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EXECUTIVE CABINET

Day: Wednesday
Date: 23 March 2022
Time: 1.00 pm
Place: Committee Room 2, Tameside One, Market Square, Ashton-Under-Lyne

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 Joint meeting of Overview Panel and Executive Cabinet held on 9 February 2022.	1 - 14
b)	STRATEGIC COMMISSIONING BOARD To receive the Minutes of the meeting of the Strategic Commissioning Board held on 9 February 2022.	15 - 18
c)	EXECUTIVE BOARD To receive the Minutes of the meetings of Executive Board held on 17 February and 2 March 2022.	19 - 32
d)	STRATEGIC PLANNING AND CAPITAL MONITORING To consider the Minutes of the meeting of the Strategic Planning and Capital Monitoring Panel held on 14 March 2022 and approve the recommendations arising from the meeting as follows: 2021/22 CAPITAL MONITORING REPORT – MONTH 10 RESOLVED That EXECUTIVE CABINET be RECOMMENDED to NOTE: (i) the forecast outturn position for 2021/22 as set out in Appendix 1; (ii) the funding position of the approved Capital Programme as set on page 9 of Appendix 1;	33 - 40

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.

- (iii) the changes to the Capital Programme as set out on page 10 in Appendix 1; and
- (iv) the updated Prudential Indicator position set out on pages 11-12 of Appendix 1, which was approved by Council in February 2021.

That Executive Cabinet be recommended to APPROVE the re-profiling of budgets into 2022/23 as set out on page 4 of Appendix 1.

CAPITAL PROGRAMME – OPERATIONS AND NEIGHBOURHOODS (PLACE DIRECTORATE)

RESOLVED

That EXECUTIVE CABINET be RECOMMENDED to NOTE:

- (i) The progress with regard to the Flood Prevention and Consequential Repairs;
- (ii) The progress with regard to the Slope Stability Programme and potential additional works required;
- (iii) The progress with regard to the replacement of Cremators and Mercury Abatement, Filtration Plant and Heat Recovery Facilities;
- (iv) The progress of capital schemes in section 2.18-2.25;
- (v) The progress of the Walking and Cycling infrastructure schemes set out in section 3 of the report; and
- (vi) The progress on the external grant funded schemes in section 4 of the report.

EDUCATION CAPITAL PROGRAMME

RESOLVED

That EXECUTIVE CABINET be RECOMMENDED to APPROVE:

- (i) The proposed changes to add £30,000 of Basic Need funding to the programme as detailed in paragraph 2.2;
- (ii) The proposed changes to add £33,000 of School Condition funding to the programme as detailed in paragraph 2.5;
- (iii) The proposed estimate of the School Condition Grant for 2022/23 is added to the programme as detailed in paragraph 4.29. The final amount of grant will be updated on receipt of the final confirmation of the grant;
- (iv) The addition of £95,000 school contributions to the capital programme in 2022/23 as detailed in paragraph 4.50, subject to the confirmation of School Condition Grant as per recommendation 3;
- (v) The addition of £35,000 developer contribution to the capital programme in 2022/23 to fund works at Whitebridge College as detailed in paragraph 4.48;
- (vi) The 2022/23 School Condition grant is allocated to the projects detailed in the table at paragraph 4.51;
- (vii) That the Director of Education be authorised to vire amounts between schemes within the total amount of School Condition Grant received;
- (viii) A grant agreement for a £663,023 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 and refurbishing five science labs and the associated prep room along with remodelling of the existing changing rooms and gym as set out in paragraph 3.9; and

- (ix) Commissioning the LEP to move the Hawthorns programme to the next stage to develop detailed designs up to tender stage – RIBA Stage 4 and include the planning submission fee. Initial ecology work is also required as part of this work. It is requested £236,000 be allocated from within the provisional budget previously approved.

CHILDREN’S SOCIAL CARE CAPITAL SCHEMES UPDATE REPORT

RESOLVED

That EXECUTIVE CABINET be RECOMMENDED to NOTE the progress update in the report.

ADULTS CAPITAL PLAN

RESOLVED

That EXECUTIVE CABINET be RECOMMENDED to:

- (i) note the progress updates, and
- (ii) extend the Moving with Dignity programme for a further two years at a cost allocation of £385k from DFG funding.

PLACE CAPITAL PROGRAMME UPDATE REPORT - PROPERTY, DEVELOPMENT AND PLANNING

RESOLVED

That EXECUTIVE CABINET be RECOMMENDED to:

- (i) Note that £243,593 of Corporate Landlord Capital Expenditure financed from the approved Statutory Compliance budget has been spent as detailed in Appendix 7; and
- (ii) Approve the inclusion of additional grant budget of £60,782 to the Decarbonisation of the Public Estate scheme in the Capital Programme, which would revise the current budget to £2,344,386.

4.	PERIOD 10 INTEGRATED FINANCE REPORT	41 - 108
	To consider the attached report of the Executive Member, Finance and Economic Growth / Director of Finance.	
5.	SEND WRITTEN STATEMENT OF ACTION	109 - 156
	To consider the attached report of the Executive Member (Lifelong Learning, Equalities, Culture and Heritage)/Director of Education.	
6.	POVERTY STRATEGY AND APPROACH RESPONSE TO THE COST OF LIVING	157 - 174
	To consider the attached report of the Executive Leader/CCG Co-Chairs/Director of Transformation.	

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7.	APPROVAL OF REVISED NON-RESIDENTIAL CHARGING POLICY To consider the attached report of the Executive Member, Adult Social Care and Health / Director of Adult Services.	175 - 218
8.	ENGAGEMENT UPDATE To consider the attached report of the Executive Leader / CCG Co-Chairs / Director of Transformation.	219 - 232
9.	ESTABLISHMENT OF A TRANSFORMATION TEAM To consider the attached report of the Executive Leader / Director of Transformation.	233 - 242
10.	REVISED GRANT LIMITS WITHIN THE HOUSING FINANCIAL ASSISTANCE POLICY 2018-2023 To consider the attached report of the Executive Member, Finance and Economic Growth / Director of Place.	243 - 290
11.	COUNCIL FLEET REPLACEMENT STRATEGY To consider the attached report of the Executive Member (Neighbourhoods, Community Safety and Environment / Assistant Director, Operations and Neighbourhoods.	291 - 328
12.	COUNCIL TAX BILLING AND ENERGY REBATE To consider the attached report of the Executive Member, Finance and Economic Growth / Assistant Director, Exchequer Services.	329 - 336
13.	VULNERABLE PERSONS ACCOMMODATION To consider the attached report of the Executive Leader/Director of Transformation.	337 - 352
14.	PROPOSAL TO CREATE A LIMITED TIME CHILDREN'S SAFEGUARDING TEAM To consider the attached report of the Deputy Executive Leader//Director of Transformation/Director of Children's Services	353 - 358
15.	TAMESIDE TOWN CENTRE FRAMEWORK – CONSULTATION DRAFT To consider the attached report of the Executive Member, Finance and Economic Growth / Director of Place.	359 - 384
16.	FUTURE DEVELOPMENT OF UNION STREET SITE, HYDE To consider the attached report of the Executive Member, Finance and Economic Growth / Director of Place.	385 - 398
17.	GM TOWN OF CULTURE To consider the attached report of the Executive Member, Lifelong Learning, Equalities, Culture and Heritage / Assistant Director, Operations and Neighbourhoods.	399 - 408

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.

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18.	STALYBRIDGE DEVELOPMENT UPDATE AND NEXT STEPS To consider the attached report of the Executive Member, Housing, Planning and Employment / Executive Member, Finance and Economic Growth / Director of Place.	409 - 426
19.	PUBLIC SECTOR DECARBONISATION SCHEME FUNDING ROUND THREE To consider the attached report of the Executive Member, Neighbourhoods, Community Safety and Environment / Director of Place.	427 - 438
20.	LEVELLING UP FUND: DENTON BID To consider the attached report of the Executive Member, Finance and Economic Growth / Director of Place.	439 - 446
21.	URGENT ITEMS To consider any additional items the Chair is of the opinion shall be dealt with as a matter of urgency.	
22.	DATE OF NEXT MEETING To note that the next meeting of the Executive Cabinet is scheduled to take place on Wednesday 27 April 2022.	

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.

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JOINT MEETING OF EXECUTIVE CABINET WITH OVERVIEW PANEL

9 February 2022

Commenced: 1.30pm

Terminated: 3.20pm

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

Overview Panel: Councillors Naylor, Glover, Owen and N Sharif

In Attendance:

Ashwin Ramachandra	Co-Chair, Tameside & Glossop CCG (part meeting)
Steven Pleasant	Chief Executive & Accountable Officer
Sandra Stewart	Director of Governance & Pensions
Kathy Roe	Director of Finance
Stephanie Butterworth	Director of Adults Services
Alison Stathers-Tracey	Director of Children's Services
Jess Williams	Director of Commissioning
Sarah Threlfall	Director of Transformation
Tim Bowman	Director of Education (Tameside and Stockport)
Caroline Barlow	Assistant Director of Finance
James Mallion	Interim Assistant Director of Population Health
Gregg Stott	Assistant Director, Investment, Development and Housing
Tracey Harrison	Assistant Director, Adult Social Care
Sally Dickin	Head of Service, Early Intervention and Youth Justice
Simon Brunet	Head of Policy, Performance and Intelligence

Apologies for absence: Councillors Boyle, J Fitzpatrick and T Smith
Councillors Ryan and Costello participated in the meeting virtually

123. DECLARATIONS OF INTEREST

There were no declarations of interest submitted by Cabinet Members.

124. MINUTES OF EXECUTIVE CABINET

RESOLVED

That the Minutes of the meeting of the Executive Cabinet held on 26 January 2022 be approved as a correct record.

125. MINUTES OF STRATEGIC COMMISSIONING BOARD

RESOLVED

That the Minutes of the meeting of the Strategic Commissioning Board held on 26 January 2022 be noted.

126. MINUTES OF EXECUTIVE BOARD

RESOLVED

That the Minutes of the meeting of Executive Board held on 12 January 2022 be noted.

127. SCRUTINY UPDATE

Consideration was given to a report of the Director of Governance and Pensions summarising the work of the Council's two scrutiny Panels: Place and External Relations and Integrated Care and Wellbeing. A chronological breakdown of activity and oversight of both Scrutiny Panels during 2021/2022 was given.

With regard to the Budget Consultation, Members were informed that all Scrutiny Panel Members were provided with an opportunity to attend one of two budget briefing sessions held in January 2022. This followed on from a mid-year budget position update received at Panel meetings held in September 2021. The independence of Scrutiny enabled Members to seek assurances on budget planning, process and priorities for 2022/23 and beyond. It was also appropriate for budget priorities to inform future Scrutiny activity and work programmes. A response letter of the Scrutiny Chairs had been sent to the Executive Member for Finance and Economic Growth; and the Director of Finance – Section 151 Officer, a copy of which was appended to the report.

In respect of follow-up on past reviews, it was reported that both Scrutiny Panels had recently conducted follow-up activity in order to monitor and seek assurances against past recommendations. This work was a vital part of the review process and it was customary for follow-up activity to take place approximately 12 months following the initial review.

The Integrated Care and Wellbeing Scrutiny Panel had recently revisited the Recruitment and Retention of Foster Carers review and follow up had now been received at meetings of the Children's Working Group on 12 November 2020 and 20 September 2021.

The Place and External Relations Scrutiny Panel had recently revisited the Improving Quality and Standards in the Private Rented review - as part of the Homelessness and Housing review, detail of the wider housing strategy and homelessness prevention work touched upon the role of the private rented sector. A further recommendation was put to the Executive regarding future decision-making linked with previous ambitions to improve quality and standards in the private rented sector; and to connect with regional schemes aimed to promote best practice and build partnerships with the private rented sector.

Members were advised that Scrutiny continued to review decisions and focus reports published by the Ombudsman. The aim was to ensure learning opportunities were shared with services in a timely manner and for a formal response and/or position statement to be returned to the appropriate Scrutiny Panel within agreed timescales. It remained important to ensure that the subject matter was appropriate, proportionate and could add value. Work in this area had progressed well, with the plan to ensure responses were reported to Overview Panel at the earliest opportunity. Activity informed by recent LGSCO focus reports was detailed in the report.

In respect of consultation and engagement, it was reported that the Place and External Relations Scrutiny Panel had recently submitted a direct response and feedback to the Greater Manchester Police HMICFRS Inspection.

RESOLVED

That the content of the report and the summary of scrutiny activity, be noted.

128. ASSURANCE REVIEW OF LGSCO FOCUS REPORT - IMPROVING SERVICES FOR DOMESTIC ABUSE VICTIMS

A report was submitted by the Director of Governance and Pensions providing, for information, a service response on shared learning within the LGSCO focus report on improving services for domestic abuse victims. A copy of the service response was appended to the report.

It was explained that the focus report included case studies and experiences to highlight the breadth of investigation and identified common issues and themes associated with the following areas of provision for domestic abuse victims:

- Wrongly sharing personal information with an abuser;
- Failing to work with other agencies to keep victims safe;
- Failing to safeguard children from risk of domestic abuse;
- Refusing to believe victims of domestic abuse and failing to understand what constitutes abuse;
- Failing to provide proper advice and support;
- Ignoring disclosures of domestic abuse;
- Failing to identify risks to victims; and
- Delays in providing victims with services.

RESOLVED

That the content of the report be noted, including the ongoing activity of Scrutiny Panels to review LGSCO decisions to inform and improve local service delivery.

129. SCRUTINY REVIEW ON HOMELESSNESS AND HOUSING

The Chair of the Place and External Relations Scrutiny Panel / Executive Member, Housing Planning and Employment submitted a report, providing a summary of the Scrutiny review on Homelessness and Housing.

It was explained that, as part of the process, Scrutiny had:

- Completed a desktop review of homelessness and housing, informed by the emerging national picture and growing concerns highlighted for the accessibility of quality housing and risks of homelessness;
- Met with Councillor Gerald Cooney, Executive Member, Housing, Planning and Employment; Ian Saxon, Director of Place; Gregg Stott, Assistant Director, Investment, Development and Housing; and John Gregory, Head of Community Safety and Homelessness, to receive an update in response to the Scrutiny desktop review of homelessness at the formal Scrutiny Panel on 2 November 2021; and
- Submitted a number of questions to the Executive for response. The three areas below had remained in place as key strands that Scrutiny aimed to seek assurance and focus its attention towards improving outcomes for residents:
 - Homelessness – statutory responsibilities and wider preventative work.
 - Housing access to public and private rent.
 - Private rented sector and improving quality.

Key findings were detailed and discussed.

The report put forward a number of recommendations to the Executive. A copy of the Executive Response to the review was appended to the report including recommendations to support future services.

RESOLVED

That the recommendations as detailed in Appendix 2 to the report, be noted.

130. SCRUTINY INTERIM REPORT - MENTAL HEALTH SUPPORT (ACCESS AND CRISIS)

Consideration was given to a report of the Chair of the Integrated Care and Wellbeing Scrutiny Panel summarising interim activity undertaken by the Integrated Care and Wellbeing Scrutiny Panel in respect of the Interim report – Mental Health Support (Access and Crisis).

It was explained that, as part of the process to date, Scrutiny had:

- Met with Councillor Eleanor Wills, Executive Member, Adult Social Care and Health; Jessica Williams, Director of Commissioning; Lynzi Shepherd, Head of Mental Health and Learning Disabilities; and Emma Richardson, Pennine Care, to receive an update regarding the accessibility of local mental health services and responding to impacts of Covid-19 with regard to demand pressures and ongoing support for residents.
- A working group of the Scrutiny Panel met with Lynzi Shepherd, Head of Mental Health and Learning Disabilities to receive additional detail on the transformation plan for access and crisis.

The report identified areas for further investigation and improvement.

RESOLVED

That the initial findings for future investigation and improvement, as detailed in the report, be noted.

131. 2022/23 BUDGET REPORT

Consideration was given to a report of the Executive Leader / Director of Finance setting out the detailed revenue budget proposals for 2022/2023 and the Medium Term Financial Plan for the 5 year period 2022/23 to 2026/27, including the proposed council tax increase for 2022/23.

It was explained that the Council set a balanced budget for 2021/22, but the budget process was challenging, and required a substantial savings target of £8.930m. Whilst moving away from reliance on reserves, the budget was only balanced with a number of corporate financing initiatives and one off funding, which was not sustainable and placed further pressure on future year budgets.

The COVID-19 pandemic had continued to have a significant adverse impact on Council finances, due to a combination of additional costs and lost income. Significant additional funding was provided in 2020/21 and 2021/22, however no additional funding was available for 2022/23, despite ongoing pressures and income reductions forecast into 2022/23 and beyond.

For much of the 2020/21 and 2021/22 financial years the CCG had been under a command and control regime from NHS England, which whilst providing some short-term financial stability, had limited future planning. During 2021/22, the Strategic Commission had continued to report on the financial position of the Tameside and Glossop Health Economy as a whole in monthly Integrated Commissioning Fund (ICF) financial monitoring reports. As at the end of December 2021, the Strategic Commission was forecasting a net overspend of £5.1m due primarily to continuing significant pressures in Children's Social Care Services.

The CCG reported position at Month 9 showed a forecast overspend of (£3,931k). With the exception of the QIPP shortfall, all of this was reimbursable, but in line with national reporting guidance needed to be shown as an overspend until appropriate allocation changes were transacted.

The Council forecast position was a net overspend of (£1,159k) but this masked a number of pressures and overspends in some areas, including Children's Social Care Services, Place and Governance, offset by underspends in areas including Adults, Population Health and Finance & IT.

Balancing the 2022/23 budget had only been possible through the use of a significant amount of additional one-off funding which was not expected to be available in 2022/23, and as a result the Council still faced a significant budget gap in future years. The delivery of a significant programme of savings in 2022/23 would be challenging, and would require a sustained focus on delivery of plans. The scale of savings, combined with significant financial pressures which may emerge from further demographic changes in Children's Social Care and Adults services, meant that delivery of the 2022/23 budget presented a significant financial challenge. The proposals did not, however, drawdown further on Council reserves, which represented a reduction in the reliance on reserves to

balance the budget as in previous years. This helped to protect the Council's overall reserves position during 2022/23.

The 2021/22 budget report included forecasts for 2021 to 2026, which identified a budget gap of £14.3m in 2022/23. This gap assumed that all savings and additional income identified in the 2021/22 budget plans would be delivered and that expenditure in Children's Social Care Services would be contained within budget in 2021/22. In addition, savings of £3.4m would be delivered in 2022/23 as progress was made around the early help model and reduction in placements, with further reductions in spending of £4.1m planned over the following two years.

Key assumptions underpinning the budget for 2022/23 and future projections were set out in the report.

There remained a significant budget gap in 2023/24 of £11.764m, which increased to £28.633m by 2026/27. This forecast gap was predicated on the assumptions detailed in the report and would continue to be reviewed and revised over the course of the year as future forecasts were refined.

It was explained that the Council continued to face significant cost pressures from demographic growth and increased costs. The key cost pressures for 2022/23 had been reviewed and assumptions recalculated and were summarised in the report and appendices.

Details of savings, budget reductions and additional income were given and it was reported that the Council must continue to make efficiencies but could not keep cutting at that scale over the longer-term. There was a need to continue to rescale underlying demand across high cost areas. This would require innovative and creative remodelling of services with the need to invest in transformation capacity and capability.

After taking account of budget pressures, additional income and savings identified for delivery in 2022/23, the total net budget requirement for the Council was £208.609m. Before any increase in Council tax levels, the resource available in 2022/23 was £205.572m, leaving a gap of £3.037m.

Appendix 4 to the report provided further detail on resourcing and Council Tax. The remaining budget gap of £3.037m could be closed with a 1.99% general increase (which had previously been assumed in the MTFP) and a 1% Adult Social Care Precept on Council Tax. For a typical band A property in Tameside a 2.99% increase in Council Tax would equate to an increase of £31.97 per year, or 61 pence per week.

Whilst the budget proposals for 2022/23 presented a balanced position (after Council Tax increases) the projected gap for 2023/24 and beyond was significant and relied on the delivery of all proposed savings identified as part of this budget process. The gap was primarily driven by forecast demographic and other cost pressures, particularly in Adults services, along with continued pressures in Children's Social Care services.

The budget forecast for 2022/23 and beyond assumed that the £8.9m of savings planned for 2021/22 were delivered in full and that a further £7.6m of savings was delivered in 2022/23. The savings programme was ambitious and would require relentless focus on planning, project management and delivery.

The Pay Policy Statement for 2022/23 as set out in Appendix 18 to the report, set out the Council's approach to pay policy in accordance within the requirements of Section 38 of the Localism Act 2011. The pay policy applied for the year 2022/23 unless replaced or varied by Full Council.

In relation to the Treasury Management Strategy, Members were informed that, as at 31 March 2021 the Council had £94m of investments which needed to be safeguarded, £141m of long term debt, which had been accrued over the years to help to fund the Council's capital investment programmes, and £10m of short term debt. The Council was also the lead authority responsible for the administration of the debt of the former Greater Manchester County Council on behalf of all ten Greater

Manchester Metropolitan Authorities. As at 31 March 2021, this represented a further £21m of debt. The significant size of these amounts required careful management to ensure that the Council met its balanced budget requirement under the Local Government Finance Act 1992. Generating good value for money was therefore essential, in terms of both minimising the cost of borrowing and maximising the return on investments. The Treasury Management Strategy also set out the estimated borrowing requirement for both Tameside MBC and the Greater Manchester Metropolitan Debt Administration Fund (GMMDAF), together with the strategy to be employed in managing the debt position.

RESOLVED

That the following recommendations, as outlined in the submitted report be RECOMMENDED to Council for approval, subject to any final minor changes to the final figures:

- (i) That the significant financial challenges and risks set out in this report be noted;**
- (ii) That the budgeted net expenditure for the financial year 2022/23 of £208.609m as set out in section 3 and Appendix 1 be approved, noting the significant pressures outlined in Appendix 2;**
- (iii) That the proposed savings to be delivered by management outlined in section 3 and Appendix 3 be approved, noting the additional detail provided in Appendices 7 to 14;**
- (iv) That an uplift to fees and charges as set out in Appendix 21, be approved;**
- (v) That the proposed resourcing of the budget as set out in Appendix 4, be approved;**
- (vi) That a 2.99% increase to Council Tax for Tameside MBC for 2022/23, consisting of a 1.99% general increase and 1% Adult Social Care precept, be approved;**
- (vii) It be noted that the budget projections set out in section 6, assume a 1.99% per annum increase in general Council Tax through to 2026/27. The budget projections also assume that there is no reduction to current levels of Government funding;**
- (viii) That the Director of Finance's assessment of the robustness of the budget estimates and adequacy of reserves as set out in Appendix 5, be accepted. Following this, it be determined that the estimates are robust for the purpose of setting the budget and that the proposed minimum General Fund Balance is adequate;**
- (ix) That the proposed minimum General Fund Balance of £26m set out in Appendix 6, be approved;**
- (x) That the Reserves Strategy and note the projected reserves position as set out in Appendix 6, be approved;**
- (xi) That the new Corporate Charging Policy set out in Appendix 17, be approved;**
- (xii) That the position on the Capital Programme (Section 8 and Appendix 15) previously approved by Executive Cabinet, and the forecast future investment requirements, be noted;**
- (xiii) That the Pay Policy Statement for 2022/23 as set out in section 9 and Appendix 18, be approved;**
- (xiv) That the Treasury Management Strategy 2022/23, which includes the proposed borrowing strategy, Annual Investment Strategy and Minimum Revenue Provision Policy (Appendix 19), be approved;**
- (xv) That the Capital Strategy 2022/23 (Appendix 20), be approved; and**
- (xvi) That delegated authority be given to the Directors (in consultation with the Section 151 officer) to agree any uplifts required to other contractual rates from 1 April 2022 which Directorates will manage within their approved budgets for 2022/23.**

132. CONSOLIDATED 2021/22 REVENUE MONITORING STATEMENT AT 31 DECEMBER 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 31 December 2021 (Month 9) and forecasts to 31 March 2022.

