<i>Change could trigger negative mental health responses in those already vulnerable.</i>	<i>Through communication and consultation on specific actions, the action plans will develop positive messages to alleviate concern and to promote a sense of positivity and constructive, inclusive and sustainable change.</i>
<i>Those on low/no income are at risk of feeling marginalised by sustainable interventions</i>	<i>Tameside’s aspiration is that the net outcome is a more equitable society. This can be achieved by maintaining consideration for the less well-off throughout the decision making process for individual interventions. EDI will be monitored as detailed below.</i>
<i>Impact/Relevance 4 (Describe)</i>	<i>Consider options as to what we can do to reduce the impact/relevance</i>

2e. Evidence Sources
<i>Draft Climate Change & Environment Strategy 2021-26.</i>

2f. Monitoring progress		
Issue / Action	Lead officer	Timescale

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<i>As action plans are developed in the five key areas – each associated task group responsible for delivering those action plans, will ensure the considerations contained herein and any additional EDI considerations are addressed, monitored and recorded accordingly.</i>	<i>Graham Hall</i>	<i>At quarterly review through the Environment and Climate Emergency Working Group.</i>
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Signature of Contract / Commissioning Manager	Date
Signature of Assistant Director / Director	Date

Guidance below to be removed from the completed EIA template submitted to Executive Board, Executive Cabinet or Strategic Commissioning Board (SCB)

**Tameside & Glossop Strategic Commission
Equality Impact Assessment (EIA) Guidance**

The purpose of an EIA is to aid compliance with the public sector equality duty (section 149 of the Equality Act 2010), which requires that public bodies, in the exercise of their functions, pay ‘due regard’ to the need to eliminate discrimination, victimisation, and harassment; advance equality of opportunity; and foster good relations. To this end, there are a number of corporately agreed criteria:

- An Equality Impact Assessment (EIA) is required for all formal decisions that involve changes to service delivery. All other changes, whether a formal decision or not, require consideration for the necessity of an EIA.
- The decision as to whether an EIA is required rests with the relevant Project Lead or Contract / Commissioning Manager, in consultation with the appropriate Assistant Director / Director where necessary. Where an EIA is not required, the reason(s) for this must be detailed within the appropriate report by way of a judgement statement.

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- EIAs must be timely, with any findings as to the impact or relevance of a change in policy or procedure which affects residents, the public, service users, patients or staff, being brought to the attention of the decision maker in the body of the main accompanying report. As such, EIAs must be conducted alongside the development of any policy change, with appropriate mitigations integrated into its development where any potentially detrimental or inequitable impact is identified.

How to complete the EIA Form

EIAs should always be carried out by at least 2 people, and as part of the overall approach to a service review or service delivery change. Guidance from case law indicates that judgements arrived at in isolation are not consistent with showing 'due regard' to the necessary equality duties.

Part 1 – Initial Screening

The Initial Screening is a quick and easy process which aims to identify:

- those projects, proposals and service / contract changes which require a full EIA by looking at the potential impact on, or relevance to, any of the equality groups
- prioritise if and when a full EIA should be completed
- explain and record the reasons why it is deemed a full EIA is not required

A full EIA should always be undertaken if the project, proposal and service / contract change is likely to have an impact upon, or relevance to, people with a protected characteristic. This should be undertaken irrespective of whether the impact or relevance is major or minor, or on a large or small group of people. If the initial screening concludes a full EIA is not required, please fully explain the reasons for this at 1e and ensure this form is signed off by the relevant Contract / Commissioning Manager and Assistant Director / Director.

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.

The table below is an example of what part 1c of the screening process may look like. In this example we have used a review of the services delivered at Children's Centres and the impact or relevance this may have.

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?

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Where there is a direct or indirect impact on, or relevance to, a group of people with protected equality characteristics as a result of the project, proposal or service / contract change please explain why and how that group of people will be affected.				
Protected Characteristic	Direct Impact/Relevance	Indirect Impact/Relevance	Little / No Impact/Relevance	Explanation
Age	✓			Children's Centre services are targeted to the 0 to 5 age group
Disability		✓		Some Children's Centre users may be disabled
Ethnicity		✓		Children's Centre users come from a range of ethnic backgrounds
Sex		✓		Children's Centres aren't sex specific but evidence shows service users are predominantly women
Religion or Belief			✓	
Sexual Orientation			✓	
Gender Reassignment			✓	
Pregnancy & Maternity	✓			Children's Centres provide services to