It was reported that, overall, the Council was facing a total forecast overspend of £1.159m for the year ending 31 March 2022. A substantial majority of this forecast related to ongoing demand pressures in Children's Social Care.

The forecast outturn on Council Budgets had improved by 49k since Month 8, mainly due a reduction in external placement costs in Children's Social Care. There were some other smaller movements relating to Covid income and expenditure.

The CCG reported position at Month 9 showed a forecast overspend of (£3,931k), with a YTD variance of (£814k). With the exception of the QIPP shortfall, all of this was reimbursable, but in line with national reporting guidance needed to be shown as an overspend until appropriate allocation changes are transacted. Further details were set out in the report and appendix.

Members were advised that, in November 2021, Executive Cabinet received a report on the Council's successful bid for Levelling Up Funding of £19.870m. Council officers met with officials from the Department for Levelling Up, Housing and Communities (DLUHC) on 21 December 2021 to discuss monitoring and delivery arrangements. A draft Memorandum of Understanding (MOU) to be agreed with DLUHC had been shared with the Council and would cover the terms and conditions for the LUF grant funding; the final MOU for Council sign off was anticipated in mid-February 2022.

There would be a grant determination offer letter sent to the Council every 6 months (in line with payment), where the Council would be required to confirm the capital funding spent. Additionally, there would be a requirement to submit a Programme Management Update as part of the 6 monthly reporting process signed by the Council's s.151 officer. It was currently estimated that expenditure of £0.2m would be incurred in 21/22 in relation to land acquisition of the former interchange site and project management costs (including public realm strategy). It was proposed that the £19.870m be added to the Council's Capital Programme, pending sign-off of the Memorandum of Understanding with DLUHC.

RESOLVED

- (i) That the forecast outturn position and associated risks for the 2021/22 revenue budgets as set out in Appendix 1, be noted; and**
- (ii) That the inclusion of £19.870m of Levelling Up Grant Funding in the Capital Programme be approved, pending sign off of the Memorandum of Understanding with DLUHC (Section 3) and it be noted that on-going performance updates and reporting will be provided to Strategic Planning and Capital Monitoring Panel.**

133. CORPORATE CHARGING POLICY

A report was submitted by the Executive Member, Finance and Economic Growth / Director of Finance, which recommended that the Council adopt a Corporate Charging Policy, a copy of which was appended to the report. The Policy established principles and a framework for setting and reviewing non-statutory fees and charges. It was the intention to ask Full Council to approve the policy as part of the budget report for 2022/23. The policy would then be expected to be applied to the review of fees and charges during 2022/23 with full compliance from 1 April 2023 for the 2023/24 financial year.

RESOLVED

That it be RECOMMENDED to Council that the Corporate Charging Policy, as attached to the report, be approved.

134. YOUTH JUSTICE SERVICE HMIP INSPECTION RESPONSE

Consideration was given to a report of the Deputy Executive Leader, Children and Families, Assistant Director Children's Services providing a summary of the recent HMIP inspection of the Youth Justice Service, including the response of the service and next steps. The full report could be accessed at: [An inspection of youth offending services in Tameside \(justiceinspectorates.gov.uk\)](https://justiceinspectorates.gov.uk).

A summary of strengths was outlined, including the implementation, delivery and reviewing of court

disposal casework, and in the assessment, planning and delivery of casework across out-of-court disposals. The service was noted to have a strong understanding of desistance, and work to promote this was evident to HMIP.

Arrangements for staffing and partnerships and services were found to be good. Staff were described as being motivated, experienced, child-centred, and in receipt of regular supervision, with access to good training and development. The YJS partnership was found to have access to a good volume, range and quality of services, including specialist and mainstream interventions. In particular, the report highlighted that the partnership was to be commended on adapting to the difficult local challenges that had arisen during the Covid-19 pandemic and continuing to deliver quality services.

HMIP noted that many of the children supervised by the YJS had complex lives, and their circumstances could change rapidly. Reviewing of cases was found to be strengths-based, informed by other agencies and child-focused, with the YJS described as achieving an appropriate balance between supporting desistance, safeguarding children and protecting the public. They found a consistently good level of involvement of children and their parents or carers across all elements of casework.

A summary of areas for improvement was also provided.

The report concluded that the YJS Management Board would drive forward the recommendations of HMIP and would review the action plan and progress against the plan in its quarterly meetings. The service would continue to ensure that children and young people who came to their attention received a high quality service that was proportionate and addressed any unmet need. The Board would continue to promote across the partnership the importance of children who were open to the YJS being viewed as children first and foremost, in line with the 'Child First, Offender Second' approach.

RESOLVED

That the content of the report be noted.

135. SEND UPDATE

The Executive Member, Lifelong Learning, Equalities, Culture and Heritage / Director Education, Tameside and Stockport, submitted a report explaining that between 18 and 22 October 2021, Ofsted and the Care Quality Commission (CQC) conducted a joint inspection of the local area of Tameside to judge the effectiveness of the area in implementing the special educational needs and/or disabilities (SEND) reforms as set out in the Children and Families Act 2014.

The findings of the report had been received, (published 11 January 2022), which was published and available publicly. A link to the report was available at <https://reports.ofsted.gov.uk/provider/44/80569>.

The outcome of the inspection was that a Written Statement of Action (WSOA) was required because of significant areas of weakness in the area's practice. HMCI had also determined that the local authority and the area's clinical commissioning group(s) (CCG) were jointly responsible for submitting the written statement to Ofsted. The Written Statement of Action must be submitted for approval no later than 12 April 2022.

RESOLVED

- (i) That the requirement for the local authority and the clinical commissioning group(s) (CCG) to submit a written statement of action to Ofsted by 12 April 2022, be noted;**
- (ii) It be agreed that the Written Statement of Action will be presented to Executive Cabinet for approval on 30 March; and**
- (iii) It be noted that an additional investment of £98.2k be made in staffing in the SEND team from within existing budget provision.**

136. PFI ACADEMY CONVERSIONS

Consideration was given to a report of the Executive Member, Lifelong Learning, Equalities, Culture and Heritage / Director of Education, Tameside and Stockport, which updated Members on the conversion to Academy Status of five PFI built schools; three High Schools, Alder, Mossley Hollins and Hyde and two primary schools, Pinfold and Arundale.

It was explained that, subsequent to the decision of Executive Cabinet in July 2020, the Governing Boards of Hyde and Alder High Schools had decided not to academise and join the Tame River Trust. Therefore, three PFI built schools were now proposing to academise.

Officers had been engaged in project meetings with the schools and DfE officials since September of 2020. These meetings had also included external legal officers, representing both the schools and the Council. Whilst these discussions had been positive, progress had been slow.

There were two substantive issues that had hampered progress. The first was costs. The Council was seeking to recover its costs in progressing the academisations. As councils received no funding from central government to complete the substantial work associated with this process, the council recovered its costs directly from converting schools. Typically these costs between £2,500 and £10,000 dependant upon the complexity of the individual schools circumstances. Converting schools received a grant of £25,000 per school from central government to pay the Council for this and other costs of conversion.

Members were advised that the conversion of PFI built schools was a very complicated process, as such, it entailed a substantial additional cost arising from the PFI contracts needing to be changed. Preparing the three conversions had required the Council to instruct external legal and financial experts.

It was not reasonable to expect that the costs were met by individual schools, furthermore, Elected Members when they agreed that the Council no longer had an in-principle objection to these conversions, instructed officers to ensure that the Council was not subsidising the costs of conversions. In order to resolve this issue and on the advice of DfE, officials prepared a "business case" outlining the costs the Council was expecting to incur and asking for this funding to be provided by Central Government. In Tameside, these costs were estimated to be in the region of £140,000 for the 3 remaining schools. The latest offer from Central Government was that they were prepared to contribute £60,000 to the costs, leaving a shortfall of £80,000 for the 3 remaining schools to fund. The Council had been very clear that it should not be in a position that it was subsidising PFI conversions, schools will be expected to pick up these costs from school budget for the £5,000 that exceeds the grants they had been allocated.

The second substantive issue limiting progress concerned the extent to which the model legal documents which determine the academisation could be amended. A list of the issues which the Council had raised was included in the report.

On 16 July 2021 the Chief Executive received a letter for Dominic Hetherington, the National Schools Commissioner (NSC). In this letter the NSC offered a contribution to the council's costs and asked that we expedite these academisations. Some further comfort was also provided about the Council's risks. A copy of this letter was included as an appendix to the report.

The Chief Executive's response was appended to the report and outlined clearly the issues that the Council was seeking advice from the department on. Furthermore it made clear that, *"the Council is seeking nothing more than reimbursement of the costs it is incurring. Officers have and will continue to work in an "open book" manner with officials on costs. This, in line with the normal process for charging outlined in the Council procedure note that is used for all conversions in Tameside."*

The Council's legal and financial advisors had performed the required due diligence and articulated the key issues, risks and potential mitigations in relation to the academisation of PFI schools. The

issues listed were detailed and complex and were summarised in the report.

RESOLVED

That, noting the due diligence work already undertaken, it be agreed that officers will continue to negotiate with schools and the DfE about the paying of our costs and subject to a successful outcome, negotiate the variations with the schools and engage with DfE to ascertain that these changes can be made.

Thereafter officers will either:

- (a) present a further report to Members with the outcome of those negotiations in order that a determination can be made as to Council's position if the costs are not indemnified by the DfE and the schools so that the Council is left cost neutral; or**
- (b) present the final academisation paper work including the updated due diligence in relation to the financial and legal position following those negotiations.**

137. ST PETERSFIELD PHASE 1 – MASTERPLAN

The Executive Member, Finance and Economic Growth / Director of Place submitted a report outlining the proposals included in the emerging masterplan prepared as part of the Phase 1 work in the St Petersfield area.

The specifics of the masterplan were presented, including proposals for a mixed use development across nine development plots comprising high quality, sustainable and healthy office buildings, new residential development, a hotel, food and drink establishment and public realm improving connectivity across the area and with the core of Ashton Town Centre.

Details on the next steps to be taken including the preparation of a partnership strategy that would identify a preferred procurement route, were also provided.

RESOLVED

- (i) That the masterplan for adoption be approved, which will guide development in St Petersfield and act as a material consideration when consulting on planning applications in the area and ensure that proposals for development in the area will comply with the principles, parameters and vision for St Petersfield;**
- (ii) That the next steps in relation to preparing a delivery/partnership strategy that will identify a preferred option for the procurement of a development partner(s) to start to develop the sites, be noted;**
- (iii) That the Director of Place manage the programme of works associated with the delivery strategy to be prepared for the St Petersfield area, in consultation with the Executive Member for Finance and Economic Growth, which will be subject to the usual governance and transparency requirements; and**
- (iv) That further updates be provided to Executive Cabinet on completion of the delivery/partnership strategy included in the Phase Two commission underway.**

138. ASHTON DEVELOPMENT ZONE

Consideration was given to a report of the Executive Member, Finance and Economic Growth / Director of Place seeking approval to create a Greater Manchester Mayoral Development Zone (MDZ) around the Ashton Innovation Corridor to be known as the Ashton Development Zone (ADZ).

It was explained that the Council had identified the Ashton Innovation Corridor, comprising St Petersfield, Ashton Moss and Ashton Town Centre, as one of its priority areas to deliver high innovation growth and implement the objectives of the Tameside Inclusive Growth Strategy 2021-26.

The unique cluster of opportunity had been the focus of activity over a number of years and had recently secured £19.8m from the Levelling Up Fund (LUF) that would contribute to the regeneration of Ashton Town Centre. The Town Centre had undergone improvements in recent years, with the Council's ambition evident through the significant investment of c£60m under the Vision Tameside programme that had delivered the new Ashton Interchange, enhanced digital connectivity, learning facilities, the Council Head Office and public realm. Other key successes included the development of the St Petersfield site and refurbishment of Ashton Old Baths to enhance Ashton's digital sector and commercial office offer as well as improvements to Ashton Market Hall.

There were further opportunities for a mixed use business led growth, particularly in the digital and creative sectors, being brought forward at St Petersfield and the draft GM Places for Everyone (Pfe) joint development strategy proposes to allocate a major employment site at Ashton Moss. This significant scale of employment and residential growth would accelerate the economic growth and competitiveness of the area.

Of critical importance would be to ensure that these opportunities improved the quality of the town centre and realise business growth and new homes in a quality environment. It will also be important to ensure that there was good connectivity between development sites and the local population was upskilled to take advantage of the opportunities whilst raising the profile of the area to deliver at pace and attract further investment.

Members were advised that the Council had now commenced the Ashton Town Centre LUF programme in the context of an emerging wider strategic vision for Ashton Town Centre following the decision by Executive Cabinet on 24 November 2021. Officers met with officials from the Department for Levelling Up, Housing and Communities (DLUHC) on 21 December 2021 to discuss monitoring and delivery arrangements. The interventions supported by the LUF 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. The enabling works would act as a catalyst for significantly accelerating delivery of the comprehensive transformation of the Town Centre and unlock its full potential.

The Council was also finalising a Memorandum of Understanding (MoU) and associated Terms of Reference with the owners of the Arcades and Ladysmith Shopping Centres to explore the scope for the redevelopment of the two shopping centres as part of a wider plan to regenerate the Town Centre whilst supporting the Council's priorities for growth. As previously reported to Executive Cabinet, subject to further due diligence and viability assessment, the potential had been identified for delivery of c470 new homes of a range of types and tenure, 8,750 sq.m of commercial spaces, a new Health and Wellbeing hub, with 8,500 sq.m of retail space retained.

It was considered that the ADZ would significantly raise the profile of Ashton and Tameside; helping to position the opportunities that existed for future funding, investment and Greater Manchester (GM) support. It would provide a mechanism for effective engagement with key stakeholders and organisations in both from the public and private sector.

RESOLVED

- (i) That the creation a Mayoral Development Zone (MDZ) around Ashton Innovation Corridor to be known as the Ashton Development Zone (ADZ), be agreed;**
- (ii) That the Director of Place implement the ADZ and manage the programme of works associated with its delivery and on-going performance and reporting be provided to Executive Cabinet; and**
- (iii) That the work underway to deliver the £19.87m Levelling Up Fund bid for Ashton Town Centre and associated Town Centre Regeneration Programme, be noted.**

139. SHARED SERVICES UPDATE

A report was submitted by the Executive Member, Lifelong Learning, Equalities, Culture and Heritage / Director of Education, Tameside and Stockport, updating Members on progress with Tameside and Stockport shared services programme, which aimed to improve outcomes for children and families by delivering the best possible services through challenging times and within diminishing resources, supported through an emphasis on collaboration and partnership.

It was explained that the programme aimed to explore and realise the opportunities to do things differently, to build capacity and share best practice across traditional boundaries.

Information was also provided in respect of a proposal to develop an integrated school improvement team.

RESOLVED

That the progress to date be noted, including the proposal to develop an integrated school improvement team.

140. APPROVAL OF REVISED NON-RESIDENTIAL CHARGING POLICY

The Executive Member, Adult Social Care and Health / Director of Adults Services submitted a report seeking approval of the revised Non-Residential Charging Policy, following a public consultation exercise on the following matters:

- The level the Council sets the Minimum Income Guarantee (MIG);
- The way that the level of income is disregarded;
- The introduction of an arrangement fee and annual charge for self-funders; and
- General feedback on the revised Non-residential Charging Policy.

It was explained that, following permission to consult on the proposed Non-Residential Charging Policy in general, there were three specific areas that the public consultation explored:

- Level of Minimum Income Guarantee;
- Level of Income that was disregarded; and
- Arrangement and annual fee for setting up care for self-funders.

Details of the feedback received in the consultation exercise was set out in the report.

Proposed changes to current practice were also detailed and discussed.

The report concluded that every effort was made to ensure people that could potentially be impacted by the proposals were made aware of the consultation and opportunity to feed back.

It was estimated that the proposed changes following the consultation exercise, as outlined in the report, would impact on the Council's budget by up to £200k annually. However, it would ensure the proposed Non-Residential Charging Policy recognised that more severely disabled people may have a higher level of spend to meet their enhanced needs, and therefore the additional benefit they received would be disregarded in recognition of this. The added financial pressure may be offset marginally by the introduction of an arrangement and annual fee for self-funders.

If agreed, the new Non-Residential Charging Policy would be implemented at the start of April 2022.

The Residential Charging Policy would be drafted and presented at a future meeting of Executive Cabinet for approval. Consultation may be required on the self-funder's charging element of the Policy. Aside from this, there would be no further changes being proposed to the assessment or charging process in the revised policy, it was an exercise to separate the residential and non-residential elements of the current policy.

RESOLVED

It be agreed:

- (i) That permission be given to implement the following elements of the revised Adult Services Non-Residential Charging Policy:
- The Minimum Income Guarantee level remains at the level the Council currently uses;
 - The level of income disregarded is changed to disregard the difference between DLA care higher and middle rate and PIP daily living allowance enhanced and standard rate; and
 - An annual fee for managing non-residential self-funders' accounts of £95 be implemented from 1 April 2022, with an annual review of the level. This will apply only to non-residential packages of care created from this date, rather than existing packages.
- (ii) That permission be given to implement the proposed Non-Residential Charging Policy from 1 April 2022.

141. EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED

That under Section 100A of the Local Government Act 1972 (as amended) the press and public be excluded for the following item of business on the grounds that it involved the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A of the Act and the public interest in maintaining the exemption outweighs the public interest in disclosing the information as disclosure would or would likely prejudice the commercial interests of the Council and it would not be in the Council's and/or taxpayers interests to disclose at this time.

142. HS2 UPDATE

Consideration was given to a report of the Executive Leader / Director of Place, which provided an update on the delivery of HS2 and the potential impact on Tameside during the construction period and the next steps required to provide appropriate mitigation.

RESOLVED

- (i) That it be **RECOMMENDED** to Council to submit a petition, to secure alternative arrangements for the delivery of HS2 that mitigate the potential impact on Metrolink services in Tameside during the HS2 construction period; and
- (ii) That the Director of Place manage the programme of works and engagement with partners associated with the provision of Metrolink services in Tameside during the HS2 construction period, in consultation with the Executive Leader of the Council where any decisions will be subject to governance/legal requirements.

143. URGENT ITEMS

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

144. DATE OF NEXT MEETING

RESOLVED

It be noted that the next meeting of the Executive Cabinet is scheduled to take place on Wednesday 30 March 2022.

CHAIR

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STRATEGIC COMMISSIONING BOARD

9 February 2022

Comm: 1.00pm

Term: 1.25 pm

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

In Attendance:

Sandra Stewart	Director of Governance & Pensions
Kathy Roe	Director of Finance
Steph Butterworth	Director of Adults Services
Alison Stathers-Tracey	Director of Children's Services
Jess Williams	Director of Commissioning
Sarah Threlfall	Director of Transformation
Tim Bowman	Director of Education (Tameside and Stockport)
Caroline Barlow	Assistant Director of Finance
James Mallion	Interim Assistant Director of Population Health
Gregg Stott	Assistant Director, Investment, Development and Housing
Tracey Harrison	Assistant Director, Adult Social Care
Sally Dickin	Head of Service, Early Intervention and Youth Justice

Apologies for absence: Councillor Oliver Ryan, Dr Asad Ali and Dr Christine Ahmed

Further to the decision of Tameside Metropolitan Borough Council (Meeting of 25 May 2021), to enable the Clinical Commissioning General Practitioners to take part in decisions of the Strategic Commissioning Board, whilst they continue to support the NHS in dealing with the pandemic that all future meetings of the SCB remain virtual until further notice with any formal decisions arising from the published agenda being delegated to the chair of the SCB taking into the account the prevailing view of the virtual meeting and these minutes reflect those decisions.

75. CHAIR'S INTRODUCTORY REMARKS

The Chair welcomed everyone to the meeting and explained that to enable the Clinical Commissioning General Practitioner to take part in decisions of the Strategic Commissioning Board, whilst they continued to support the NHS in dealing with the pandemic, the meeting would be a hybrid of remote and physical presence.

As a physical presence was required to formally take decisions, any formal decisions arising from

the published agenda have been delegated to the Chair, taking into the account the prevailing view of the virtual meeting.

The only people in the room were the Executive Members, the Chief Executive and Accountable Officer, Monitoring Officer, Democratic Services Officer and the Chair.

76. DECLARATIONS OF INTEREST

There were no declarations of interest submitted by Board members.

77. MINUTES OF THE PREVIOUS MEETING

RESOLVED

That the minutes of the meeting of the Strategic Commissioning Board held on 26 January 2022 be approved as a correct record.

78. MINUTES OF THE EXECUTIVE BOARD

RESOLVED

That the Minutes of the meeting of the Executive Board held on 12 January 2022 be noted.

79. CONSOLIDATED 2021/22 REVENUE MONITORING STATEMENT AT 31 DECEMBER 2021

Consideration was given to a report of the Executive Member, Finance and Economic Growth / Lead Clinical GP / Director of Finance, which detailed actual expenditure to 31 December 2021 (Month 9) and forecasts to 31 March 2022.

It was reported that, overall, the Council was facing a total forecast overspend of £1.159m for the year ending 31 March 2022. A substantial majority of this forecast related to ongoing demand pressures in Children's Social Care.

The forecast outturn on Council Budgets had improved by 49k since Month 8, mainly due a reduction in external placement costs in Children's Social Care. There were some other smaller movements relating to Covid income and expenditure.

The CCG reported position at Month 9 showed a forecast overspend of (£3,931k), with a YTD variance of (£814k). With the exception of the QIPP shortfall, all of this was reimbursable, but in line with national reporting guidance needed to be shown as an overspend until appropriate allocation changes were transacted. Further details were set out in the report and appendix.

Members were advised that, in November 2021, Executive Cabinet received a report on the Council's successful bid for Levelling Up Funding of £19.870m. Council officers met with officials from the Department for Levelling Up, Housing and Communities (DLUHC) on 21 December 2021 to discuss monitoring and delivery arrangements. A draft Memorandum of Understanding (MOU) to be agreed with DLUHC had been shared with the Council and would cover the terms and conditions for the LUF grant funding; the final MOU for Council sign off was anticipated in mid-February 2022.

There would be a grant determination offer letter sent to the Council every 6 months (in line with payment), where the Council would be required to confirm the capital funding spent. Additionally, there would be a requirement to submit a Programme Management Update as part of the 6 monthly reporting process signed by the Council's s.151 officer. It was currently estimated that expenditure of £0.2m would be incurred in 21/22 in relation to land acquisition of the former interchange site and

project management costs (including public realm strategy). It was proposed that the £19.870m be added to the Council's Capital Programme, pending sign-off of the Memorandum of Understanding with DLUHC.

RESOLVED

- (i) That the forecast outturn position and associated risks for the 2021/22 revenue budgets as set out in Appendix 1, be noted; and**
- (ii) That the inclusion of £19.870m of Levelling Up Grant Funding in the Capital Programme be approved, pending sign off of the Memorandum of Understanding with DLUHC (Section 3) and it be noted that on-going performance updates and reporting will be provided to Strategic Planning and Capital Monitoring Panel.**

80. APPROVAL OF REVISED NON-RESIDENTIAL CHARGING POLICY

The Executive Member, Adult Social Care and Health / Director of Adults Services submitted a report seeking approval of the revised Non-Residential Charging Policy, following a public consultation exercise on the following matters:

- The level the Council sets the Minimum Income Guarantee (MIG);
- The way that the level of income is disregarded;
- The introduction of an arrangement fee and annual charge for self-funders; and
- General feedback on the revised Non-residential Charging Policy.

It was explained that, following permission to consult on the proposed Non-Residential Charging Policy in general, there were three specific areas that the public consultation explored:

- Level of Minimum Income Guarantee;
- Level of Income that was disregarded; and
- Arrangement and annual fee for setting up care for self-funders.

Details of the feedback received in the consultation exercise was set out in the report.

Proposed changes to current practice were also detailed and discussed.

The report concluded that every effort was made to ensure people that could potentially be impacted by the proposals were made aware of the consultation and opportunity to feed back.

It was estimated that the proposed changes following the consultation exercise, as outlined in the report, would impact on the Council's budget by up to £200k annually. However, it would ensure the proposed Non-Residential Charging Policy recognised that more severely disabled people may have a higher level of spend to meet their enhanced needs, and therefore the additional benefit they received would be disregarded in recognition of this. The added financial pressure may be offset marginally by the introduction of an arrangement and annual fee for self-funders.

If agreed, the new Non-Residential Charging Policy would be implemented at the start of April 2022.

The Residential Charging Policy would be drafted and presented at a future meeting of Executive Cabinet for approval. Consultation may be required on the self-funder's charging element of the Policy. Aside from this, there would be no further changes being proposed to the assessment or charging process in the revised policy, it was an exercise to separate the residential and non-residential elements of the current policy.

RESOLVED

It be agreed:

- (i) That permission be given to implement the following elements of the revised Adult Services Non-Residential Charging Policy:**
 - **The Minimum Income Guarantee level remains at the level the Council currently uses;**

- The level of income disregarded is changed to disregard the difference between DLA care higher and middle rate and PIP daily living allowance enhanced and standard rate; and
 - An annual fee for managing non-residential self-funders' accounts of £95 be implemented from 1 April 2022, with an annual review of the level. This will apply only to non-residential packages of care created from this date, rather than existing packages.
- (ii) That permission be given to implement the proposed Non-Residential Charging Policy from 1 April 2022.

81. URGENT ITEMS

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

82. DATE OF NEXT MEETING

RESOLVED

It be noted that the next meeting of the Strategic Commissioning Board is scheduled to take place on 30 March 2022.

CHAIR

BOARD

17 February 2022

Present:

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

Also in Attendance: **Stephanie Butterworth, Ian Saxon, Alison Stathers-Tracey, Sarah Threlfall, and Debbie Watson.**

Councillors Feeley and Gwynne

208 DECLARATIONS OF INTEREST

There were no declarations of interest.

209 MINUTES OF PREVIOUS MEETING

The minutes of the Board meeting on the 2 February 2021 were approved a correct record.

210 REVISED GRANT LIMITS WITHIN THE HOUSING FINANCIAL ASSISTANCE POLICY 2018-2023

Consideration was given to a report of the Executive Member for Finance and Economic Growth / Director of Place. The report sought approval for an increase on certain discretionary grant limits within the current Housing Financial Assistance Policy 2018-2023 thereby enabling applicants to continue to obtain the assistance they need in order to maintain independence, reduce hospital admissions and to reduce further calls on other social care services.

Members were reminded that in 2019, Executive Cabinet approved the Housing Financial Assistance Policy 2018-2023 (the new Policy) attached at appendix 1, which replaced the previous Policy adopted in 2003. The new Policy increased the number and type of discretionary grants available to disabled and vulnerable residents. A significant aspect of the new Policy was to remove the need for some applicants to undergo a test of resources (means test) if the cost of the works could be met within a set grant limit of £5,000. The report approved at Board in March 2019 explained the reasoning behind the new grant arrangements attached at appendix 2. All these grants under the new Policy were discretionary grants. A complete review of the new Policy was due to begin in late 2022 with a view to implementation during 2023.

The report detailed the effects of the Covid-19 Pandemic and Brexit on referrals received, processing of adaptations, the contractors delivering adaptations and the supply of materials adaptations. In August 2021, Board supported an Executive Decision for a rate rise for contractors in the Adaptations Contract attached at Appendix 3.

The proposed changes to the Policy did not change any criteria, were not significant or detrimental to the Policy or to those applicants who could wish to apply for assistance. The changes to the grant limits would not materially change the grant offer; it would maintain the status quo for all applicants, returning the Policy to its original intention when adopted in 2019.

The proposal to increase the grant limits would affect the following discretionary grants:

- Minor Adaptations current limit £1,000 – raise to £1,500
- Grant for Adaptation current limit £5,000 – raise to £7,000
- Tenant relocation grant current limit £2,000 – raise to £2,500

- | | |
|----------------------------|--|
| • Hospital Discharge Grant | current limit £6,000 – raise to £7,000 |
| • Stay Put Scheme | current limit £6,000 – raise to £7,000 |
| • Home Repair Assistance | current limit £6,000 – raise to £7,000 |
| • Safety Net Assistance | current limit £6,000 – raise to £7,000 |

The report detailed the reasons for the new grant limits. It was explained that Minor Adaptations were a non-means tested grant with no application forms and the increase would prevent many smaller adaptations from becoming formal applications taking longer to process and affect staff resource. Further, the Grant for Adaptations was introduced with the new Policy and this change in the limit would allow the rate rise to be accommodated along with a rise in costs for any non-contracted items. The change in grant level would prevent disabled people being subject to and failing a means test with the resulting fall back onto council services.

It was highlighted that the increase in other grant limits will allow them to keep pace with the rate rise agreed previously and to increase the limit on those grants where failing the means test could have serious implications for the applicant and on council services. The new grant limits should be able to absorb any future increases, it was not clear at this time what would happen with regard to future material costs and supplies.

AGREED

That Executive Cabinet be recommended to approve an increase in the maximum discretionary grant limits on certain forms of assistance within the existing Housing Financial Assistance Policy 2018-2023, as detailed in section 5.4 of this report.

211 GM ELECTRIC VEHICLE CHARGING INFRASTRUCTURE – HACKNEY AND PRIVATE HIRE TAXI SCHEME

Consideration was given to a report of the Executive Member for Transport Connectivity / Director of Place. The report outlined the proposal received from Transport for Greater Manchester (TfGM) relating to the installation of electric vehicle charging infrastructure for use by Hackney and Private Hire Taxi vehicles. Approval was also sought for the Council enter into an agreement with TfGM detailing the actions necessary to implement the scheme.

It was reported that Greater Manchester (TfGM) was currently a project, installing a number of electric vehicle charging points (EV points) throughout Greater Manchester; these EV points were solely for use by Hackney and Private Hire Taxis. The project supported both the Greater Manchester Transport Strategy and the Greater Manchester Clean Air Zone, both of which support and encourage the use of electric vehicles, including Hackney and Private Hire Taxis.

The Greater Manchester region had secured £2.4m Office of Zero Emission Vehicles (OZEV) funding to facilitate the rollout of no less than 30 dedicated rapid Taxi charging points in locations that were suitable to both Hackney and Private Hire Taxis. The GM Clean Air Plan (GM CAP) also had funding of £3.5m available for the funding of a further 30 dedicated rapid Taxi EV Points.

The following car parks had been identified as suitable locations for the new EV points:

- Mulberry Street Car Park, Ashton
- Union Street Car Park, Ashton
- Beeley Street Car Park, Hyde

It was proposed that 2 EV points will be installed at each car park with dedicated branding to identify the spaces as available for Taxi use only. The Council would continue to charge a fee for vehicles parking within the designated bay; therefore, there would be no loss of revenue income to the Council as a result of the scheme.

In order for the Council to benefit from the project, it was necessary for the Council to enter into an Agreement, which was similar to the Hosting Agreement currently held with TfGM for rapid EV points currently installed within TMBC car parks. A copy of the proposed agreement was attached at Appendix 1.

Under the terms of the agreement, TfGM will be responsible for the delivery, installation and operation of the charging infrastructure. At the end of the agreement, TfGM must remove the infrastructure and return the site to a good condition.

TfGM have confirmed that they will be responsible for all ongoing electricity costs and maintenance of the infrastructure relating to this project. The installation of the EV points and associated infrastructure would take place between summer and winter 2022.

AGREED

That the Executive Member for Transport and Connectivity be recommended to:

- 1. Enters into an agreement with Transport for Greater Manchester (TfGM) for the delivery, installation, commissioning, operation, maintenance and removal of Electric Vehicle Charging Points for use by Hackney and Private Hire Taxi companies.**
- 2. Approves the installation of Electric Vehicle Infrastructure in the following Car parks:**
 - **Mulberry Street Car Park, Ashton**
 - **Union Street Car Park, Ashton**
 - **Beeley Street Car Park, Hyde**
- 3. Uses its powers under the Road Traffic Regulation Act 1984 to promote amendments to the off street parking places in order.**

212 PROPOSED DISPOSAL OF FORMER MOSSLEY HOLLINS HIGH SCHOOL, HUDDERSFIELD ROAD, MOSSLEY, OL5 9DJ.

Consideration was given to a report of the Executive Member for Finance and Economic Growth / Director of Place. The report proposed the disposal of the former Mossley Hollins High School, Huddersfield Road, Mossley, OL59DJ.

The report set out the options for the former Mossley Hollins High School. The report recommended the Executive Member for Finance and Economic Growth accept offer 5 submitted by Cube Homes Limited on behalf of Great Places Housing Association and; to progress the disposal in accordance with the provisionally agreed terms attached at appendix 2.

AGREED

That the Executive Member for Finance and Economic Growth be recommended to DETERMINE that in accordance with the agreed Council disposal policy, the Authority;

- (i) accept offer 5 submitted by Cube Homes Limited on behalf of Great Places Housing Association and;**
- (ii) progress the disposal in accordance with the provisionally agreed terms set out in Appendix 2 of the report.**

213 DEDICATED SCHOOLS GRANT (DSG) FUNDING FORMULA 2022-23

Consideration was given to a report of the Executive Member for Lifelong Learning, Equalities, Culture and Heritage / Executive Member for Finance and Growth / Director of Education for Tameside and Stockport / Assistant Director for Finance. The report sought approval regarding the decisions made by Schools' Forum on 19 January 2022. The report contained the arrangements concerning the DSG funding for 2022-23.

Members were advised that the Executive Member for Lifelong Learning, Equalities, Culture and Heritage and Executive Member for Finance and Growth were required to provide approval to the decisions made by Schools' Forum at the meeting of 19 January 2022 in which the following decisions were made:

- Members of the Schools' Forum approved the proposed Dedicated Schools Grant 2022-23 funding formula for mainstream schools.
- Members of the Schools' Forum approved the growth fund for 2022-23.
- Members of the Schools' Forum approved the proposed transfer of 0.5% from the Schools

Block to the High Needs Block further to the outcome of consultation.

- Members of the Schools' Forum supported schools continued contribution to Tameside Safeguarding Board for 2022-23.
- Members of the Schools' Forum approved the allocation of the Central School Services Block which includes the central retention of the following: School Admissions, Servicing of Schools' Forum and contribution to responsibilities that LAs hold for all schools (the retained duties element of the ESG)
- Members of the Schools' Forum approved the central retention of Early Years Funding.

AGREED

That the Executive Member for Lifelong Learning, Qualities, Culture and Heritage and the Executive Member for Finance and Growth be recommended to determine that the funding formula agreed at Schools' Forum 19 January 2022 and as set out in section 1 of the report be approved for implementation.

214 GREATER MANCHESTER PUBLIC HEALTH NETWORK TRANSFORMATION PROGRAMME

Consideration was given to a report the Executive Member for Adult Social Care and Population Health / Interim Director of Population Health. The report proposed the delivery of a transformation work programme agreed by all 10 GM Directors of Public Health to further develop the strengthen the impact of the Greater Manchester Association of Directors of Public Health (GM ADPH).

It was stated that considerable work had gone into developing the vision and objectives for GM as an integrated health and care system over the past five years. For successful delivery of system wide transformation such as embedding ambitious ongoing population health system integration, robust and flexible support capability was vital. To ensure GM ADPH deliver on the purpose outlined in section 1, it was necessary to review current work programmes within the GMPHN. Further ensure that GM ADPH had oversight of and bring coherence across all GM integration work streams and interdependencies and be pivotal in identifying and agreeing priorities and pursuing benefits realisation.

The key aim of the transformation of the GMPHN was to enable greater collaboration across Greater Manchester (GM) between public and population health services within the 10 local authorities and the Greater Manchester Health and Social Care Partnership (GMHSCP) through the establishment of a shared system staffing resource, collectively working on the transformation of the population health system across Greater Manchester, and bringing together staff from GM ADPH, GMHSCP, NHS England (NHSE) and Greater Manchester Combined Authority.

The report proposed the procurement of additional capacity to support the GM ADPH deliver the transformation programme (NW Employers). The recruitment of a lead role in the GMPHN to manage the team and programme jointly funded with NHSE - Public Health Strategy and Improvement Lead. In addition to the cessation of current grant arrangements with the University of Manchester to deliver the GM Sexual Health Network, bringing the function 'in-house'.

AGREED

That the Executive Member for Adult Social Care and Population Health be recommended that it be DETERMINED that on behalf of all ten Greater Manchester Directors of Public Health:

1. **An award of £19,995 is made to NW Employers to support GM ADPH to develop the GMPHN transformation programme**
2. **A GM Public Health Strategy and Improvement Lead role is recruited jointly funded with NHSE on a two year fixed term to replace the current vacant Head of Service post, to manage the current staff and deliver the transformation programme.**
3. **The current grant with the University of Manchester to deliver the GM Sexual Health Network is ceased, bringing the function 'in house' as part of the GMPHN team.**

215 FORWARD PLAN

The forward plan of items for Board was considered.

CHAIR

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BOARD

2 March 2022

Present:

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

Also in Attendance: **Caroline Barlow, Stephanie Butterworth, Michelle Clegg, Catherine Moseley, Dr Ashwin Ramachandra, Ian Saxon, Alison Stathers-Tracey, Sarah Threlfall, Emma Varnam, and Debbie Watson.**

216 DECLARATIONS OF INTEREST

There were no declarations of interest.

217 MINUTES OF PREVIOUS MEETING

The minutes of the Board meeting on the 2 February 2021 were approved a correct record.

218 CASH BOX CREDIT UNION ANNUAL UPDATE

Consideration was given to a report of the Assistant Director for Digital Services, the report provided background to the current financial performance of the Cash Box Credit Union. The report also provided details of Cash Box "recovery plan", which included the new future operating model, and new initiatives aimed at encouraging more people to use the credit union as well as a scheme to help people in financial crisis get access to ethical affordable credit.

Members were advised that the primary objective of Cash Box is to improve financial inclusion for the people who live or work in Tameside and Glossop, especially young people and vulnerable and low-income groups. It aimed to help them to achieve and maintain financial sustainability by providing secure community-based savings, transactional account facilities and a source of low interest loans.

As at 31 December 2021, Cash Box had 2,183 adult members and 209 junior members. It had 557 active borrowers, with loan balances totaling £737,082. All surpluses were retained by members within the credit union either through contributing to reserves or through distribution of dividends.

It was explained that over the last 10 years Cash Box had granted loans totalling £5.8M. In doing so it had saved borrowers almost £4.6M in interest compared to doorstep and payday lenders. Analysis shows that monies borrowed from a credit union were likely to be spent locally, helping to grow the local economy.

It was stated based on Cash Boxes current balances it had a further lending capacity of around £1,000,000. This meant only around 40% of its lending capacity was being utilised. This money could be funding around 750 average loans and 1330 family loans and was so doing help some of our most financially vulnerable residents. To make this a reality issues such as back office capacity to process applications and managing the risk of lending to high risk borrowers would need to be addressed.

Further work would take place to understand what options there were to underwrite loan to enable

Cash Box to use more of their lending capacity.

AGREED

That the report and performance of the Cash Credit Union be noted.

219 COUNCIL FLEET REPLACEMENT STRATEGY

Consideration was given to a report of the Executive Member for Neighbourhoods, Community Safety and Environment / Assistant Director for Operations and Neighbourhoods. This report and the attached 7 Year Fleet Replacement Strategy provided background to the current position. set out the Council's current fleet requirements and the length of their safe and efficient operation before they needed to be replaced.

The report set out how the Council operated a large and varied fleet of vehicles and equipment some 239 made up of 146 vehicles and 93 plant items to enable it to provide core services to the citizens of the Borough. Through the works of the Strategic and Operational Transport Group, the transport fleet had reduced by 33% from 220 vehicles to 146 since 2011. The fleet was made up of vehicles of mixed ages and types, on an agreed programme of annual replacements.

The report, with the attached strategy (**Appendix 1**) provided the case for a longer term strategy which would assist the Council in planning for fleet replacement. The proposed Fleet Replacement Strategy would ensure that the fleet replacement process continues to be compliant, efficient and that the fleet requirements of the Council were met. Fleet Services and Finance had identified that the current fleet replacement process, made on a per report basis, could be made more efficient. This was by separating the up-front financial cost of procurement from the need to confirm and justify the requirement to replace vehicles. The Strategy would allow for more targeted reporting for fleet replacement authorisations and support the Council's medium/longer-term financial planning.

AGREED

That Executive Cabinet be recommended to APPROVE the adoption of the Council's Fleet Replacement Strategy, as detailed in Appendix 1, including:

- (i) An updated process to approve the Fleet Replacement programme, subject to annual review, that separates the up-front financial cost of procurement from the need to confirm and justify the requirement to replace vehicles.**
- (ii) To delegate authority to the Director of Place and the Director of Finance the procurement of replacement vehicles to the fleet in line with the strategy.**

220 PERIOD 10 CAPITAL MONITORING 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 the budget and forecast expenditure for fully approved projects in the 2021/22 financial year.

It was stated that the approved budget for 2021/22 was £45.998m (after re-profiling approved at Period 6 Monitoring) and current forecast for the financial year was £29.695m. 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 had been approved by Executive Cabinet.

The current forecast was for service areas to have spent £29.695m on capital investment in 2021/22, which was £16.303m less than the current capital budget for the year. This variation was spread across a number of areas, and was made up of £0.133m over spends in two areas and £2.719m underspends on a number of specific schemes (net total £2.586m) less the re-profiling of expenditure in a number of areas (£13.717m).

AGREED

That Strategic Planning and Capital Monitoring Panel recommend to 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.**

221 PLACE CAPITAL PROGRAMME UPDATE REPORT - PROPERTY, DEVELOPMENT AND PLANNING

Consideration was given to a report of the Executive Member for Finance and Economic Growth / Director of Place. The report provided an update on the delivery of the 2021/22 Place Capital Programme for Property, Development and Planning

It was reported that that a £1m budget was approved by Executive Cabinet on 29 September 2021 for statutory compliance, £0.5m in 2021-22 and £0.5m in 2022-23. Appendix 7 included expenditure to date of £0.244m with a projection of £0.5m to the 31 March 2022.

Members were advised that there was a final retention payment due to the LEP in regards to the Tameside One construction of £0.083. This was being independently verified via an external assessor for payment in 2021/22 (plus independent assessor fees estimated at £0.007m). The estimated total cost of £0.090m would be funded by the Place Directorate revenue budget.

It was explained that the GMCA consortium bid to the Decarbonisation of the Public Estate Fund was successful, resulting in grant award of £78.3 million. The Council's initial allocation of this grant was £2.284m, with further funding being requested to install additional measures from an underspend across the wider GMCA pot. The total additional measures equal £60,782. Including fees, the net amount for PSDS1 grant will be £2,344,386.

The Director of Place provided an update on the Godley Green Garden Village and the Stalybridge high Street Heritage Action Zone.

In regards to Land Disposals it was stated that a cumulative total of £0.415m had been achieved through completed sales. A summary of further disposal was provided in Appendix 3, which showed the current position with each asset in the Disposal Programme. A second batch of surplus sites was approved by Executive Cabinet on 29 September 2021 following consultation with the Cabinet Member initially, with further consultation completed with Ward Councillors as set out in the Disposal Policy. A third batch of surplus sites had been identified and is due to be considered by Cabinet on 23 March 2022.

AGREED

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

- (i) Note that £0.244m of Corporate Landlord Capital Expenditure financed from the approved Statutory Compliance budget has been spent as detailed in Appendix 7.**
- (ii) Note the final retention payment due to the LEP of £0.083m (plus independent assessor fees estimated at £0.007m) relating to the Tameside One building construction to be funded by the Place Directorate revenue budget.**
- (iii) Recommend to Executive Cabinet the inclusion of additional grant budget of £0.061m to the Decarbonisation of the Public Estate scheme in the Capital Programme, which would revise the current budget to £2.344m.**

222 PLACE CAPITAL PROGRAMME UPDATE REPORT - OPERATIONS & NEIGHBOURHOODS

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 provided information with regards to the 2021/2022 Operations and Neighbourhoods Capital Programme.

The Assistant Director for Operations and Neighbourhoods delivered an update on the progress of the approved schemes in the Operations and Neighbourhoods 2021/22 Capital Programme.

In regards to Flood Prevention and Consequential Repairs, Members were advised that the three remaining inlet structures for improvement works were Broadacre, Mottram Old Road and Stalybridge Country Park. The only remaining works required for all three structures was the installation of the metal debris screens, which were awaiting fabrication. These works would be completed in spring this year. The anticipated outturn costs were within budget.

All works had been completed this financial year and within budget with a £0.065m underspend for the repairs and restoration of Cemetery Boundary Walls.

It was stated that the footway resurfacing programme identified for 21/22 had progressed. A route to market had been agreed with STAR with approval to utilise an existing framework overseen by Stockport and Bury Councils. The carriageway resurfacing works were anticipated to commence on site in March/April. The delay in commencement due to the late approval of funding and access to the procurement framework was unfortunate but works would now take place in hopefully more favourable weather conditions. The programme for Highway and Footway resurfacing works was detailed in Appendix 1.

Progress had continued on the Capital investment in Children's Playgrounds. Tenders had been evaluated and contracts awarded for two lots of work – Lot 1 was for safety surfacing and like for like replacement of play equipment; Lot 2 was for the replacement of five multi-play units. This work was likely to commence in late March and would take place over spring and summer. Officers would work with contractors to prioritise the work – the priority would be based on health and safety risk as well as the visitor numbers to site. Members would be advised of the details of the work prior to commencement.

Work on the scheme for the replacement of cremators and mercury abatement, filtration plant and heat recovery facilities was progressing. It was stated that new cremator number two was working with new cremator number one scheduled to be handed over week commencing 14 February 2022. The new cremator number three (Bariatric Cremator) was scheduled for handover week commencing 18 April 2022. The service was currently running on one old cremator, one new cremator and the temporary cremator. This was to enable service delivery to continue with minimal disruption.

AGREED

That the Strategic Planning and Capital Monitoring Panel recommended to Executive Cabinet to NOTE the following:

- (i) The progress with regards to the 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 2.18-2.25.**
- (v) The progress of the Walking and Cycling infrastructure schemes set out in section 3 of the report.**
- (vi) The progress on the external grant funded schemes in section 4.**

223 EDUCATION CAPITAL PROGRAMME

Consideration was given to a report of the Executive Member for Lifelong Learning, Equalities, Culture and Heritage / Executive Member for Finance and Economic Growth / Director of Education (Tameside and Stockport) / Director of Place. The report provided an update with the Council's Education Capital Programme.