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				pregnant women
Marriage & Civil Partnership			✓	
NHS Tameside & Glossop Clinical Commissioning Group locally determined protected groups?				
Mental Health			✓	
Carers		✓		
Military Veterans			✓	
Breast Feeding	✓			Children's Centres provide services to pregnant women and new mothers
<p>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?</p> <p><i>(e.g. vulnerable residents, isolated residents, low income households, those who are homeless)</i></p>				
Group (please state)	Direct Impact/Relevance	Indirect Impact/Relevance	Little / No Impact/Relevance	Explanation
Lone Parents		✓		Children's Centre users may include lone parents
Disadvantaged families	✓			Children's Centres support the most disadvantaged families, with an aim to reduce inequalities in child

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				development and school readiness.
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Part 2 – Full Equality Impact Assessment

If a full EIA is required then part 2 of the EIA form should be completed.

2a. Summary

In this section you should:

- Explain the reason why the EIA was undertaken i.e. the main drivers such as a change in policy or legislation etc. This can be a combination of factors.
- Outline what the proposals are
- Summarise the main findings of the EIA - what are the main impacts or relevancies of the change in policy and what protected characteristic groups do they effect?
- Summarise what measures have been put in place to mitigate any negative impact or relevance and how the success of these measures will be monitored

It may be useful to complete this section towards the end of the EIA process.

2b. Issues to Consider

In this section you should give details of the issues you have taken into consideration when coming to your proposals / recommendations and outline the protected characteristic group(s) affected - Age, Ethnicity, Disability, Sex, Sexual Orientation, Religion / Belief, Gender Reassignment, Pregnancy/Maternity, Marriage/Civil Partnership, and how people associated with someone with a particular characteristic (i.e. a carer of a disabled and / or elderly person may be affected (you can refer to the information in 1c identifying those groups who may be affected).

Considerations should include (but are not limited to):-

- Legislative drivers. How have you considered the Equality Act, and the elimination of discrimination, victimisation and harassment, and the three arms of the PSED in coming to a decision / set of proposals i.e. the need to take into account the specific needs of disabled people above and beyond the general needs of other service users? You should consider similar circumstances where a similar service has been provided and changed, and whether this has been challenged. What rules / laws was it challenged under, and what lessons have you taken from this? This can include things such as Judicial Reviews or cases considered by the relevant Ombudsman.

- Comparative data and examples of learning from other areas / benchmarking (linked to legal issues as above)

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- Financial considerations. How have your recommendation / proposals been shaped by finances / resources available (please note –legal rulings have indicated that the need to make savings alone is not likely to be deemed sufficient on its own to justify reduction in services – evidence of assessment of impact and relevance is required to ensure a safe and sound decision)

- Service user information. What information do you hold about service users and patients and their protected characteristics? How does this compare to comparative data i.e. national / regional picture?

- Consultation, engagement & feedback. What work has been done to ensure interested parties have been made aware of proposed changes, and that comments have been recorded and have the opportunity to influence the final decision? You should detail when consultation took place, those involved i.e. staff, service users, timescales. Any consultation should be timely in order to ensure that all participants are able to contribute fully.

2c. Impact/Relevance

Use this section to outline what the impact or relevance of the changes being proposed is likely to be based on the evidence, and consultation & engagement? Will there be a disproportionate impact on, or relevance to, particular group/s? Does the evidence indicate that a particular group is not benefiting from the service as anticipated? What are the uptake / participation rates amongst groups? Where a greater impact on, or relevance to, a particular group is recorded, is this consistent with the policy's aims? Does the project, proposal and service / contract change include provision for addressing inequality of delivery / provision?

Try to distinguish clearly between any negative impacts or relevancies that are or could be unlawful (which can never be justified) and negative impacts or relevancies that may create disadvantage for some groups but can be justified overall (with explanation). Similarly, does the evidence point to areas of good practice that require safeguarding? How will this be done?

2d. Mitigations

Where any potential impacts or relevancies have been identified as a result of the EIA, you should detail here what can be done to reduce or mitigate these.

2e. Evidence Sources

Use this section to list all sources of information that the EIA draws upon. Evidence can include surveys & questionnaires, policy papers, minutes of meetings, specific service user consultation exercises, interviews etc

NB– this section is not asking you to give details of your findings from these sources, just the sources from which evidence and considerations were drawn.

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2f. Monitoring Progress

Use this section to identify any ongoing issues raised by the EIA, how these will be monitored, who is the lead officer responsible and expected timescale.

Sign Off

Once the EIA is complete this should be signed off by the relevant Contract / Commissioning Manager and the Assistant Director / Director.