Members were provided an update of the Basic Need Funded Schemes 2020/21. Attached to the report at Appendix 1 was a financial update with the details of current Basic Need funded projects. It was explained that the current focus of the Council's Basic Need programme was to complete the remaining scheme at Aldwyn Primary School and create additional places in secondary and special schools where forecasts had indicated a need.

It was highlighted that 3.12 in the report detailed the Hawthorns Primary Academy New school building. The first step is to produce designs to RIBA Stage 3 and this was approved at June 2021 Executive Cabinet. The first main expenditure was to produce designs to RIBA Stage 3 at a cost of £537,783 and this work has been ordered from the LEP. I

In order to prevent a possible delay to works starting on site there were a number of trees and shrubs on the site that needed removing or pruning as they are on the line of the future access road on the site. These works needed to be carried out before the bird-nesting season starts. The cost was £4,200 and the Panel would be asked to add a further recommendation not in the current report to Board to recommend to Executive Cabinet that this amount be allocated from within the £13m budget already approved so that the works can be carried out. The remaining issues included significant design work and consultation, which was continuing to a very tight timescale.

It was proposed that the report be amended to include a proposal for the LEP to undertake the project and to move onto RIBA Stage 4, which would include a cost of approximately £0.235m with the necessary information required to ensure decision making best value and achieves the necessary delivery expediently. RIBA stage 4 was a technical design stage. This would be within budget and prevent delay to the scheme.

It was reported that the scheme for two classroom extensions and associated spaces at St Johns CE was now completed.

The Board were provided an update of the School Condition Grant Schemes. It was highlighted that On 3 February 2022 the DfE provided an opportunity for responsible bodies to submit proposals for urgent rebuilding schemes as part of the wider DfE School Rebuilding Programme. In order not to miss the opportunity the Council submitted a bid for the rebuilding of Russell Scott before the 3 March 2022 deadline. The Panel would be asked to recommend to Executive Cabinet that this bid submission be supported subject to sufficient funding being granted.

In regards to Condition Schemes for 2022/23 4 in order for schemes to be carried out over summer 2022 progress in designing and tendering schemes needed to be carried out before the grant announcement was made. The likely costs were high level only as design work was on-going and tenders had not yet been obtained. It was requested that Panel recommend to Executive Cabinet that the Assistant Director of Education be authorised to vire amounts between schemes within the total amount of SCA funding received. The following paragraphs list, in priority order the schemes that would need to be funded from 2022/23 SCA and the remaining unallocated SCA from previous years.

AGREED

That the report be amended to include a proposal to move onto RIBA Stage 4 and that the Strategic Planning and Capital Monitoring Panel recommend to Executive Cabinet to APPROVE:

- (i) The proposed changes to add £30,000 of Basic Need funding to the programme as detailed in paragraph 2.2.**
- (ii) The proposed changes to add £33,000 of School Condition funding to the programme**

as detailed in paragraph 2.6.

- (iii) The proposed estimate of the School Condition Grant for 2022/23 is added to the programme as detailed in paragraph 4.29. The final amount of grant will be updated on receipt of the final confirmation of the grant.
- (iv) The addition of £95,000 school contributions to the capital programme in 2022/23 as detailed in paragraph 4.50, subject to the confirmation of School Condition Grant as per recommendation 3.
- (v) The addition of £35,000 developer contribution to the capital programme in 2022/23 to fund works at Whitebridge College as detailed in paragraph 4.48.
- (vi) The 2022/23 School Condition grant is allocated to the projects detailed in the table at paragraph 4.51.
- (vii) That the Director of Education be authorised to vire amounts between schemes within the total amount of School Condition Grant received.
- (viii) A grant agreement for a £663,023 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 and refurbishing five science labs and the associated prep room along with remodelling of the existing changing rooms and gym as set out in paragraph 3.9.
- (ix) It was proposed that the report be amended to include a proposal for the LEP to undertake the project and to move Hawthorns Primary Academy onto RIBA Stage 4, which would include a cost of approximately £0.235m with the necessary information required to ensure decision making best value and achieves the necessary delivery expediently. RIBA stage 4 was a technical design stage. This would be within budget and prevent delay to the scheme.

224 CHILDREN'S SOCIAL CARE CAPITAL SCHEMES UPDATE REPORT

Consideration was given to a report of the Deputy Executive Leader (Children and Families) / Director for Children's Services. The report provided an update on the Children's Social Care Property Capital Scheme and set out details of major approved property capital schemes in the Directorate.

It was reported that the purchase of a respite property was underway. All land searches had now been completed and contact made with vendors solicitors who sought clarity over a small area of land to the side of the property. Once the vendor's solicitors had provided an update, a further report would be prepared outlining the options on how to proceed. Updated costs had been provided for the refurbishment and fit out costs.

In regards to the Assessment Unit (St Lawrence Road) Works on the unit had been completed and handed over to Children's Services, the Ofsted registration process was underway, however, registration could not be completed until a named Residential Manager and residential staff team had been completed. Recruitment was underway with live adverts out both for permanent and agency staff. It had to be noted that similar to the situation in the adult residential sector, there were significant pressures in recruiting suitable qualified and experienced children's residential staff.

Works on the Solo Unit (66 Chester Avenue) unit were now complete and had been handed over to Children's Services. The Ofsted registration process was in progress and a young person with high complex needs had been placed in the unit as part of a discharge plan from hospital.

Originally supported by a combination of permanent and agency residential staff, due to the young person requiring specialist bespoke intervention and to stabilise the placement, the service had commissioned a specialist mental health team to work with the young person. It was agreed with this staff team it would operate under the home management and support the registration process. The provider would support the training of staff through access to their CPD pathway to deliver a consistent and coherent model of care. Work would take place with the provider to blend in Tameside staff as part of a managed handover of the care to a Tameside staff team that would cover the medium to longer term result in the withdrawal of the specialist care team

AGREED

That Strategic Planning and Capital Monitoring Panel recommend to Executive Cabinet to note the report.

225 ADULTS CAPITAL PLAN

Consideration was given to a report of the Executive Member for Health, Social Care and Population Health / Director of Adult Services. The report provided an update of the developments in relation to the Adults Capital Programme for schemes previously approved and still underway and the usage of the wider disabled facilities grant (DFG) including the housing adaptations budget. In addition, this report sought to request an extension of the Moving with Dignity project at a cost of £385k over two years to fund a small team specialising in Occupational Therapy and Manual Handling.

The report detailed that the Moving with Dignity programme was continuing to work closely with NHS colleagues both in acute services and intermediate care services, in order to promote and embed this practice. Work was also ongoing to ensure the wider education of the benefits of single handed care thorough risk assessed moving with dignity across all sectors.

It was explained that a review of the Moving with Dignity programme had determined that demand for this service and targeted support continues. Permission was therefore sought for additional DFG funding to be released to invest in the extension of this programme for a further 2 years. In the longer term, this would be aligned with the adult social care reform work locally, and encompassed in the wider Occupational Therapy service review.

The extension of the project will allow for a small team, planned to consist of:

- 1 x Senior Occupational Therapist
- 1 x Occupational Therapist
- 1 x Manual Handling Assessor
- 1 x Occupational Therapist Assistant

It was stated that work was ongoing to identify a further potential location with Adult Services and Asset Management working together to search for a suitable property for the Disability Assessment Centre. Until this was achieved, it was difficult to make a determination of the timescales or final cost of the project.

During the year, Government announced it was to make funding available to provide Changing Places Toilets (CPT) for disabled people. A CPT was more than just a disabled toilet; it provided a shower, changing table, specialist wash dry toilet, track hoist, etc. A total of £30m was available for local authorities to make expressions of interest (EOI) for grant assistance. The Council submitted its EOI for £100k with a £25k co-funding element from the Council. There had been no announcement relating to this project from government.

Delivery of adaptations continued and the rate of delivery had increased as restrictions had eased. The number of approvals and completions at end of January was up on the previous year and should continue to the end of the financial year. Access to properties had improved and the availability of some materials had also improved. Delays in delivery of imported supplies due to Covid-19 in some countries and Brexit are easing but there are still specific issues

AGREED

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

- (i) note the progress updates,**
- (ii) extend the Moving with Dignity programme for a further two years at a cost allocation of £385k from DFG funding.**

226 APPROVAL OF REVISED NON-RESIDENTIAL CHARGING POLICY 2022

Consideration was given to a report of the Executive Member for Health and Social Care and Population Health / Director of Adult Services.

This report sought approval of the updated revised Non-Residential Charging Policy 2022, which had been produced expediently following approval by Board Members at the last meeting of the Strategic Commissioning Board on the 9 February 2022 to update the previous policy dated 25 March 2015 to take effect from the 1 April 2022 to include:

- The Minimum Income Guarantee level would remain at the level the Council currently uses
- The level of income disregarded be changed to disregard the difference between DLA care higher and middle rate and PIP daily living allowance enhanced and standard rate
- An annual fee for managing non-residential self-funders' accounts of £95 be implemented, with an annual review of the level, which would apply only to non-residential packages of care created from this date, rather than existing packages.

AGREED

That Strategic Commissioning Board AND Cabinet be recommended to agree the attached Policy at Appendix 1 in line with their decision of the 9 February 2022.

227 FORWARD PLAN

The forward plan of items for Board was considered.

CHAIR

STRATEGIC PLANNING AND CAPITAL MONITORING PANEL

14 March 2022

Commenced: 2.00pm

Terminated: 2.50pm

Present: Councillors Fairfoull (In the Chair), Feeley, McNally, Newton, Reid and Dickinson

In attendance:

Sandra Stewart	Director of Governance and Pensions
Emma Varnam	Assistant Director of Operations & Neighbourhoods
Heather Green	Finance Business Partner
Steph Butterworth	Director of Adult Services
Lindsay Johnson	Head of Asset Strategy
Tony De Crop	Assistant Director of Children's Services
Catherine Moseley	Head of Access Services

Apologies for Absence: Councillors Warrington and Cooney

Councillors Ryan participated in the meeting virtually and therefore without voting rights.

37. DECLARATIONS OF INTEREST

There were no declarations of interest.

38. MINUTES

That the minutes of the Strategic Planning and Capital Monitoring Panel meeting held on the 22 November 2021 were approved as a correct record.

39. 2021/22 CAPITAL MONITORING REPORT – AS AT MONTH 10

Consideration was given to a report of the Executive Member for Finance and Economic Growth / Lead Clinical GP / Director of Finance. The report detailed the budget and forecast expenditure for fully approved projects in the 2021/22 financial year.

It was stated that the approved budget for 2021/22 was £45.998m (after re-profiling approved at Period 6 Monitoring) and current forecast for the financial year was £29.695m. 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 had been approved by Executive Cabinet.

The current forecast was for service areas to have spent £29.695m on capital investment in 2021/22, which was £16.303m less than the current capital budget for the year. This variation was spread across a number of areas, and was made up of £133K over spends in two areas and £2.719m underspends on a number of specific schemes (net total £2.586m) less the re-profiling of expenditure in a number of areas (£13.717m).

Questions were raised on why budget was still being held for some old projects and it was agreed that responses would be provided following the meeting.

RESOLVED

That the Panel be RECOMMENDED to NOTE:

- (i) the forecast outturn position for 2021/22 as set out in Appendix 1;

- (ii) the funding position of the approved Capital Programme as set on page 9 of Appendix 1;
- (iii) the changes to the Capital Programme as set out on page 10 in Appendix 1; and
- (iv) the updated Prudential Indicator position set out on pages 11-12 of Appendix 1, which was approved by Council in February 2021.

That Executive Cabinet be recommended to APPROVE the re-profiling of budgets into 2022/23 as set out on page 4 of Appendix 1.

40. CAPITAL PROGRAMME – OPERATIONS AND NEIGHBOURHOODS (PLACE DIRECTORATE)

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 provided information with regards to the 2021/2022 Operations and Neighbourhoods Capital Programme.

The Assistant Director for Operations and Neighbourhoods delivered an update on the progress of the approved schemes in the Operations and Neighbourhoods 2021/22 Capital Programme.

In regards to Flood Prevention and Consequential Repairs, Members were advised that the three remaining inlet structures for improvement works were Broadacre, Mottram Old Road and Stalybridge Country Park. The only remaining works required for all three structures was the installation of the metal debris screens, which were awaiting fabrication. These works would be completed in spring this year. The anticipated outturn costs were within budget.

All works had been completed this financial year and within budget with a £65k underspend for the repairs and restoration of Cemetery Boundary Walls.

It was stated that the footway resurfacing programme identified for 21/22 had progressed. A route to market had been agreed with STAR with approval to utilise an existing framework overseen by Stockport and Bury Councils. The carriageway resurfacing works were anticipated to commence on site in March / April. The delay in commencement due to the late approval of funding and access to the procurement framework was unfortunate but works would now take place in hopefully more favourable weather conditions. The programme for Highway and Footway resurfacing works was detailed in Appendix 1.

Progress had continued on the Capital investment in Children's Playgrounds. Tenders had been evaluated and contracts awarded for two lots of work – Lot 1 was for safety surfacing and like for like replacement of play equipment; Lot 2 was for the replacement of five multi-play units. This work was likely to commence in late March and would take place over spring and summer. Officers would work with contractors to prioritise the work – the priority would be based on health and safety risk as well as the visitor numbers to site. Members would be advised of the details of the work prior to commencement.

Work on the scheme for the replacement of cremators and mercury abatement, filtration plant and heat recovery facilities was progressing. It was stated that new cremator number two was working with new cremator number one scheduled to be handed over week commencing 14 February 2022. The new cremator number three (Bariatric Cremator) was scheduled for handover week commencing 18 April 2022. The service was currently running on one old cremator, one new cremator and the temporary cremator. This was to enable service delivery to continue with minimal disruption.

RESOLVED

That Panel be RECOMMENDED to NOTE the following:

- (i) The progress with regard to the Flood Prevention and Consequential Repairs;

- (ii) **The progress with regard to the Slope Stability Programme and potential additional works required;**
- (iii) **The progress with regard to the replacement of Cremators and Mercury Abatement, Filtration Plant and Heat Recovery Facilities;**
- (iv) **The progress of capital schemes in section 2.18-2.25;**
- (v) **The progress of the Walking and Cycling infrastructure schemes set out in section 3 of the report; and**
- (vi) **The progress on the external grant funded schemes in section 4 of the report.**

41. EDUCATION CAPITAL PROGRAMME

Consideration was given to a report of the Executive Member for Lifelong Learning, Equalities, Culture and Heritage/Executive Member for Finance and Economic Growth/Director of Education (Tameside and Stockport) / Director of Place. The report provided an update with the Council's Education Capital Programme.

Members were provided an update of the Basic Need Funded Schemes 2020/21. Attached to the report at Appendix 1 was a financial update with the details of current Basic Need funded projects. It was explained that the current focus of the Council's Basic Need programme was to complete the remaining scheme at Aldwyn Primary School and create additional places in secondary and special schools where forecasts had indicated a need.

It was highlighted that 3.12 in the report detailed the Hawthorns Primary Academy New school building. The first step is to produce designs to RIBA Stage 3 and this was approved at June 2021 Executive Cabinet. The first main expenditure was to produce designs to RIBA Stage 3 at a cost of £537,783 and this work has been ordered from the LEP.

In order to prevent a possible delay to works starting on site there were a number of trees and shrubs on the site that needed removing or pruning as they are on the line of the future access road on the site. These works needed to be carried out before the bird-nesting season starts. The cost was £4,200 and the Panel would be asked to add a further recommendation not in the current report to Board to recommend to Executive Cabinet that this amount be allocated from within the £13m budget already approved so that the works can be carried out. The remaining issues included significant design work and consultation, which was continuing to a very tight timescale.

It was proposed that the report be amended to include a proposal for the LEP to undertake the project and to move onto RIBA Stage 4, which would include a cost of approximately £0.235m with the necessary information required to ensure decision making best value and achieves the necessary delivery expediently. RIBA stage 4 was a technical design stage. This would be within budget and prevent delay to the scheme.

It was reported that the scheme for two classroom extensions and associated spaces at St Johns CE was now completed.

The Board were provided an update of the School Condition Grant Schemes. It was highlighted that on 3 February 2022, the DfE provided an opportunity for responsible bodies to submit proposals for urgent rebuilding schemes as part of the wider DfE School Rebuilding Programme. In order not to miss the opportunity the Council submitted a bid for the rebuilding of Russell Scott before the 3 March 2022 deadline. The Panel would be asked to recommend to Executive Cabinet that this bid submission be supported subject to sufficient funding being granted.

In regards to Condition Schemes for 2022/23 4 in order for schemes to be carried out over summer 2022 progress in designing and tendering schemes needed to be carried out before the grant announcement was made. The likely costs were high level only as design work was on-going and tenders had not yet been obtained. It was requested that Panel recommend to Executive Cabinet that the Assistant Director of Education be authorised to vire amounts between schemes within the

total amount of SCA funding received. Schemes that would need to be funded from 2022/23 SCA and the remaining unallocated SCA from previous years were detailed in the report.

RESOLVED

That EXECUTIVE CABINET be RECOMMENDED to APPROVE:

- (i) The proposed changes to add £30,000 of Basic Need funding to the programme as detailed in paragraph 2.2;**
- (ii) The proposed changes to add £33,000 of School Condition funding to the programme as detailed in paragraph 2.5;**
- (iii) The proposed estimate of the School Condition Grant for 2022/23 is added to the programme as detailed in paragraph 4.29. The final amount of grant will be updated on receipt of the final confirmation of the grant;**
- (iv) The addition of £95,000 school contributions to the capital programme in 2022/23 as detailed in paragraph 4.50, subject to the confirmation of School Condition Grant as per recommendation 3;**
- (v) The addition of £35,000 developer contribution to the capital programme in 2022/23 to fund works at Whitebridge College as detailed in paragraph 4.48;**
- (vi) The 2022/23 School Condition grant is allocated to the projects detailed in the table at paragraph 4.51;**
- (vii) That the Director of Education be authorised to vire amounts between schemes within the total amount of School Condition Grant received;**
- (viii) A grant agreement for a £663,023 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 and refurbishing five science labs and the associated prep room along with remodelling of the existing changing rooms and gym as set out in paragraph 3.9; and**
- (ix) Commissioning the LEP to move the Hawthorns programme to the next stage to develop detailed designs up to tender stage – RIBA Stage 4 and include the planning submission fee. Initial ecology work is also required as part of this work. It is requested £236,000 be allocated from within the provisional budget previously approved.**

42. CHILDREN'S SOCIAL CARE CAPITAL SCHEMES UPDATE REPORT

Consideration was given to a report of the Deputy Executive Leader (Children and Families) / Director for Children's Services. The report provided an update on the Children's Social Care Property Capital Scheme and set out details of major approved property capital schemes in the Directorate.

It was reported that the purchase of a respite property was underway. All land searches had now been completed and contact made with vendors solicitors who sought clarity over a small area of land to the side of the property. Once the vendor's solicitors had provided an update, a further report would be prepared outlining the options on how to proceed. Updated costs had been provided for the refurbishment and fit out costs.

In regards to the Assessment Unit (St Lawrence Road) Works on the unit had been completed and handed over to Children's Services, the Ofsted registration process was underway, however, registration could not be completed until a named Residential Manager and residential staff team had been completed. Recruitment was underway with live adverts out both for permanent and agency staff. It had to be noted that similar to the situation in the adult residential sector, there were significant pressures in recruiting suitable qualified and experienced children's residential staff.

Works on the Solo Unit (66 Chester Avenue) unit were now complete and had been handed over to Children's Services. The Ofsted registration process was in progress and a young person with high complex needs had been placed in the unit as part of a discharge plan from hospital.

Originally supported by a combination of permanent and agency residential staff, due to the young person requiring specialist bespoke intervention and to stabilise the placement, the service had commissioned a specialist mental health team to work with the young person. It was agreed with this staff team it would operate under the home management and support the registration process. The provider would support the training of staff through access to their CPD pathway to deliver a consistent and coherent model of care. Work would take place with the provider to blend in Tameside staff as part of a managed handover of the care to a Tameside staff team that would cover the medium to longer term result in the withdrawal of the specialist care team

RESOLVED

That the Panel be RECOMMENDED to NOTE the progress update in the report.

43. ADULTS CAPITAL PLAN

Consideration was given to a report of the Executive Member for Health, Social Care and Population Health/Director of Adult Services. The report provided an update of the developments in relation to the Adults Capital Programme for schemes previously approved and still underway and the usage of the wider disabled facilities grant (DFG) including the housing adaptations budget. In addition, this report sought to request an extension of the Moving with Dignity project at a cost of £385k over two years to fund a small team specialising in Occupational Therapy and Manual Handling.

Members were advised that the Moving with Dignity programme was continuing to work closely with NHS colleagues both in acute services and intermediate care services, in order to promote and embed this practice. Work was also ongoing to ensure the wider education of the benefits of single handed care thorough risk assessed moving with dignity across all sectors.

It was explained that a review of the Moving with Dignity programme had determined that demand for this service and targeted support continues. Permission was therefore sought for additional DFG funding to be released to invest in the extension of this programme for a further 2 years. In the longer term, this would be aligned with the adult social care reform work locally, and encompassed in the wider Occupational Therapy service review.

The extension of the project will allow for a small team, planned to consist of:

- 1 x Senior Occupational Therapist
- 1 x Occupational Therapist
- 1 x Manual Handling Assessor
- 1 x Occupational Therapist Assistant

It was stated that work was ongoing to identify a further potential location with Adult Services and Asset Management working together to search for a suitable property for the Disability Assessment Centre. Until this was achieved, it was difficult to make a determination of the timescales or final cost of the project.

During the year, Government announced it was to make funding available to provide Changing Places Toilets (CPT) for disabled people. A Changing Places Toilets was more than just a disabled toilet; it provided a shower, changing table, specialist wash dry toilet, track hoist, etc. A total of £30m was available for local authorities to make expressions of interest (EOI) for grant assistance. The Council submitted its application for £100k with a £25k co-funding element from the Council. There had been no announcement relating to this project from government.

Delivery of adaptations continued and the rate of delivery had increased as restrictions had eased. The number of approvals and completions at end of January was up on the previous year and should continue to the end of the financial year. Access to properties had improved and the availability of some materials had also improved. Delays in delivery of imported supplies due to Covid-19 in some countries and Brexit are easing but there are still specific issues

RESOLVED

That EXECUTIVE CABINET be RECOMMENDED to:

- (i) note the progress updates, and**
- (ii) extend the Moving with Dignity programme for a further two years at a cost allocation of £385k from DFG funding.**

44. PLACE CAPITAL PROGRAMME UPDATE REPORT - PROPERTY, DEVELOPMENT AND PLANNING

Consideration was given to a report of the Executive Member for Finance and Economic Growth / Director of Place. The report provided an update on the delivery of the 2021/22 Place Capital Programme for Property, Development and Planning

It was reported that that a £1m budget was approved by Executive Cabinet on 29 September 2021 for statutory compliance, £0.5m in 2021-22 and £0.5m in 2022-23. Appendix 7 included expenditure to date of £244k with a projection of £0.5m to the 31 March 2022.

It was explained that the GMCA consortium bid to the Decarbonisation of the Public Estate Fund was successful, resulting in grant award of £78.3 million. The Council's initial allocation of this grant was £2.284m, with further funding being requested to install additional measures from an underspend across the wider GMCA pot. The total additional measures equal £60,782. Including fees, the net amount for PSDS1 grant will be £2,344,386.

The Assistant Director provided an update on the Godley Green Garden Village and the Stalybridge high Street Heritage Action Zone.

In regards to Land Disposals it was stated that a cumulative total of £415k had been achieved through completed sales. A summary of further disposal was provided in Appendix 3, which showed the current position with each asset in the Disposal Programme. A second batch of surplus sites was approved by Executive Cabinet on 29 September 2021 following consultation with the Cabinet Member initially, with further consultation completed with Ward Councillors as set out in the Disposal Policy. A third batch of surplus sites had been identified and was due to be considered by Cabinet on 23 March 2022.

A discussion took place with members asking for more details in relation to potential financial years that the funding was expected to fall to assist with planning for any capital spend. It was agreed that consideration would be given to profiling this so far as possible.

Members of the Panel discussed the current proposals for the Ashton Town Centre Levelling Up Fund. Discussions ensued on the use of levelling up funding to support the restoration of Ashton Town Hall. It was explained that there were currently no proposals to take for consultation and Members would be consulted on the proposals. Members were advised of the impact of Covid on the expected costs.

RESOLVED

That the Panel:

- (i) Note that £243,593 of Corporate Landlord Capital Expenditure financed from the approved Statutory Compliance budget has been spent as detailed in Appendix 7; and**
- (ii) Requested profiling of land sale receipts over the coming financial years**

That EXECUTIVE CABINET be RECOMMENDED to

- (iii) approve the inclusion of additional grant budget of £60,782 to the Decarbonisation of the Public Estate scheme in the Capital Programme, which would revise the current budget to £2,344,386.**

45. EXCLUSION OF PRESS AND PUBLIC

RESOLVED:

That under Section 100A of the Local Government Act 1972 (as amended) the public be excluded for the following item of business on the grounds that it involved the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A of the Act and the public interest in maintaining the exemption outweighed the public interest in disclosing the information, because financial or business affairs includes contemplated, as well as past or current activities and disclosure of the land values was not in the interest of the public purse until sold.

46. ITEM 9 APPENDIX 6

Consideration was given to Appendix 6 of the Place Capital Programme Update and the Assistant Director of Strategic Property responded to questions from the Panel.

47. URGENT ITEMS

There were no urgent items.

48. DATE OF NEXT MEETING

It was noted that the next meeting of the Strategic Planning and Capital Monitoring Panel was provisionally scheduled to take place on 18 July 2022.

CHAIR

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Report To:	EXECUTIVE CABINET
Date:	23 March 2022
Executive Member / Reporting Officer:	Cllr Ryan – Executive Member (Finance and Economic Growth) Dr Ash Ramachandra – Lead Clinical GP Kathy Roe – Director of Finance
Subject:	STRATEGIC COMMISSION AND NHS TAMESIDE AND GLOSSOP INTEGRATED CARE FOUNDATION TRUST FINANCE REPORT CONSOLIDATED 2021/22 REVENUE MONITORING STATEMENT AT 31 JANUARY 2022
Report Summary:	<p>This is the financial monitoring report for the 2021/22 financial year reflecting actual expenditure to 31 January 2022 (Month 10) and forecasts to 31 March 2022.</p> <p>APPENDIX 1 summarises the integrated financial position. Overall the Strategic Commission is reporting a total forecast overspend of £4.077m for the year ending 31 March 2022. This includes a £3.376m reported deficit on CCG budgets which is expected to be offset with allocation adjustments before year end, resulting in a break even position for the CCG. There is a net forecast deficit of £0.701m on Council budgets but this includes £4.146m of ongoing demand pressures in Children’s Social Care, offset by non-recurrent additional funding streams for 2021/22 only. Further detail on budget variances, savings and pressures is included in APPENDIX 2.</p> <p>APPENDIX 3 summarises the latest position on the collection of Council Tax and Business Rates in 2021/22.</p> <p>APPENDIX 4 provides an update on the Dedicated Schools Grant (DSG).</p> <p>APPENDIX 5 lists the irrecoverable debts identified for write off during the period October to December 2021.</p>
Recommendations:	<p>That Executive Cabinet be recommended to:</p> <ul style="list-style-type: none">(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 October to 31 December 2021 as set out in Appendix 5.(vi) Approve the proposals for the CCG increasing its contribution to the Section 75 pooled fund (and the Council reducing its contribution by the same value) in

accordance with the Integrated Commissioning Fund risk share agreement as set out in section 7.

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

Financial Implications: This report provides the 2021/22 consolidated financial position statement at 31 January 2022 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.

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

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.

With the outbreak of COVID-19 in 2020, 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.

CCG plans were approved by NHS England in mid November and allocations have now been transacted. As a result of this, full year budgets are now in place across the NHS.

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 Local Government Act 1972 (Sec 151) states that "every local authority shall make arrangements for the proper administration of their financial affairs..."

Revenue monitoring is an essential part of these arrangements to provide Members with the opportunity to understand and probe the council's financial position. Members will note that the current outturn position is currently predicting that the CCG will break even whilst there is a forecast net deficit of £0.701m on Council budgets


As the council has a legal duty to deliver a balanced budget by the end of the financial year Members need to be content that there is a robust plan in place to ensure that the council's final budget position will be balanced. Ultimately failure to deliver a balanced budget can result in intervention by the Secretary of State.

Risk Management: Associated details are specified within the presentation.

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


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

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

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

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 e-mail: tracey.simpson@nhs.net

1. BACKGROUND

- 1.1 Monthly integrated finance reports are usually prepared to provide an overview on the financial position of the Tameside and Glossop economy.
- 1.2 The report includes the details of the Integrated Commissioning Fund (ICF) for all Council services and the Clinical Commissioning Group. The gross revenue budget value of the ICF for 2021/22 is reported at £1.002 billion.
- 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 The forecast outturn position for the council continues to look more positive for 2021/22, a £458k improvement has been reported since last month, taking year-end projected overspend to £701k. The overall improvement is largely due to non-recurrent, pandemic related funding streams which will not be available next year. The 2022/23 budget is expected to be approved at Full Council on 22 February 2022 – this includes additional funding for both Children’s and Adults Social Care, but cost and demand pressures are expected to continue to increase.
- 2.2 The CCG reported position at Month 10 shows a forecast overspend of £3,376k, all of which is reimbursable. Once appropriate allocations have been received, we are effectively reporting a break even position, which includes full achievement QIPP. Work is in progress on national planning returns for 2022/23 with allocations published at an ICB level.
- 2.3 The Trust is forecasting a breakeven financial position for 2021/22 in line with plan. 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 the completed Referral to Treatment pathways relative to 2019/20. The Trust continues to report good levels of performance against restoration targets. However, the Trust continues to experience significant pressures within Urgent Care, Non-elective and COVID positive admissions and as a result there has been a small reduction in the number of elective and day cases versus plan this month.
- 2.4 Further detail on the financial position and key headlines can be found in **Appendix 1**. **Appendix 2** provides more detailed analysis of all Directorate areas.

3. COLLECTION FUND 2021/22

- 3.1 The latest forecast for the Collection Fund in 2021/22, together with collection performance, is summarised in **Appendix 3**.

4. DEDICATED SCHOOLS GRANT

- 4.1 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 materialise, there will be a deficit of £3.713m on the DSG reserve by 31 March 2022. Under DfE regulations we are required to produce a deficit recovery plan which will be submitted to the DfE outlining how we expect to recover this deficit and manage spending

and will require discussions and agreement of the Schools Forum. The position will be closely monitored throughout the year and updates will be reported to Members. Further detail is set out in **Appendix 4**.

5. WRITE OFF OF IRRECOVERABLE DEBTS

- 5.1 Members are asked to approve the write off of irrecoverable debts for the period 1 October to 31 December as set out in **Appendix 5**.

6. COUNCIL SAVINGS DELIVERY 2021/22

- 6.1 Since the update to Cabinet in December, the position on savings delivery has improved overall across the Council. Overall the total forecast savings to be delivered in 2021/22 has increased to £9.137m which exceeds the original target of £8.930m. However, it should be noted that this total includes just over 1m of mitigating savings that are one-off in nature and not expected to be available in 2022/23.

7. SECTION 75 POOLED BUDGET ARRANGEMENT 2021/22

- 7.1 During 2021 / 22 the public sector and especially the NHS has continued to mobilise at pace and scale to address the ongoing impacts of the COVID-19 pandemic. NHS England and Improvement (NHSEI) has, therefore, understandably continued with the 'command and control' financial regime introduced in 2020/21 during the response to the first wave of the pandemic.
- 7.2 This atypical financial regime has resulted in financial plans for 2021/22 being managed at a GM level for which the finalisation and submission of STP level plans were May 2021 (for H1 period April - Sept) and November 2021 (for H2 period Oct – March). This is significantly later than usual which, in turn, has hindered the CCG and its partners with being able to progress its strategic intentions for the Tameside and Glossop populations.
- 7.3 As the organisation has entered the final quarter of 2021/22, the certainty of budgets and plans means that the CCG's financial outturn position can be forecast with a greater degree of confidence. This puts the CCG in the position of being able to provide additional support to the locality's strategic aims by meeting a greater proportion of the health-related costs for some of the transformation programmes being delivered in 2021 / 22 through the Section 75 pooling arrangements it has with Tameside Metropolitan Borough Council.
- 7.4 It is intended that this situation will enable the CCG to increase its funding to the Section 75 (S75) pooled budget whilst the Council reduces its contribution in 2021/22 thereby releasing some non-recurrent savings for the Council which, in turn, will facilitate ongoing financial sustainability across the economy and support the transformation schemes for locality priorities such as in Children's and Learning Disability/Adult Mental Health services which are facing significant demand pressures as reported at length in previous reports.
- 7.5 It is proposed that the Council should reduce its contribution to the S75 pool by £3.5m in 2021/22 whilst the CCG increases its contribution to fund health-related costs in 2021/22 by the same amount.

8. RECOMMENDATIONS

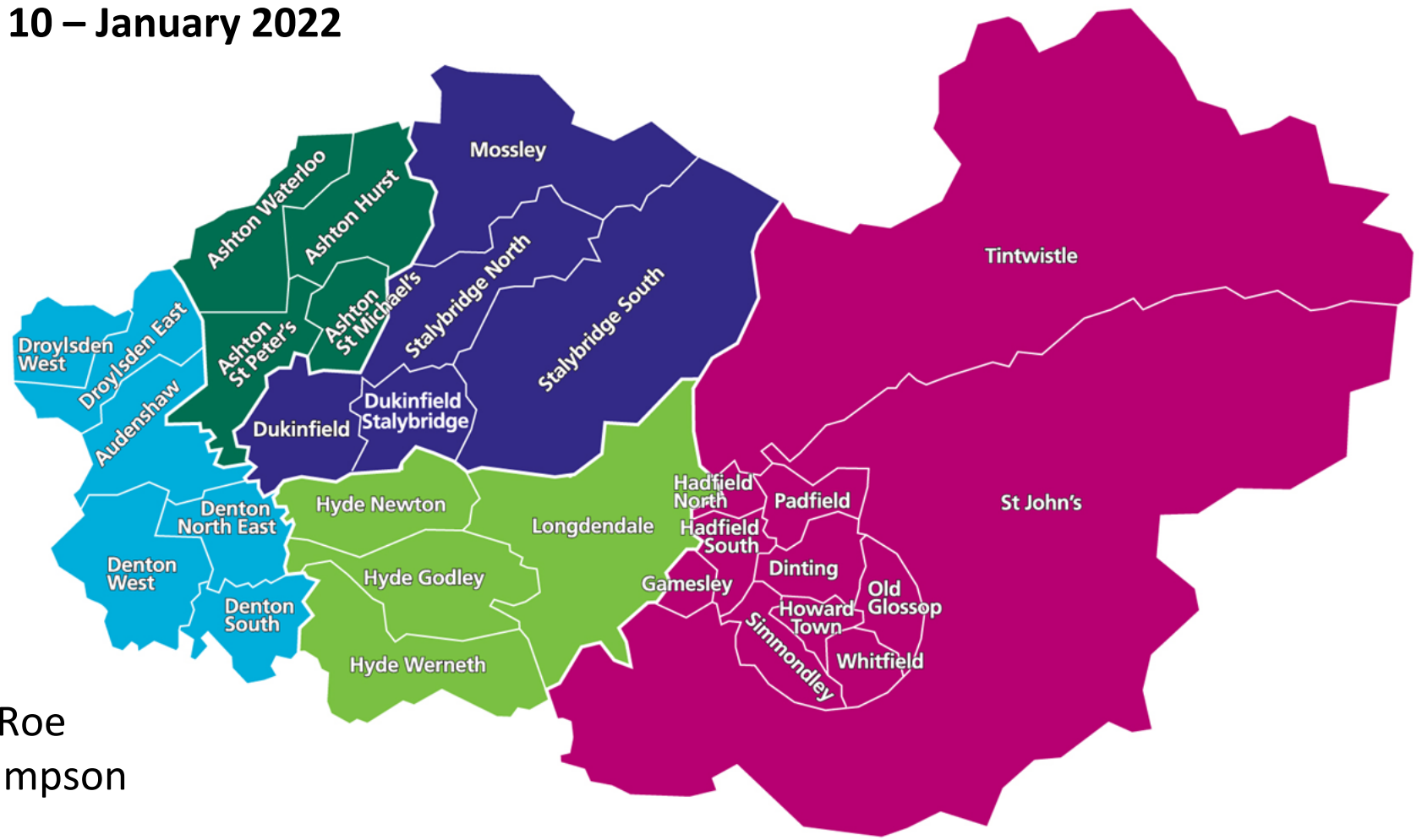
- 8.1 As stated on the front cover of the report.

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Tameside and Glossop Strategic Commission

Finance Update Report
Financial Year 2021-22
Month 10 – January 2022

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Kathy Roe
Sam Simpson

Period 10 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 final two months of the financial year, the forecast outturn position for the council continues to look more positive for 2021/22, a £458k improvement has been reported since last month, taking year-end projected overspend to £701k. The overall improvement is largely due to non recurrent, pandemic related funding streams which will not be available next year. The 2022/23 budget is expected to be approved at Full Council on 22 February 2022 – this includes additional funding for both Children’s and Adults Social Care, but cost and demand pressures are expected to continue to increase.

The CCG reported position at Month 10 shows a forecast overspend of £3,376k, all of which is reimbursable. Once appropriate allocations have been received, we are effectively reporting a break even position, which includes full achievement QIPP. Work is in progress on national planning returns for 2022/23 with allocations published at an ICB level.

The Trust is forecasting a breakeven financial position for 2021/22 in line with plan. 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 the completed Referral to Treatment pathways relative to 2019/20. The Trust continues to report good levels of performance against restoration targets. However, the Trust continues to experience significant pressures within Urgent Care, Non-elective and COVID positive admissions and as a result there has been a small reduction in the number of elective and day cases versus plan this month

TMBC Financial Position

£458k

Improvement in financial position since M9 as a result of further improvement in the forecast for Children’s Social Care and release of some contingencies.

Children’s Social Care (£4,146k)

Forecast overspend against full year budget. Though note this represents an improvement on the M9 position

ICFT Surplus

£0k

ICFT forecasting a breakeven financial position for 2021/22 in line with plan

CCG Position

£0k

The reported position at Month 10 shows a forecast overspend of (£3,376k). This is all reimbursable but in line with national reporting guidance must be shown until allocation transactions in M11 & M12

Forecast Position £000's	YTD Position			Forecast Position			Variance	
	Budget	Forecast	Variance	Budget	Forecast	Variance	Previous Month	Movement in Month
CCG Expenditure	369,964	371,349	(1,385)	452,254	455,630	(3,376)	(3,931)	555
TMBC Expenditure	165,285	156,017	9,268	194,494	195,195	(701)	(1,159)	458
Integrated Commissioning Fund	535,250	527,366	7,884	646,748	650,825	(4,077)	(5,090)	1,012

Integrated Commissioning Fund Budgets

Forecast Position £000's	YTD Position (Net)			Forecast Position (Net)			Net Variance	
	Budget	Actual	Variance	Budget	Forecast	Variance	Previous Month	Movement in Month
Acute	191,291	190,852	439	229,280	228,771	509	491	18
Mental Health	37,479	36,970	509	45,424	45,201	224	159	65
Primary Care	76,798	77,229	(431)	95,109	96,321	(1,212)	(1,386)	174
Continuing Care	12,000	11,369	632	14,769	13,904	865	506	358
Community	31,704	32,733	(1,029)	38,262	39,914	(1,652)	(1,669)	16
Other CCG	16,844	18,430	(1,586)	24,620	26,728	(2,109)	(1,591)	(518)
CCG TEP Shortfall (QIPP)	0	0	0	0	0	0	(441)	441
CCG Running Costs	3,848	3,766	83	4,790	4,790	0	0	0
Adults	33,553	34,184	(631)	40,264	39,369	895	879	16
Children's Services - Social Care	43,696	48,487	(4,792)	53,314	57,459	(4,146)	(4,533)	388
Education	7,189	3,830	3,358	7,435	7,064	372	311	61
Individual Schools Budgets	4,608	(909)	5,517	0	0	0	0	0
Population Health	12,115	10,653	1,462	14,538	13,641	897	860	37
Place	52,019	55,160	(3,141)	61,581	62,343	(762)	(319)	(443)
Governance	9,741	9,609	132	9,083	9,495	(412)	(524)	112
Finance & IT	7,229	7,203	26	8,326	7,523	803	689	114
Quality and Safeguarding	120	19	101	142	142	0	(0)	0
Capital and Financing	(829)	(1,159)	329	4,775	4,270	505	448	57
Contingency	3,198	(1,837)	5,035	3,841	3,568	273	41	232
Contingency - COVID Costs	0	17,372	(17,372)	0	26,639	(26,639)	(16,288)	(10,351)
Corporate Costs	4,193	4,217	(24)	5,051	4,890	161	78	83
LA COVID-19 Grant Funding	(11,547)	(28,425)	16,879	(13,856)	(38,310)	24,454	15,525	8,929
Other COVID contributions	0	(2,390)	2,390	0	(2,898)	2,898	1,676	1,223
Integrated Commissioning Fund	535,250	527,366	7,884	646,748	650,825	(4,077)	(5,090)	1,012

Council Budgets (£701k) Overspend

The forecast outturn position across Council budgets shows an overall improvement in the forecast outturn position, however this is net of a number of overspends and the forecast has deteriorated in some areas.

Headlines for each Directorate are summarised below, with further detail on budget forecasts and key variances set out in Appendix 2.

Adults £895k Underspend

The forecast outturn position for Adults Services is an underspend of £895k. This is due to two main factors:

- The continuation of the Hospital Discharge funding beyond the end of September 2021 means that significant costs will now be covered by this funding.

In addition, the Council is in receipt of Contain Outbreak Management Funding (COMF) for 21/22 which has been allocated to fund COVID related cost pressures.

Both of these factors are additional and one-off/non-recurrent funding streams that will not be available to support cost pressures which are expected to continue into 2022/23.

Education £372k Underspend

The overall position for the service is showing an underspend of £372k. This is a net position due to a number of factors including:

- under spends on non-grant funded staffing
- Savings on the on AED budget due to budget review and utilisation of Central Schools Services Grant;
- a saving on the Education Psychology Service due to a reduction in the use of associates
- an under spend on the teachers retirement costs of £110k;
- a projected overall under achievement in school-traded income
- a forecast pressure on SEN Transport following updated routes from the Autumn term and covid related costs for the summer term due to social distancing measures being put in place.

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Children's Social Care (£4,146k) Overspend

The Directorate forecast position is an over spend of (£4,146k), a favourable decrease of £411k since period 9. The over spend is predominately due to the number and cost of external and internal placements. At the end of January the number of cared for children was 675 a decrease of 12 from the previous month. The reduction in forecasts since period 9 is predominately due to an increase in vacant posts and a reduction in interagency adoption fees. Key pressures include:

Looked After Children (External Placements): (£3,112k) over budget: At 1st February there were 62 young people aged 18 and over in external placements paid for by Children Services. The number of young people aged 18 and over in external placements is due in large to the lack of more appropriate alternatives. Adoption interagency fees are forecast to underspend by £669k and concurrent fostering placements are forecast to underspend by £100k which are offsetting some of the forecast overspend on residential placements

Looked After Children (Internal Placements): (£1,516K) over budget: The forecast overspend is in relation to in-house fostering allowances, adoption allowances, SGO allowances, child arrangement orders, staying-put allowances and Supported Lodging allowances.

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Place (£762k) Overspend

The forecast outturn position for the Directorate is an overspend of £762k which is a deterioration in the position forecast previously. Key items contributing to the forecast overspend include:

- Planning – mainly attributable to loss of planning application fee income.
- Corporate Landlord – due to loss of income from room hire and rental income losses.
- Estates – reduction in commercial income from shopping centres.
- Highways commercial income target is not expected to be achieved, and winter gritting costs expected to exceed budget.
- Bereavement income is below normal levels due to reduced capacity whilst the replacement cremator project is completed.
- Car parking and markets income remains below budget due in part to the impacts of COVID-19.

Integrated Commissioning Fund Key Messages

Governance (£412k) Overspend

The current forecast for the Directorate is (£412k) over budget. This is an improved position from the last full monitoring report; however, there are COVID related pressures across Exchequer Services.

There are pressures of (£1,169k) included within the forecasts that relate to the impact of COVID on Housing Benefit overpayments debt recovery and reduced income from court costs recovery and the additional pressure on the bad debt provision we hold for council tax summons. If the impact of COVID pressures is excluded from the position there is an underlying underspend of £645k due mainly to vacant posts and savings on supplies and services.

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Population Health £897k Underspend

Overall, Population Health is showing a forecast under spend of £897k against the approved budget as at Period 10. The directorate is in receipt of £572k of Contain Outbreak Control Fund that is covering employee costs of staff members working on the Covid-19 response.

The forecast underspend has increased since the last report in Period 6 by £37k mainly due to staffing costs as vacancies will now not be filled by year-end.

Contingency £273k Underspend

The forecast outturn position has improved slightly since the prior period due to the release of some contingencies. The Contingency budget includes provision for pay award in 2021/22 which has yet to be settled.

Capital Financing £505k Underspend

The forecast outturn position has improved slightly since the prior period due to a revised forecast for interest income based on performance over nine months of the year and recent increases in interest rates. The overall underspend continues to be driven by savings on borrowing and MRP.

Finance & IT £803k Underspend

The current forecast for the Directorate is £803k under budget. This underspend is mainly due to Additional one-off grant funding to support acceleration of Office 365 roll out to support more effective remote working of £579k.

Corporate Costs £161k Underspend

The overall position of the service is now showing an under spend of £161k. The move in forecast from period 6 is £83k. This is mainly due to a reduction in the payment schedule for the Pensions Increase Act to GMPF £60K plus other minor variations across the service.

Integrated Commissioning Fund Key Messages

COVID Expenditure and Income	Net Forecast Expenditure	COVID-19 Grant Funding	Other COVID contributions
Covid 19 - Additional Restrictions Grant	£4,166	(£4,166)	£0
Covid 19 - Additional Restrictions Grant (Top up Jan 22)	£285	(£285)	£0
Covid 19 - Adults Services	£289	(£289)	£0
Covid 19 - Adults Services Discharge to Assess	£2,897	£0	(£2,897)
Covid 19 - Adults Services Infection Control and Testing Fund- Phase 4	£894	(£894)	£0
Covid 19 - CDC	£34	£0	£0
Covid 19 - Children's Social Care	£41	£0	£0
Covid 19 - Clinically Extremely Vulnerable	£726	(£726)	£0
Covid 19 - Community Champions	£367	(£367)	£0
Covid 19 - Corporate	£1,010	(£16,174)	£0
Covid 19 - Education	£35	£0	£0
Covid 19 - Emergency Assistance Grant for Food and Essential Supplies	£149	(£149)	£0
Covid 19 - Governance	£386	(£375)	(£1)
Covid 19 - Growth	£29	£0	£0
Covid 19 - Household Support Fund	£800	(£800)	£0
Covid 19 - Household Support Fund - Free School Meals	£1,425	(£1,425)	£0
Covid 19 - IT	£32	£0	£0
Covid 19 - Local Restrictions Support Grant (open)	£278	(£278)	£0
Covid 19 - Operations and Neighbourhoods	£413	£0	£0
Covid 19 - Population Health Asymptomatic Testing Sites	£199	(£199)	£0
Covid 19 - Population Health COMF - Discharge to Assess	£64	£0	£0
Covid 19 - Population Health COMF - Staffing	£128	£0	£0
Covid 19 - Population Health Contain Outbreak Management	£4,573	(£4,765)	£0
Covid 19 - Population Health Test & Trace	£899	(£899)	£0
Covid 19 - Self Isolation Support Payments/Grant - Practical Support Payments	£541	(£541)	£0
Covid 19 - Test and Trace Support Payments	£910	(£910)	£0
Covid 19 - Winter Grant Scheme	£1,134	(£1,133)	£0
DHSC Self-isolation Pathfinder	£146	(£146)	£0
Infection Control and Testing Fund- Round 3 (Oct21-Mar22)	£1,565	(£1,565)	£0
Workforce Recruitment and Retention Fund	£2,225	(£2,225)	£0
Grand Total	£26,639	(£38,310)	(£2,898)

COVID Expenditure and Funding

The Council continues to capture direct costs relating to the COVID-19 pandemic and is in receipt of significant grant funding and other contributions to support both direct costs and indirect costs (which are reflected in Directorate budgets). The 2021/22 budget included £13,856k of budgeted COVID grant to support ongoing indirect costs in services, and this is reflected within 'Covid-19 – Corporate' funding of £16,174k in the table.

Integrated Commissioning Fund Key Messages

CCG Financial Position

The reported position at M10 shows a forecast overspend of (£3,376k), with a YTD variance of (£1,385k). All of this is reimbursable, but in line with national reporting guidance needs to be shown as an overspend until appropriate allocation changes are transacted in Month 11 and Month 12.

- **(£1,673k) Hospital Discharge Programme** – In total we have spent £2,636k against the Hospital Discharge Programme in the first 10 months of the year. Claims of £1,551k relating to H1 have already been approved by NHSE. Total forecast spend for the full year is £3,224k, which is marginally lower than last month. After adjusting for claims which have already been reimbursed, we are reporting a total variance of £1,673k. We anticipate receipt of an allocation to match this variance, resulting in an effective breakeven position after reimbursement has been approved and transacted.
- **(£873k) GP Additional Roles and Responsibilities** - £3.2m of ARR funding has been made available by NHS England, against which our Primary Care Networks can claim in 2021/22. Based on current PCN forecasts, we anticipate ARR utilisation of 82%.
- **(£831k) Primary Care Winter Access Fund** - £250m of additional funding has been allocated nationally this year to help improve access to GP services and increase the number of patient appointments available over the winter. In T&G we anticipate total spend of £1,046k, all of which will ultimately be funded nationally. An allocation of £215k has already been received, meaning that we need to forecast on overspend of £831k at M10.

CCG QIPP

In M10 we are able to report full achievement of the CCG QIPP target for 2022/23.

Total savings of £5,164k have been realised. This includes £500k of recurrent prescribing related savings. But all other savings have been non-recurrent.

While these transactional schemes have contributed towards balancing the in year position, it does not contribute towards the underlying financial challenge. Therefore in the longer term we still need to revisit the strategic savings discussed pre-COVID at Star Chamber and through the cross cutting themes review.

Finance Summary Position – T&G ICFT

	Month 10			YTD		
	Plan £000's	Actual £000's	Variance £000's	Plan £000's	Actual £000's	Variance £000's
Total Income	£23,330	£24,006	£676	£229,913	£233,320	£3,407
Employee Expenses	(£16,301)	(£16,408)	(£107)	(£157,762)	(£158,476)	(£714)
Non Pay Expenditure	(£6,195)	(£6,139)	£56	(£64,456)	(£67,507)	(£3,051)
Total Operating Expenditure (excl. COVID-19)	(£22,496)	(£22,547)	(£51)	(£222,218)	(£225,983)	(£3,765)
Income - COVID-19	£30	£29	(£1)	£120	£257	£137
Employee Expenses - COVID-19	(£739)	(£983)	(£244)	(£7,036)	(£7,144)	(£108)
Non Pay Expenditure - COVID-19	(£142)	(£136)	£6	(£1,780)	(£1,386)	£394
Total Operating Expenditure - COVID-19	(£851)	(£1,090)	(£239)	(£8,696)	(£8,273)	£423
Total Operating Expenditure	(£23,347)	(£23,637)	(£290)	(£230,914)	(£234,256)	(£3,342)
Net Surplus/ (Deficit) before exceptional Items	(£17)	£369	£386	(£1,001)	(£936)	£65
Trust Efficiency Programme	£759	£811	£52	£4,936	£4,973	£36
Capital Expenditure	£1,762	£749	(£1,013)	£5,354	£3,853	(£1,501)
Cash and Equivalents		£27,145				

Trust Financial Summary – Month 10

The Trust is planning to breakeven, in line with national guidance. In month 10 the Trust reported an in month variance against plan of c.£386k favourable and a YTD position of c.£65k favourable.

The in month actual position is a reported surplus of c.£369k. This represents an adverse movement of c.£176k compared to the previous month, predominantly due to the receipt of funding in month 9. Total COVID expenditure incurred in month equated to c.£1.090m against planned spend of c.£851k which is an adverse variance against plan of c.£239k. This is largely due to impact of the Omicron variant on staffing sickness levels and increased instances of isolation as well as increased Critical Care spend. Total YTD spend for COVID is c£8.273m against a plan of c.£8.696m which represents an underspend of £423k..

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 the completed Referral to Treatment pathways relative to 2019/20. The Trust continues to report good levels of performance against restoration targets. However, the Trust continues to experience significant pressures within Urgent Care, Non-elective and COVID positive admissions and as a result there has been a small reduction in the number of elective and day cases versus plan this month.

Efficiency target:

The Trust has set an efficiency target for H2 of 3% in 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. £811k in month 10 and c.£4.973m YTD which are predominantly through productivity improvements and income generation schemes.

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APPENDIX 2 – Strategic Commission Detailed Analysis

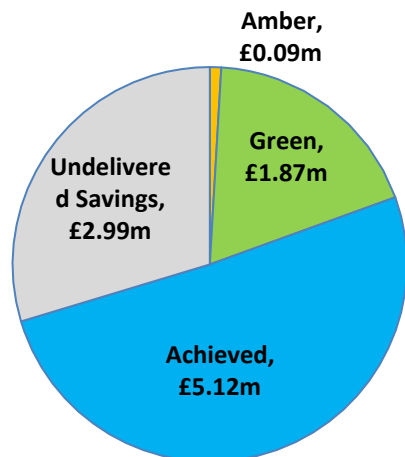
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Local Authority Savings Progress

Directorate	Opening Target £000s	Undelivered Savings £000s	Red £000s	Amber £000s	Green £000s	Achieved £000s	Total forecast savings £000s
Adults	676	418	0	0	43	226	269
Children's Services	492	10	0	0	0	492	492
Children's - Education	212	70	0	0	113	139	252
Population Health	472	93	0	0	0	472	472
Operations and Neighbourhoods	2,180	750	0	93	91	1,246	1,430
Growth	1,454	1,270	0	0	0	184	184
Governance	355	40	0	0	0	315	315
Finance & IT	65	15	0	0	0	50	50
Capital and Financing	2,874	13	0	0	1,590	1,339	2,929
Contingency	406	306	0	0	0	456	456
Corporate Costs	136	0	0	0	30	196	226
Total	9,322	2,985	0	93	1,867	5,115	7,075
%		32.0%	0.0%	1.0%	20.0%	54.9%	75.9%

Savings 2021/22



SAVINGS PROGRESS

The 2021/22 Revenue Budget, approved by Full Council on 23 February 2021, included savings targets in respect of a vacancy factor and savings to be delivered by management. Combined with savings identified in previous years, the total savings reflected in Council budgets is £9,322k. Of that total £8,930k are new savings for 2021/22 and these are subject to separate additional monitoring throughout the year.

Although £2,985k of original planned savings are not now expected to be delivered, services have identified some alternative mitigating savings which are expected to be delivered in place of the original targets.

Vacancy Factor - The total vacancy factor for the year is £4,669k. As at the end of period 10, forecast underspends relating to vacant posts were £5,259k, however a number of these are being covered by agency staff which across the council is forecast to be (£4,910k) overspent. This gives a net forecast underspend across the council of £349k on employee costs, this also includes £963k of COVID related additional cost which should not occur in future years.

Adult Services	Gross Expenditure Budget £000's	Gross Income Budget £000's	Net Budget £000's	Actual to date £000's	Forecast £000's	Variance £000's
Adults Commissioning Service	58,310	(20,178)	38,131	34,844	37,960	171
Adults Neighbourhood Teams	9,177	(323)	8,854	7,114	7,808	1,046
Integrated Urgent Care Team	2,144	(92)	2,052	1,657	2,001	51
Long Term Support, Reablement & Shared Lives	14,614	(1,192)	13,422	10,593	12,584	838
Mental Health / Community Response Service	5,404	(1,481)	3,923	3,139	4,000	(77)
Senior Management	1,223	(27,343)	(26,119)	(23,164)	(24,985)	(1,134)
TOTAL	90,872	(50,608)	40,264	34,184	39,369	895

BUDGET VARIATIONS

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

Underspends:

- **£1,202k** - There are a number of core vacant posts across the directorate. Funding has also been allocated from the Contained Outbreak Management Fund (COMF) which supports the costs for those staff working on outbreak management.
- **£813k** - Hospital Discharge Funding has been received as a contribution towards additional costs in the Community Equipment Store, which provides mobility/disability equipment to service users.
- **£717k** - The work of the Reablement service to support patients discharged from hospital, is now being part-funded through the NHS' Hospital Discharge Programme.
- **£446k** - Support at Home has received Contain Outbreak Management Funding which is supporting the costs of the Support of Home Model. This is offset by reductions in Continuing Healthcare income and client contributions towards care based on current client assessments. There is also a reduction in demand for off-contract homecare placements as clients are being supported within contracted service provisions.
- **£407k** - Day Services costs are expected to be reduced overall, with several contracted services not expected to resume at all during FY21/22. However, the use of Day Services for one-to-one support has increased, at a greater cost to the budget for off-contract provision. Infection Control Funds have been allocated to in-house Day Services, supporting work to manage outbreaks and reduce COVID infections

BUDGET VARIATIONS

- **£84k** - The Integrated Urgent Care Team (IUCT) is carrying several permanently employed vacancies that will not be recruited to this year. The overspend previously reported against agency costs in IUCT is now covered by COMF and Hospital Discharge Programme funding.
- **£71k** - Minor cost reductions have arisen across all areas in the directorate.

Pressures:

- **(£1,064k)** - There has been an increase in demand in off contract supported accommodation placements, both in terms of numbers of clients either as new demand or transitioning into adulthood and the average weekly rate of the placement type has seen an increase due to client needs.
- **(£969k)** - Increased in assessed hours required by clients who are supported within the internal supported accommodation properties. When the 21/22 budget was set, it was based on the service supporting 7048 hours per week. This has increased to 8065 assessed per week, which is showed in the increase in staffing related costs. Mount St and Hart St which have been part of the resettlement scheme have seen the largest change in assessed hour requirement.
- **(£204k)** - Housing benefit income has reduced in both Supported Accommodation and Long-term Support due to the assets of some clients rising above the reaching the £16k benefit threshold.
- **(£201k)** - There has been an increase in demand in off contract Mental Health supported accommodation placements, both in terms of numbers of clients either as new demand or transitioning into adulthood and the average weekly rate of the placement type has seen an increase due to client needs.

SAVINGS

- **(£407k)** - Adult Services intended to deliver £665k in Resettlement savings from the replacement of expensive out-of-borough placement with in-house provision, whilst improving quality of life for service users. In the event, logistical issues left over from lockdown and review of service users' best interest has delayed the programme.

Scheme	Savings Target 21/22 £000's	Not expected to be delivered £000s	Red £000's	Amber £000's	Green £000's	Achieved £000's	Total £000's
Out of borough savings	665	407	0	0	43	215	258
Oxford Park	11	11	0	0	0	0	0
Closure of Day Services	0	0	0	0	0	11	11
Total	676	418	0	0	43	226	269

Childrens Services- Social Care	Gross Expenditure Budget £000's	Gross Income Budget £000's	Net Budget £000's	Actual to date £000's	Forecast £000's	Variance £000's
Child Protection & Children In Need	8,197	(503)	7,694	6,757	8,016	(322)
Children's Social Care Safeguarding & Quality Assurance	2,019	(10)	2,009	1,460	1,821	188
Children's Social Care Senior	626	(7,269)	(6,644)	(3,833)	(6,733)	90
Early Help & Youth Offending	1,056	(689)	367	130	337	31
Early Help, Early Years & Neighbourhoods	6,517	(2,362)	4,154	4,002	3,953	201
Looked After Children (External)	28,538	(519)	28,020	24,438	31,132	(3,112)
Looked After Children (Internal)	10,808	(184)	10,625	9,977	12,141	(1,516)
Looked After Children (Support Teams)	7,200	(112)	7,088	5,555	6,792	295
TOTAL	64,961	(11,648)	53,314	48,487	57,459	(4,146)

BUDGET VARIATIONS

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

Underspends:

- **£669k** - Forecast underspend on Interagency Adoption Fees. The underspend is largely due to an increased number of children that are able to be placed with adopters from the Regional Adoption Agency; therefore avoiding the need to pay interagency adoption fees.
- **£500k** - Underspend on staffing due to vacancies and recruitment and retention issues.
- **£337k** - Additional grant income including an additional £129K in relation to the Holiday Activities and Food Programme (HAF) and an additional £145K Home Office Funding for additional Unaccompanied Asylum Seeking Children and other minor grants.
- **£349k** - Overall forecast underspend on resources for children with disabilities; including personal care, homecare and community based short breaks. The forecast underspend is also partially due to additional continuing care funding.
- **£387k** - One off CCG funding for Children's Social Care pressures as part of the risk share agreement.
- **£12k** - Other minor underspends

BUDGET VARIATIONS

Pressures:

- **(£4,313k)** - Forecast overspend on external residential placements due to the number of Cared for Children (CfC) and the cost of placements. In addition there are a number of care leavers in placements paid for by Children's Services that are tenancy ready but are unable to move on into their own property due a lack of social housing stock which accounts for £1.348m of this total. There is also an increased number of Unaccompanied Asylum Seeking Children.
- **(£1,516k)** - Forecast overspend on internal placements due to the number of Cared for Children (CfC) and payments for children that are no longer looked after (adoption allowances, SGOs).
- **(£129k)** - Additional payments to schools, community and voluntary organisations to deliver the Holiday Activities and Food Programme (HAF) as a result of an increase in the grant allocation
- **(£114k)** - Forecast overspend on transport costs for children due to the number of journeys and cost of the journeys.
- **(£318k)** - Forecast overspend on professional services including translation, therapy and mentoring, nursery fees, assessment units and placements for children that are not cared for.
- **(£60k)** - Forecast overspend on financial assistance payments to families.

SAVINGS

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Scheme	Savings Target 21/22 £000's	Not expected to be delivered £000s	Red £000's	Amber £000's	Green £000's	Achieved £000's	Total £000's
Portage Review	10	10	0	0	0	0	0
Reduction in Signs of Safety Training Budget	0	0	0	0	0	10	10
Review of Contact Centre	70	0	0	0	0	70	70
Alignment of services to neighbourhoods model	64	0	0	0	0	64	64
Alignment of services to neighbourhoods model	32	0	0	0	0	32	32
Duty and Locality Teams	235	0	0	0	0	235	235
Review of staffing	81	0	0	0	0	81	81
Total	492	10	0	0	0	492	492

Education	Gross Expenditure Budget £000's	Gross Income Budget £000's	Net Budget £000's	Actual to date £000's	Forecast £000's	Variance £000's
Access Services	18,391	(14,649)	3,742	2,207	3,959	(218)
Assistant Executive Director - Education	436	(112)	324	103	173	151
Education Improvement and Partnerships	1,168	(732)	436	93	304	132
Schools Centrally Managed	1,876	(219)	1,657	1,187	1,546	111
Special Educational Needs and Disabilities	11,353	(10,076)	1,277	240	1,081	196
TOTAL	33,224	(25,788)	7,435	3,830	7,064	372

BUDGET VARIATIONS

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

Underspends:

- **£235k** - Staffing expenditure is £307k less than budget due to part and full year staffing vacancies partly offset by severance costs, for non-grant funded area. This is further offset by the £72k vacancy factor included for the service.
- **£149k** - A review of the spending has been undertaken to understand commitments in year, which has resulted in a budget saving. This will be utilised to mitigate pressure on the delivery of savings in 2021/22, and support the shortfall anticipated on traded services income within Education.
- **£75k** - Additional Central Schools Service Support Grant received in 2021/22 has resulted in an in year saving on the council contribution to these Education services. The council has to provide budget for these education functions as the grant from DfE doesn't fully cover this activity. This identified saving is being offered towards the 2022/23 savings.
- **£71k** - A reduction in the use of associates within the Education Psychology (EP) team and a reduction in the contract with Salford has led to a projected saving on professional fees this financial year further to the review of the service. This is in line with growing the service internally to reduce external costs.
- **£57k** - Funding received from the Covid Outbreak Management Fund to support the costs of staff who have been involved in containing the Covid outbreak.
- **£108k** - Other minor variations under £50k.

BUDGET VARIATIONS

Pressures:

- **(£206k)** - SEN Transport - pressure has materialised. A further pressure of £206k is currently projected for the service in 2021/22 based on the Autumn 21 term route costs. The demand for SEN Transport has continued to rise due to the increase in the number of pupils eligible and there is an increase in the number of children in out of borough placements. £33k of this pressure relates to additional costs of transporting pupils in the Summer term due to social distancing measures being put in place during the Covid 19 situation.
- **(£139k)** - The Education service is forecast to under achieve on its traded income target by £139k due to a reduced buy in to services, £24k of the £139k is related to Covid and lockdown restrictions. This is a significant improvement from the £230k previously reported due to increased buy in since September 2021. The remaining pressure is being mitigated through the savings identified through budget review and the services involved in trading holding vacancies.
- **(£88k)** - There is a projected decrease in Education Welfare penalty notice income due to changes in government legislation during the Covid 19 lockdown periods.

SAVINGS

- **£110k** - There is reduced demand on the budget for Teachers retirement pension costs. This will be offered for additional savings in 2022/23.

Scheme	Savings Target 21/22 £000's	Not expected to be delivered £000s	Red £000's	Amber £000's	Green £000's	Achieved £000's	Total £000's
Behaviour & Attendance Offer	124	70	0	0	3	51	54
Pensions Increase Act	88	0	0	0	110	88	198
Total	212	70	0	0	113	139	252

Service Area	Gross Expenditure Budget £000's	Gross Income Budget £000's	Net Budget £000's	Actual to date £000's	Forecast £000's	Variance £000's
Population Health	15,941	(1,403)	14,538	10,653	13,641	897
TOTAL	15,941	(1,403)	14,538	10,653	13,641	897

BUDGET VARIATIONS

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

Underspends:

- **£572k** - A contribution is allocated from the Contain Outbreak Management Fund (COMF), to support COVID testing and outbreak management work carried out by the service
- **£114k** - Staffing costs are less than budget due to several vacancies within the core Population Health team.
- **£929k** - Additional one off savings have materialised at Period 10, due to changes made to the programmes of work within Population Health that have been necessary to support with the Omicron variant, which have been funded via covid grant.
- **£44k** - Prescribing costs are lower than budget due to service delivery changes and the impact of the pandemic. A review is currently planned for March 2022.
- **£108k** - The Population Health Contract with the ICFT was budgeted to increase by 200k in cost anticipating pay awards and other inflation. However more recent NHS guidance has confirmed that inflation is less than expected due to efficiencies now being required of the providers, and the overall uplift has been agreed at only £92k.
- **£23k** - There are various minor cost reductions across various Population Health programmes.

SAVINGS

- **(£93k)** - The recommissioning of the Be Well Health Improvement Fund was intended to secure savings from FY21/22, but has not progressed on schedule with delays caused by COVID.

Scheme	Savings Target 21/22 £000's	Not expected to be delivered £000s	Red £000's	Amber £000's	Green £000's	Achieved £000's	Total £000's
Schools Health & Wellbeing Reductions	13	0	0	0	0	13	13
Health Improvement Recommissioning	93	93	0	0	0	0	0
Population Health Investment Fund	0	0	0	0	0	93	93
CYP Emotional Health and Wellbeing	16	0	0	0	0	16	16
Sport and Leisure	150	0	0	0	0	150	150
Integrated Drug and Alcohol services	200	0	0	0	0	200	200
Total	472	93	0	0	0	472	472

Quality & Safeguarding	Gross Expenditure Budget £000's	Gross Income Budget £000's	Net Budget £000's	Actual to date £000's	Forecast £000's	Variance £000's
Safeguarding and Quality Assurance	383	(241)	142	19	142	0
TOTAL	383	(241)	142	19	142	0

BUDGET VARIATIONS

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

Underspends:

- **£15k** - Employees - underspend mainly due to a part year vacant post.
- **£9k** - Premises Related Expenditure: Reduced costs for room hire – Training courses have been delivered online due to Covid
- **£6k** - Transport Related Expenditure: Reduced transport related costs as a result of covid - training courses are being delivered online.
- **£43k** - Supplies and Services: Reduction in commissioned services for training courses and a number of training courses are being delivered online.
- **£2k** - Recharge Expenses: Reduction in printing and supplies & services recharges as a result of Covid, as staff are continuing to work from home.

Pressures:

- **(£10k)** - Income: (£18k) Under achievement of income target from maintained and academy Schools Traded Services. Conversations are required with schools to remind them of the importance of safeguarding; this may lead to further take up in the new academic year. This is partially offset by £8k additional unbudgeted Health Income.
- **(£65k)** - Capital Items & Reserve Movements - Underspend transferred to reserve for future funding and investment in the service.

Operations and Neighbourhoods

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Operations and Neighbourhoods	Gross Expenditure Budget £000's	Gross Income Budget £000's	Net Budget £000's	Actual to date £000's	Forecast £000's	Variance £000's
Community Safety & Homelessness	7,649	(2,744)	4,905	2,757	4,953	(48)
Cultural & Customer Services	3,347	(358)	2,990	2,178	2,757	232
Engineers, Highways & Traffic Management	14,555	(10,844)	3,711	3,428	4,005	(294)
Management & Operations	1,384	(2,738)	(1,353)	(927)	(981)	(372)
Operations & Neighbourhoods Management	30,932	(31)	30,902	31,374	30,679	223
Operations & Greenspace	5,571	(439)	5,132	3,857	4,789	343
Public Protection & Car Parks	4,223	(3,027)	1,196	650	1,041	155
Waste & Fleet Management	10,208	(6,238)	3,970	2,329	4,430	(461)
Markets	969	(1,187)	(218)	(484)	(186)	(32)
TOTAL	78,839	(27,605)	51,234	45,162	51,488	(254)

BUDGET VARIATIONS

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

Underspends:

- **£343k** - Forecast Underspends in Operations & Greenspace predominantly on Street Cleansing Waste Disposal Costs as a result of the waste now being disposed of through the Waste Levy at a reduced cost per tonne.
- **£405k** - Engineers staffing underspends due to a number of vacant posts, pending service redesign. This partially offsets expected income shortfalls as detailed under the pressures section
- **£70k** - Contribution from the Waste Levy Reserve to partially offset the expected shortfall in savings from proposed 3 weekly bin collections and charging for replacement bins
- **£232k** - Forecast underspend across Cultural & Customer Services, primarily on staffing costs and purchase of Library materials in order to mitigate known overspends elsewhere in the Directorate
- **£234k** - There is currently a net saving forecast across Waste and Transport levies in 2021/22, this is due to a combination of timing issues of when the budget was set and when the final allocations are agreed and latest data from GMCA indicating reduced tonnages resulting in a reduction in the current year forecast

BUDGET VARIATIONS (continued)

- **£264k** - Reduction in the forecast subsidy required to fund Temporary Accommodation costs not funded by Housing Benefits. This is as a result of lower cost accommodation being secured
- **£1,289k** - Allocation of Covid funding to finance additional and core service costs in Homelessness Services, Licensing & Enforcement and Customer Services.
- **£9k** - Other minor underspends across the Directorate

Pressures:

- **(£251k)** - Forecast income in the Bereavement Service is below budget. This is due to the replacement cremator project impacting on the number of funerals the Council are able to deliver each week. Capacity has been reduced by 15 funerals per week until the project is completed, which is now estimated to be May 2022
- **(£426k)** - There continues to be a shortfall in Car Parks income due to a combination of COVID and legacy budget issues. A car parking review will aim to address this issue in subsequent financial years.
- **(£156k)** - Business Rates - backdated Business Rate charges have been incurred on 5 car parks following a revaluation of the rateable values.
- **(£450k)** - Engineers income budgets are historic and work is required to align them to the capital programme. At present there is an expected shortfall this financial year, however this is partially offset by underspends on staffing budgets in Engineers pending a planned service redesign. Further work will be carried out in this area in conjunction with project and service managers.
- **(£101k)** - Based on previous years trends it is forecast that Winter Gritting expenditure will exceed the budget. The current assumption is based on an annual costs of c £700k. It should be noted that the Council benchmark well against statutory neighbours for this function. The recurrent budget shortfall needs to be addressed within the 2022/23 Directorate budget.
- **(£350k)** - There is a recurrent budget pressure in the Homelessness Service within the ABEN Project (A Bed for Every Night). The Council incur security costs for a number of properties where service users are supported. These costs have never been funded by the grant allocation received from GMCA.
- **(£200k)** - Community Safety - Increase in forecast of project related costs which may be funded by use of existing reserves. This will be confirmed prior to 31 March 2022.
- **(£415k)** - Additional COVID related expenditure in the Homelessness Service on dispersed properties. These are additional properties that the Council has rented on behalf of service users to comply with social distancing regulations. This cost has been funded through the Covid Outbreak Management Fund shown above.

SAVINGS

- **(£119k)** - Targeted procurement savings across the Directorate have not yet materialised, work is ongoing with STAR procurement to address this but it is envisaged that there will be a shortfall in this years savings target, this will be mitigated from other budgets within the service as a non recurrent mitigation.
- **(£100k)** - The commercialisation income budget will not be delivered in the current financial year due to a combination of COVID and capacity issues within the Directorate which has delayed the implementation of an associated strategy.
- **(£50k)** - The service redesign in the Homelessness Service has been delayed, due to capacity pressures elsewhere in the Homelessness Service. On 24 November 2021 the Executive Cabinet approved the serving of a 6 month notice period to terminate the existing Housing Options service contract with Jigsaw Homes. The service will be delivered within the Directorate at the end of the notice period supported by an associated service redesign to realise recurrent savings.
- **(£110k)** - The Neighbourhoods service redesign has been delayed due to increased COVID related resourcing demands on the service. This has been mitigated non recurrently by the use of Covid Outbreak Management Funding (COMF) to finance existing service expenditure.
- **(£371k)** - There has been a delay in the implementation of 3 weekly bin collections and charging for replacement bins. Both schemes were implemented on 31st January 2022. It has been agreed that this will be partially offset by a contribution from the Waste Levy Reserve for 2021/22 as shown above.

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Scheme	Savings Target 21/22 £000's	Not expected to be delivered £000s	Red £000's	Amber £000's	Green £000's	Achieved £000's	Total £000's
Review of customer services face to face offer	51	0	0	0	0	51	51
Review of book access points in post office	6	0	0	0	0	6	6
Removal of surplus staffing budgets	157	0	0	0	0	157	157
Design Charges	70	0	0	0	12	58	70
Highways maintenance efficiencies	67	0	0	44	0	23	67
Work with STAR to ensure procurement in Stores is best value and on contract	69	69	0	0	0	0	0
STAR Procurement	50	50	0	0	0	0	0
Waste levy reduction	257	0	0	0	0	257	257
Transport Levy Reduction	0	0	0	0	0	0	0

SAVINGS (continued)

Scheme	Savings Target 21/22 £000's	Not expected to be delivered £000s	Red £000's	Amber £000's	Green £000's	Achieved £000's	Total £000's
Extending commercial offer	100	100	0	0	0	0	0
Bring Statutory Housing Service in house	50	50	0	0	0	0	0
Removal of 1 Cemetery Operative	30	0	0	0	0	30	30
Reduction in costs for Dog Wardens	12	0	0	0	0	12	12
Bring Security Activities in House	10	0	0	0	0	10	10
Transfer processing of street sweepings into the waste levy	200	0	0	0	0	200	200
Reduction of budgets for vehicle costs	100	0	0	0	0	100	100
Grounds Maintenance Staffing	53	0	0	0	0	53	53
Street Cleansing Staffing	20	0	0	0	0	20	20
Cancellation of the Tour of Britain Series, Tour of Britain and associated cycling events	140	0	0	0	0	140	140
Markets Events	50	0	0	0	0	50	50
Public Protection staffing review	110	110	0	0	0	0	0
CCTV Equipment	49	0	0	49	0	0	49
Removal of Staffing budget for Museum of Manchester Regiment (MMR)	70	0	0	0	0	70	70
Removal of excess budget	9	0	0	0	0	9	9
Reduce collection frequency - 3 weekly Blue Bin collections	130	100	0	0	30	0	30
Reduce collection frequency - Black bin collections to 3 weekly	130	100	0	0	30	0	30
Charge for all new bins ordered	190	171	0	0	19	0	19
Total	2,180	750	0	93	91	1,246	1,430

Growth	Gross Expenditure Budget £000's	Gross Income Budget £000's	Net Budget £000's	Actual to date £000's	Forecast £000's	Variance £000's
Growth Management	282	0	282	208	231	51
Development & Investment	1,799	(831)	969	894	1,010	(41)
Economy, Employment & Skills	2,300	(1,411)	889	192	870	19
Major Programmes	500	0	500	(12)	500	0
Infrastructure	200	0	200	115	117	83
Planning	1,643	(1,211)	432	312	517	(85)
BSF, PFI & Programme Delivery	24,126	(24,126)	0	1,863	0	0
Asset Management	611	(336)	275	(119)	188	87
Capital Programme	1,635	(440)	1,196	1,323	1,171	24
Corporate Landlord	8,184	(2,361)	5,822	5,073	6,299	(477)
Environmental Development	566	(28)	538	492	473	65
Estates	1,393	(2,154)	(760)	(208)	(616)	(145)
School Catering	2,136	(2,132)	4	(137)	4	(0)
Vision Tameside	0	0	0	0	90	(90)
TOTAL	45,375	(35,028)	10,347	9,995	10,855	(508)

BUDGET VARIATIONS

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

Underspends:

- **£54k** – Forecast underspend on utility costs within the Council estate due to closure during covid restrictions
- **£138k** – Delays in recruitment to posts within Employment and Skills
- **£93k** - Delays in recruitment to posts within Building Control
- **£51k** - Non recruitment to Director of Growth post
- **£175k** - Delays in recruitment to posts within Asset Management
- **£81k** - Delays in recruitment to posts within Estates service

BUDGET VARIATIONS

Underspends (continued):

- **£51k** - Reduced forecast on professional services budget within the Estates Service
- **£142k** - Delays in recruitment to posts within Corporate Facilities service
- **£102k** - Excess provision of 20/21 accrual for repairs and maintenance on the Council estate
- **£76k** - British Waterways Levy saving - liability period ended in 2020/21
- **£134k** - Backdated accommodation charge rebate relating to Hattersley Hub
- **£41k** - Pre- Planning Application fee additional income predominantly due to Godley Green Garden Village development
- **£44k** - Backdated rental income on the Council's Industrial estate
- **£110k** - Delays in recruitment to posts within Planning
- **£52k** - PFI Contract manager post financed via the PFI contract affordability reserve
- **£45k** - Other Minor Variations

Pressures:

- **(£165k)** - Reduced forecast rent income at Droylsden Shopping centre (94k) and Hyde Shopping Centre (71k). This is a result of tenants vacating shopping centre units due to the Covid pandemic. This is an estimated variance pending the receipt of the annual accounts for both centres as the Council receives a share of the related annual profits realised.
- **(£192k)** - Agency employees covering vacant posts within the Planning Service
- **(£80k)** - Forecast reduced income relating to Building Control fees
- **(£132k)** - Forecast reduced hire of rooms income due to closed and reduced use of Council buildings during covid restrictions.
- **(£84k)** - Agency employees covering vacant posts within the Estates Service
- **(£71k)** - 2020/21 GMCA Low Carbon Skills Fund grant debtor that will not be realised
- **(£100k)** - Fees relating to the disposal of assets that are not expected to be financed via future capital receipts
- **(£33k)** - Rateable value revaluations on Corporate Landlord buildings - backdated business rate liabilities
- **(£90k)** - Estimated final retention payment relating to the construction of Tameside One
- **(£87k)** - Estimated building dilapidation and utility cost liabilities relating to a building that will be vacated by the Adult Education Service due to the transfer of service to Tameside College

SAVINGS

- **(£126k)** - Security and premises costs relating to Two Trees site demolition (£66k) and Loxley House community asset transfer (£60k).
- **(£300k)** - Non realisation of income expected by the lease of a floor in Tameside One.
- **(£52k)** - Decision pending to approve the allocation of external income contributions to existing posts.
- **(£57k)** - Decision pending to approve the increase of land charge fee rates.
- **(£35k)** - Planning restructure saving not delivered - partial contribution from the vacant Strategic Lead Transportation & Infrastructure post.
- **(£200k)** - Savings within the Tameside Additional Services (TAS) Contract (TAS) are not expected to be delivered.

SAVINGS (continued)

Scheme	Savings Target 21/22 £000's	Not expected to be delivered £000s	Red £000's	Amber £000's	Green £000's	Achieved £000's	Total £000's
Reduction in posts, income generation from management fees and restructuring external budgets.	76	0	0	0	0	76	76
Asset Management Accommodation Strategy (operational)/ WorkSmart	177	126	0	0	0	51	51
Relocation of Droydsden Library and Closing out of Hattersley Hub Offices and Community 7 Rooms	20	0	0	0	0	20	20
Lease Out of Tameside One Office Floor	300	300	0	0	0	0	0
Reduce Employment and Skills project budget by £10,000 (40%).	10	0	0	0	0	10	10
Future Income Generation – Contributions to post	52	52	0	0	0	0	0
Savings in Development Management pre-application advice and Planning Performance Agreements	7	0	0	0	0	7	7
Recurrent income Review Land Charges fees aligned to completion of Land Registry digitisation project to ensure that the remaining chargeable services are at an appropriate up to date level	57	57	0	0	0	0	0
Planning and Transportation Restructure	55	35	0	0	0	20	20
Reduction in costs associated with the Tameside Additional Services Contract (TAS)	200	200	0	0	0	0	0
Estates Property Rent Reviews	500	500	0	0	0	0	0
Total	1,454	1,270	0	0	0	184	184

Governance	Gross Expenditure Budget £000's	Gross Income Budget £000's	Net Budget £000's	Actual to date £000's	Forecast £000's	Variance £000's
Democratic Services	737	(119)	618	591	536	81
Executive Support	1,734	(158)	1,576	1,120	1,361	214
Governance Management	187	(90)	97	77	98	(1)
Legal Services	1,537	(34)	1,503	1,268	1,588	(85)
Exchequer	61,429	(60,108)	1,320	3,697	2,258	(938)
Policy, Performance & Communications	1,758	(295)	1,463	1,082	1,349	114
HR Operations & Strategy	1,293	(677)	616	526	685	(69)
Organisational & Workforce Development	711	(103)	608	330	437	171
Payments, Systems and Registrars	2,085	(803)	1,282	918	1,184	99
TOTAL	71,470	(62,387)	9,083	9,609	9,495	(412)

BUDGET VARIATIONS

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

Underspends:

- **£575k** - Employee related expenses including training are less than budget due to a combination of vacant posts held, posts being recruited to and costs forecast, maternity leave, staff who are not in the Pension fund or may have opted out and the vacancy factor.
- **£57k** - There is a current forecast of £57k one off income for staff related time spent on Covid-19 related activities from the Contain Outbreak Management Fund.
- **£92k** - Budget of £92k to increase the bad debt provision for Housing Benefit is currently not being forecast to be utilised as the current provision is considered adequate.
- **£55k** - Policy Projects is £55k under budget, £50k of this is in relation to planned projects for 21/22 that have not taken place due to COVID 19 and will be looked to be carried out in the 22/23 financial year
- **£345k** - Other minor variations of less than £50k across all services across the directorate. This includes underspends on Corporate Systems and Consultancy, Additional Income due to secondments, other additional Fee Income, underspends on Printing and Stationery.

Underspend (Continued):

- **£43k** - The Quality, Innovation, Productivity and Prevention programme (QIPP) from the CCG for quarter 1 has resulted in additional income of £43k to TMBC; no further QIPP monies are forecast to be transferred for the remainder of the financial year

Pressures:

- **(£455k)** - The net value of costs recovered in respect of council tax and business rates debt collections costs are forecast to be significantly less than budget due to delays and restrictions on the recovery processes due to the Covid-19 pandemic (£455k).
- **(£207k)** - There is an additional pressure due to the need to increase the level of the bad debt provision we currently hold for Council Tax Summons costs. The increase is needed due to a re-assessment of the level of the provision required for unpaid debts as a result of the COVID 19 Pandemic. The forecast is to increase the bad debt provision by (£293k) this resulting in a pressure of (£207k) in excess of budget
- **(£421k)** - The forecast impact of a reduction in Housing Benefit overpayment identified and collected in year together with reduced collection of prior year overpayment debt recovery. Reduced debt collection is attributable to the economic impact of Covid 19 and restrictions on recovery processes in 21/22. It is hoped that recovery performance will increase over the financial year and restrictions are removed. This is resulting in income recovery of (£421k) less than budget
- **(£95k)** - Forecasts in relation to Housing Benefit Expenditure and subsidy are based on the 2021-22 housing benefit data from the Capita System, this is currently forecasting a (£95k) net cost in excess of budget. This will be closely monitored throughout the last few months of the financial year.
- **(£100k)** - The service have worked with Capacity Grid in carrying out reviews in relation to Single person Discount (SPD), Empty Homes and Business Rates at a cost to date in 21/22 of £100k. The potential income generation resulting from these reviews is currently being worked on by the Exchequer Service, estimated income generation from the SPD Review is circa £456k
- **(£140k)** - Additional cost of (£140k) in relation to the 20/21 Housing Benefit and Discretionary Housing Benefit payments year end adjustments due to the Final Subsidy claim.
- **(£108k)** - Income is (£108k) less than budget due to a reduction in the number of schools purchasing HR, Payroll and Recruitment and Teacher Trade Union service.
- **(£13k)** - The Priority Account Service (Oxygen) has a net income target of £50k. Current forecast for the programmes expenditure and income along with the £50k income target results is a forecast shortfall of (£13k). This will be reliant on the number of our larger suppliers signing up to the scheme and will be monitored throughout the year

SAVINGS

- **(£10k)** - Saving not expected to be achieved in relation to the discontinuation of Life in Tameside and Glossop Website, this has been offset by other savings and underspends across the service.
- **(£10k)** - Generation of income through promotion of design function externally has not yet been implemented, this has been offset by other savings and underspends across the service.
- **(£20k)** - Review of staff structure – this will be completed in 2022/23 once arrangements for the ICS are clearer. Saving is being offset by vacancies and other underspends across the service.

Scheme	Savings Target 21/22 £000's	Not expected to be delivered £000s	Red £000's	Amber £000's	Green £000's	Achieved £000's	Total £000's
Electoral registration	25	0	0	0	0	25	25
Review of staff structure - reducing staff hours	41	0	0	0	0	41	41
Review of staff structure	68	0	0	0	0	68	68
Review of workforce development budget - for one year and further review thereafter	20	0	0	0	0	20	20
Staff restructure	81	0	0	0	0	81	81
Review of staff structure	20	20	0	0	0	0	0
Review software licences	5	0	0	0	0	5	5
Discontinuation of Life in Tameside and Glossop Website	10	10	0	0	0	0	0
Review of external advertising	5	0	0	0	0	5	5
Generation of income through promotion of design function externally	10	0	0	0	0	0	0
Not replacing trainee solicitor post	70	0	0	0	0	70	70
Total	355	40	0	0	0	315	315

Finance and IT	Gross Expenditure Budget £000's	Gross Income Budget £000's	Net Budget £000's	Actual to date £000's	Forecast £000's	Variance £000's
Financial Management	3,487	(1,051)	2,436	1,502	2,399	37
Risk Management & Audit Services	1,936	(250)	1,685	1,585	1,667	18
Digital Tameside	4,730	(525)	4,205	4,116	3,456	748
TOTAL	10,153	(1,827)	8,326	7,203	7,523	803

BUDGET VARIATIONS

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

Underspends:

£168k - Employee related expenses across the directorate are in forecast to be under budget by £168k. This is a combination of vacant posts held, posts being recruited to and costs forecast from later in the year, maternity leave, staff who are not in the pension fund or may have opted out resulting in £440k under budget however the directorate have a vacancy factor of (£245k). IR35 costs incurred for the Interim Assistant Director of Finance Position were (£39k), which are offset by underspends on the employee related expenses. Training expenses are forecast to be £12k under budget.

- **£4k** - There are other minor variations across the Financial Management, Risk Management and Audit Services of £4k under budget
- **£579k** - Additional one-off grant funding to support acceleration of Office 365 roll out to support more effective remote working.
- **£82k** - The move to Office 365 has meant that planned licence purchases are no longer required.
- **£110k** - Other Minor variations across the Directorate, including delayed implementation of some IT projects due to reprioritisation.

Pressures:

- **(£130k)** - Income is (£130k) less than budget in relation to the Schools trading with I.T. however this is offset by an underspend on the staffing related expenses by £98k. This is due to a change in the way this service is now delivered..

SAVINGS

Savings Performance:

- **(£10k)** - The saving for STAR Procurement is forecast not to be achieved due to the fee not being reduced in 21/22.

Scheme	Savings Target 21/22 £000's	Not expected to be delivered £000s	Red £000's	Amber £000's	Green £000's	Achieved £000's	Total £000's
Asset Valuation Services	55	5	0	0	0	50	50
STAR procurement	10	10	0	0	0	0	0
Total	65	15	0	0	0	50	50

Corporate	Gross Expenditure Budget £000's	Gross Income Budget £000's	Net Budget £000's	Actual to date £000's	Forecast £000's	Variance £000's
Chief Executive	259	0	259	209	250	9
Corporate and Democratic Core	3,628	(222)	3,406	2,920	3,285	121
Democratic Processes	1,465	(79)	1,386	1,089	1,356	31
Investment and Financing	8,964	(4,189)	4,775	(1,159)	4,270	505
Contingency	(642)	(9,373)	(10,015)	(15,199)	(11,001)	986
TOTAL	13,675	(13,863)	(189)	(12,140)	(1,841)	1,652

BUDGET VARIATIONS

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

Underspends:

- **£52k** - MRP charges lower than initial budget due to reduced capital spend in 2020/21
- **£355k** - Projected interest charges reduced on the assumption that no further borrowing is required in year.
- **£14k** - Projected Manchester Airport land rental income increased on basis of 2020/21 outturn.
- **£61k** - Additional unallocated income relating to previous years which cannot be allocated to services.
- **£15k** - Interest income projection revised due to increase in rates following Bank of England base rate rises
- **£81k** - There are other minor variations across the Corporate Democratic Core service of under £50k.
- **£652k** - Release of unallocated contingency budget to support increased costs across the Council.
- **£1,013k** - Received council tax support grant to support income shortfalls. This wasn't budgeted for.
- **£292k** - Received sales, fees & charges income compensation grant to compensate income losses in the period April - June 2021 due to COVID. This wasn't budgeted for.

Pressures:

- **(£10k)** - The Tameside MBC Coroners costs are £10k in excess of budget , however there is £15k expenditure that is directly attributable to Covid 19. This is a combined service Hosted by Stockport MBC in partnership with Trafford MBC and Tameside MBC, and these are the costs allocated to Tameside MBC.
- **(£594k)** - Increased staffing and other associated costs across the Council directly attributable to COVID.

SAVINGS

Savings Performance:

- **£68k** – Pension advanced payment - Additional savings from the prepayment of pension contributions to GMPF based on savings to date in year.
- **(£261k)** - Workforce cross cutting themes - these savings will materialise in Directorate budgets. Work is on going to reduce agency costs which will be reflected in lower employee costs across service areas.
- **(£15k)** - Salary Sacrifice Schemes - Level of savings unknown at this stage, total saving of £45k most likely won't fully materialise as a significant proportion was a saving associated with employees using The Council's car loan scheme which is unlikely to see high demand due to employees working from home.
- **£356k** - Council Tax Single Person Discount review - total savings forecast to be achieved is £456k which is an overachievement of £356k against the original £100k savings target. Over achievement due to the Single Person Discount review identifying more council tax claimants that needed correcting than originally anticipated. This saving will materialise as increased council tax income.
- **£90k** – Contingencies and Mayoral support - A further additional saving of £90k is forecast on the Pension Increase Act payment we make to the Greater Manchester Pension Fund, this is in addition to the £50k saving for 21/22

SAVINGS

Savings Performance:

Scheme	Savings Target 21/22 £000's	Not expected to be delivered £000s	Red £000's	Amber £000's	Green £000's	Achieved £000's	Total £000's
MRP overpayment	1,299	0	0	0	0	1,299	1,299
Manchester Airport Investments	1,062	0	0	0	1,062	0	1,062
Pension Advanced Payment	460	0	0	0	528	0	528
Venture fund	13	13	0	0	0	0	0
Capital Financing	40	0	0	0	0	40	40
SPD Review	100	0	0	0	0	456	456
Workforce Cross Cutting theme (excluding VF increase)	261	261	0	0	0	0	0
Salary Sacrifice Schemes	45	45	0	0	0	0	0
Contingencies and Mayoral Support	136	0	0	0	30	196	226
Total	3,416	319	0	0	1,620	1,991	3,611

Reserve Transfers

Reserve Transfers

The table below details the reserve transfers that need approval;

Acute

£000's	YTD Budget	YTD Actual	YTD Variance	Annual Budget	Forecast	Forecast	Movement From M9
	£000's	£000's	£000's	£000's	Outturn	Variance	
					£000's	£000's	
Acute Commissioning	181,411	181,396	14	217,354	217,319	35	11
Ambulance Services	8,238	8,238	(0)	9,880	9,880	(0)	0
Clinical Assessment & Treatment Centres	1,078	563	515	1,367	818	550	28
Collaborative Commissioning	139	143	(4)	166	166	(0)	(0)
High Cost Drugs	232	219	13	276	264	12	(15)
NCAS/OATS	136	228	(92)	169	250	(81)	0
Winter Resilience	59	65	(7)	67	74	(7)	(7)
Total - Acute	191,291	190,852	439	229,280	228,771	509	18

Acute Commissioning - The £11k movement in forecast relates to neuro rehab, where the winter pressure has not materialised.

Otherwise, there has been no movement in the forecast position for the Acute Commissioning cost centre. This is because NHS contracts are still being paid on the basis of nationally calculated command and control blocks, while any variance for Independent Sector providers is covered by the Elective Recovery Fund (ERF).

Against nominal Independent Sector budgets (set on the basis of spend in H2 20/21), the CCG received additional allocation of £807k in the first half of the year from ERF. In the second half of the year, budgets were set on activity in H1 21/22. We are projecting additional funding of £130k as providers work to drive down waiting lists which built throughout the pandemic.

It should be noted that in addition to the activity built into the forecast above, NHSE have put in place national contracts with a number of independent sector providers from 10th January – 31st March. This is to ensure that patients can continue to receive the planned care they need and provides additional potential surge capacity to the NHS. This will not cause a financial pressure to the CCG as any over performances will be fully funded by NHSE.

Clinical Assessment & Treatment Centres - The forecast against this area has decreased by £28k from the previous month. This is purely down to lower than anticipated activity volumes. At a contract meeting with the provider earlier in the year, they advised that activity levels were set to return to pre-COVID levels. Although activity levels are increasing, it isn't at the rate we'd anticipated. It is likely that the forecast in this area will reduce further before the end of the financial year.

High Cost Drugs - The forecast in this area has increased by £15k from M09. There are two reasons for this; increased expenditure on homecare drugs (£8k) and higher than average EUR approvals (£6k). These two reasons fully explain the movement in forecast outturn.

NCAS/OATS - After the busy summer period with higher than expected expenditure with the devolved administrations, activity levels seem to have settled, meaning there has been no need to adjust the forecast. Generally speaking, invoices have been received from the devolved administrations up to M08 (November). Depending on activity over the Christmas period, the forecast in this area isn't expected to shift significantly in the coming months.

Mental Health

	YTD Budget £000's	YTD Actual £000's	YTD Variance £000's	Annual Budget £000's	Forecast Outturn £000's	Forecast Variance £000's	Movement From M9
Child & Adolescent Mental Health	625	560	65	798	1,034	(236)	(204)
Improving Access To Psychological Therapies	452	447	6	543	537	6	1
Learning Disabilities	639	482	157	953	759	195	9
Mental Capacity Act	137	126	11	166	145	21	8
Mental Health Contracts	25,904	25,843	61	31,179	31,149	30	(78)
Mental Health Services - Adults	1,014	1,060	(45)	1,242	1,402	(160)	39
MH - Collaborative Commissioning	966	966	(0)	969	969	(0)	0
MH - Non Contracted Activity	14	14	0	16	16	0	0
Mental Health Services - Other	149	657	(508)	252	791	(540)	0
MH - Specialist Services	878	878	(0)	1,053	1,053	0	0
Mental Health Transformation	6	(89)	94	219	121	97	0
Mental Health - Individualised Commissioning	6,105	5,530	575	7,328	6,628	700	263
Mental Health Neighbourhood	500	406	94	599	487	112	27
MENTAL HEALTH SERVICES - WINTER RESILIENCE	0	0	(0)	0	0	(0)	0
DEMENTIA	90	90	(0)	109	109	(0)	0
Total - Mental Health	37,479	36,970	509	45,424	45,201	224	65

The forecast within Mental Health to Month 10 has moved favourably by £65k from Month 9. The overall movement is driven by a further decrease in the number of MH individualised package of care costs. This has been offset by an increase in costs to support the local authority within CYP relating to the early attachment service. Also contained within the net position is an adverse movement of £39k relating to a year end settlement agreement between the CCG and Pennine Care FT for the 21/22 contract and a £55k reduction in the expected number of Male PICU placement utilisation.

Notable movements of both budget and expenditure factored into the Month 10 position include the transfer of Community Learning Disability Service from the ICFT to PCFT from 1st December £410k), £210k Living Life Well GM allocation to fund the Innovation Unit and Big Life and £45k Eating Disorders GM allocation.

The CCG remains on track to exceed the Mental Health Investment Standard and is currently forecasting an over achievement of £1.4m. The previously noted RECAT exercise has now been completed and is reflected within the MHIS position. The key movement being the reduction of MH related HRG's which reduced both plan and actual expenditure by 707k, therefore had a neutral impact on achievement of the target.

Planning for 22-23 has commenced and takes account of the latest information in relation to the ICS financial framework. GM discussions are ongoing and an initial 'place' draft plan is due mid-February. However, there remains a significant number of anomalies that will continue to be discussed over the coming months. For example, levelling up of place investment to ensure LTP achievement.

The Winter Pressure provision for individualised commissioning placements has been released from the forecasts as there is nothing to indicate a spike over Winter. Also, there have been no male PICUs since August in Private placements as they are being funded from another areas within Mental Health. These placements are usually the most expensive packages and often happen over Winter months but there have been no packages this year to fund from Individualised Commissioning.

Primary Care

	YTD Budget £000's	YTD Actual £000's	YTD Variance £000's	Annual Budget £000's	Forecast Outturn £000's	Forecast Variance £000's	Movement From M9
Prescribing	37,011	36,838	173	44,641	44,618	23	11
Delegated Co-commissioning	30,745	31,516	(771)	39,400	40,858	(1,457)	80
Local Enhanced Services	3,327	3,267	60	4,224	4,096	128	35
Out of Hours	2,016	2,010	6	2,420	2,414	6	0
Primary Care IT	1,199	1,166	33	1,469	1,441	27	54
Central Drugs	1,161	1,199	(37)	1,403	1,429	(27)	(35)
Medicines Management - Clinical	450	371	79	539	453	86	83
Oxygen	324	344	(20)	395	430	(35)	(111)
Commissioning Schemes	257	235	23	310	289	22	65
Primary Care Investments	291	279	12	291	288	3	(20)
GP FORWARD VIEW	18	5	13	18	5	13	13
Total - Primary Care	76,798	77,229	(431)	95,109	96,321	(1,212)	174

Prescribing – Primarily driven by increased prices for drugs, prescribing spend in 2021/22 is 2% higher than in the same period last year. However this was anticipated in budget setting, meaning spend is broadly in line with expenditure. The Medicines Management Team have been heavily involved in the vaccination programmes but have still contributed £500k to QIPP through a focussed effort on reducing spend at those GP Practices with the highest spend. A number of new rebate schemes have also helped to contribute to the saving.

Delegated – The M10 overspend of £1,457k is made up of: a GP Additional Roles and Responsibilities (ARRS) pressure of £873k and a Winter Access Fund (WAF) pressure of £831k. Offset by underspend in GP Contracts, Direct Enhanced Services and other GP Services. the CCG will receive an additional allocation to fund the ARRs and WAF pressures, meaning that the true Delegated Forecast position is a £246k underspend. T&G are projecting ARRs utilisation of 82% in 2021/22.

Local Enhanced Services – The £128k underspend at M10 relates to prior year benefits for LCS schemes (£30k), further in year underperformance on activity based LCS schemes (£43k), underperformance on the Minor Ailments Pharmacy activity (£42k) and an underspend on Meeting room expenses (£13k). Due to the COVID-19 Pandemic, many of the activity based services that would usually happen in a face to face environment has been low.

Central Drugs – are calculated nationally to apportion unidentified prescribing costs which cannot be directly attributed to practices. There has been an overspend YTD of £37k.

Home Oxygen – has seen an increase in spend of £20k which is primarily due to an increase in electricity costs. This will continue to cause additional pressure during the year and is forecast to overspend by £35k.

Continuing Care

	YTD Budget £000's	YTD Actual £000's	YTD Variance £000's	Annual Budget £000's	Forecast Outturn £000's	Forecast Variance £000's	Movement From M9
Adult Joint Funded Continuing Care Personal Health Budgets	5	1	4	5	1	4	0
CHC Adult Fully Funded	6,429	5,969	460	8,082	7,297	785	320
CHC Adult Joint Funded	535	451	84	647	560	88	68
CHC Adult Personal Health Budgets	2,612	2,601	11	3,110	3,049	61	(3)
CHC Assessment & Support	810	686	124	972	881	91	13
Children's CHC Personal Health Budgets	32	30	2	38	36	2	1
Children's Continuing Care	106	110	(5)	132	127	5	25
Funded Nursing Care	1,471	1,519	(48)	1,783	1,954	(171)	(65)
Total - Continuing Care	12,000	11,369	632	14,769	13,904	865	358

There continues to be an underspend in Continuing Health Care. This has increased due to releasing the Winter Pressures provision that was anticipated. This Winter has seen no spike in the number of cases presenting for CHC. Also, any spike that may materialise now, will not impact on the budgets significantly as the first 4 weeks would be funded by HDP.

The underspend is mainly driven by Hospital Discharge Funding which funds the first 4 weeks of an individual's care. This has reduced Fast Track spend considerably. This is partly offset with a slight increase in Funded Nursing Care placements.

Community

	YTD Budget £000's	YTD Actual £000's	YTD Variance £000's	Annual Budget £000's	Forecast Outturn £000's	Forecast Variance £000's	Movement From M9
Community Services	29,020	29,002	19	35,352	35,368	(16)	3
Hospital Discharge Programme	1,551	2,636	(1,084)	1,551	3,224	(1,672)	8
Hospices	575	574	0	689	689	0	0
Wheelchair Service	429	429	0	515	515	0	0
Palliative Care	129	92	36	154	118	36	5
Total - Community	31,704	32,733	(1,029)	38,262	39,914	(1,652)	16

The majority of the community services budget relates to services provided by the ICFT, which is within the scope of the block contract. Payments are fixed and will not change throughout the year.

Funding of £1,610k was received to fund a targeted lung cancer screening programme which selects participants from a local population at high risk of lung cancer. Any of this funding not spent in 2021/22 will be returned to GM. The increase in screening has resulted in an expected overspend of £225k at Manchester FT as the screenings have identified cases earlier than would normally be expected.

For Hospital Discharge Plan, the CCG continue to claim for pre-assessment placement costs of up to 4 weeks. HDP continues until the end of the financial year. The CCG and TMBC are ensuring that all related costs to HDP are claimed for and are maximising the funding available.

The total in year claim for HDP is expected to be in the region of £3.2m. The CCG has received funding up to the end of H1 which equates to £1.55m. Q3 funding is expected to be allocated in M11 and Q4 estimated funding in M12.

Other

	YTD Budget £000's	YTD Actual £000's	YTD Variance £000's	Annual Budget £000's	Forecast Outturn £000's	Forecast Variance £000's	Movement From M9
Better Care Fund	11,798	11,798	(0)	14,152	14,152	(0)	0
Commissioning Reserve	(1,665)	0	(1,665)	2,153	4,271	(2,118)	(599)
Property Services	2,975	2,895	80	3,661	3,604	57	0
NHS 111	1,365	1,341	24	1,591	1,567	24	0
Patient Transport	1,016	989	27	1,211	1,186	25	0
Programme Projects	431	511	(80)	564	708	(144)	59
Safeguarding	453	429	23	548	512	36	26
Clinical Leads	244	244	0	293	292	1	1
Transformation Funding	34	34	0	202	202	(0)	(0)
Nursing and Quality Programme	177	164	13	213	197	16	0
Commissioning - Non Acute	17	25	(8)	31	38	(6)	(5)
Total - Other	16,844	18,430	(1,586)	24,620	26,728	(2,109)	(518)

There has been a total spend of £11,798k YTD on the Better Care Fund with forecast spend of £14,152k, an increase of over 5% on 2020.21. This is in line with the minimum spend for BCF which is mandated centrally.

Patient Transport underspent by £27k as the cost of a number of funded local transport schemes were eligible to be claimed under the Hospital Discharge Programme.

There are no longer any placements classed as Funding without Prejudice. These patients have now had their assessments and are funded from elsewhere within CCG budgets. The impact of these patients has reduced due to prior year funding provided for which was no longer being needed as the relevant Councils are not expected to invoice T&G CCG but have invoiced their own CCGs.

CCG Running Costs

	YTD Budget £000's	YTD Actual £000's	YTD Variance £000's	Annual Budget £000's	Forecast Outturn £000's	Forecast Variance £000's	Movement From M9
Finance	1,030	1,024	6	1,192	1,186	6	6
Commissioning	733	717	16	894	873	22	(4)
CEO/Board Office	435	434	1	523	522	1	(1)
ADMINISTRATION & BUSINESS SUPPORT	343	343	0	423	423	(0)	(0)
Corporate Costs & Services	305	305	1	361	361	0	(4)
IM&T	272	270	3	328	324	4	4
Communications & HR	175	175	(0)	210	210	(0)	(1)
General Reserve - Admin	0	0	0	127	166	(39)	(39)
QIPP	54	0	54	128	128	0	(0)
Nursing	103	102	1	123	123	0	0
Estates & Facilities	87	87	0	104	104	0	38
Chair & Non Execs	76	74	1	91	90	2	0
Corporate Governance	62	63	(1)	76	76	(0)	(2)
IM&T Projects	59	57	2	71	69	3	3
Contract Management	56	56	1	68	67	1	0
Human Resources	34	34	0	41	41	0	0
Equality & Diversity	24	24	0	29	29	0	0
Total - CCG Running Costs	3,848	3,766	83	4,790	4,790	(0)	(0)

The CCG received an allocation of £4,790k to fund running costs in 2021/22. We are not allowed to exceed this limit, but any underspend on running costs can be used to offset pressures across the CCG as a whole.

This includes an additional £234k to fund the 6.3% pension uplift with all NHS employers need to pay – all of which is coded to the finance directorate as this is managed centrally by NHSE, rather than being built into individual budgets.

£128k of corporate QIPP savings have been achieved this year, contributing towards the full realisation of the CCG level QIPP targets from Month 10. This is primarily made up vacancies and other slippage in staffing budgets (e.g. business mileage, expenses and printing).

APPENDIX 3 - Collection Fund

As at Month 10, the forecast outturn position on the Collection Fund is as follows:

Collection Fund for the year ended 31 March 2022	BUDGET			FORECAST OUTTURN			VARIANCE
	Council Tax £000	NDR £000	Total £000	Council Tax £000	NDR £000	Total £000	£000
Income							
Income from Council Tax	(121,993)		(121,993)	(123,394)		(123,394)	(1,401)
Income from NDR		(53,258)	(53,258)		(43,739)	(43,739)	9,519
Total Income	(121,993)	(53,258)	(175,251)	(123,394)	(43,739)	(167,133)	8,118
Expenditure							
<u>Council Tax</u>							
The Council*	99,239		99,239	99,239		99,239	-
Mayoral Police and Crime Commissioner	13,500		13,500	13,500		13,500	-
GM Fire and Rescue Authority	5,625		5,625	5,625		5,625	-
<u>NDR</u>							
The Council		52,725	52,725		52,725	52,725	-
GM Fire and Rescue Authority		533	533		533	533	-
Allowance for cost of collection		286	286		286	286	-
Transitional Protection Payments		768	768		768	768	-
Allowance for non-collection	3,660	1,789	5,449	3,660	583	4,243	(1,206)
Provision for appeals		3,544	3,544		4,545	4,545	1,001
<u>Surplus/deficit allocated/paid out in year:</u>							
The Council	(1,737)	(29,558)	(31,295)	(1,737)	(29,558)	(31,295)	-
Mayoral Police and Crime Commissioner	(64)		(64)	(64)		(64)	-
GM Fire and Rescue Authority	(41)	(290)	(331)	(41)	(290)	(331)	-
Total Expenditure	120,182	29,797	149,978	120,182	29,592	149,773	(205)
(Surplus)/deficit for the year	(1,811)	(23,461)	(25,272)	(3,212)	(14,147)	(17,360)	7,913
Balance brought forward	(1,903)	35,029	33,126	(1,903)	35,029	33,126	
Surplus/deficit for the year	(1,811)	(23,461)	(25,272)	(3,212)	(14,147)	(17,360)	7,913
(Surplus)/deficit carried forward	(3,714)	11,568	7,854	(5,115)	20,882	15,766	7,913

APPENDIX 3 - Collection Fund

Collection Fund Forecast to 31 March 2022

Business Rates (NDR)

At 31 March 2021 there was a significant overall deficit on the Collection Fund due to the impacts of the COVID pandemic during 2020/21 and the award of significant business rate reliefs for which the Council is reimbursed with section 31 grants through the general fund. The budget for the Collection Fund in 2021/22 assumed a significant surplus would be delivered as a result of the grant compensation being paid into the Collection Fund to repay the prior year deficit.

As at period 10, there is a forecast in year surplus on the Collection Fund but this is £7.9m less than budgeted due to the extension of enhanced retail relief for business rates which was not known at the time of budget setting. This additional retail relief will again be offset by additional grant income to the general fund which will be paid into the Collection Fund in 2022/23.

Council Tax

At 31 March 2021 there was a small surplus on the Council Tax side of the Collection Fund due to collection rates in the latter half of 2020/21 being much better than previously forecast. As at period 10, the in-year forecast is for a further surplus on the Council Tax Collection Fund of £3.2m. This is due primarily to the total income from Council Tax being greater than budgeted due to improvements in the Council Tax Base. When the budget was set for 2021/22, the Council Tax base was significantly reduced due to delays in housebuilding during 2020 and a significant increase in discounts and exemptions for Council Tax Support Claimants and more properties held vacant awaiting probate. During 2021, the number of new build properties appears to be recovering and exemptions and discounts have reduced back to more 'normal' levels, which results in more Council Tax income being collectable.

Collection Rates

The current collection performance against target for both Council Tax and NDR is summarised on the following page.

Council Tax collection rates dipped significantly in the first half of 2020/21 due to the impacts of COVID-19 but then recovered in the final quarter of 2020/21 and remain broadly on target for the first ten months of 2021/22.

NDR collection rates remained below target during 2020/21 due to the impacts of the COVID-19 pandemic and whilst there were some encouraging signs in the latter quarter of 2020/21, collection for the first ten months of this year is below target. This is attributed to the economic impacts of COVID-19 on businesses.

APPENDIX 3 - Collection Fund

Council Tax Collection

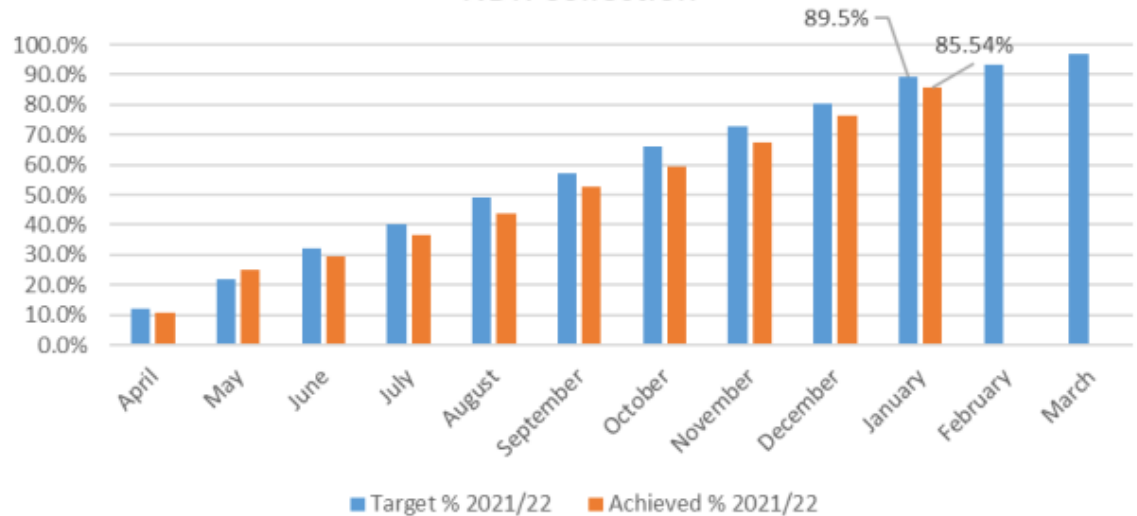


Council Tax collection at the end of January 2022 was 89.9% against a target of 90%.

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NDR collection at the end of January 2022 was 85.5% against a target of 89.5%.

NDR Collection



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Dedicated Schools Grant 2021/22

The dedicated schools grant is allocated through a nationally determined formula to local authorities in 4 blocks the forecast position for 2021/22 is outlined below;

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

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DSG Funding Blocks	DSG Settlement 2021-22 at Nov 2021* £000	Block Transfer 2021-22 £000	Revised DSG 2021-22 £000	Forecast Distribution / Spend 2021-22 £000	Forecast Surplus / (Deficit) £000
Schools Block	183,081	(878)	182,203	182,025	178
Central School Services Block	1,114	0	1,114	1,114	0
High Needs Block	28,196	878	29,073	31,375	(2,301)
Early Years Block	16,798	0	16,798	16,707	91
Total	229,188	0	229,188	231,221	(2,033)

The projected outturn position against the 2021/22 DSG settlement is included in the table above. It should be noted that the DSG allocation is adjusted throughout the financial year by the DfE for High Needs allocations to academies and out of borough adjustments and Early Years Funding based on take-up of places. Tameside MBC starts the financial year with a carried forward deficit of £1.686m which will need to be addressed.

Schools Block

The forecast surplus of £0.178m on the schools block relates to actual business rates charges being lower than estimated (£0.049m) and unallocated growth (£0.129m). As agreed with Schools Forum in January 2021, the unallocated growth should support the deficit on the DSG. The growth allocation is based on pupil numbers at the October 2021 census point and the figures will be updated once this has been finalised. Any surplus on the schools block is proposed to contribute to the DSG reserve deficit.

High Needs

The in-year projected overspend is £2.3m, the growth in Education Health Care Plans (EHCP's) is the reason for the overspend against the grant allocation given by DfE for 2021/22.

It is worth noting the funding for Tameside is capped and if there was sufficient funding in the national formula Tameside would receive an additional £3.2m in 2021/22 (£8m cap over the 3 period 2020/21 to 202/23). Tameside receives the lowest High Needs funding in Greater Manchester, receives £8m less than Bury MBC, using numbers of EHCP's as a proxy indicator Tameside receive £47k per plan where as Bury receive £72k per plan. Although the funding formula is significantly flawed, we must live within the ring-fenced funding envelope provided.

The SEN Team have reviewed the new plans issued to date this financial year and used this information to update the expected growth in EHCP's to the end of the financial year across the sectors. Initial projections expected 207 new EHCP'S to be issued in year, this was based on pre-covid assumptions and since covid this trend appears to have reversed. After reviewing the current plans issued to date this has been revised to include 407 new plans expected for the full financial year, it is this that is driving the increased costs and deficit.

Dedicated Schools Grant 2021/22

Early Years

Early Years Funding Block	Early Years DSG Settlement 2021-22 at November 2021 £000	Forecast Distribution / Spend 2021-22 £000	Forecast Outturn Surplus / (Deficit) £000
3 and 4 Year Olds Universal Entitlement	9,117	8,646	472
3 and 4 Year Olds Extended Entitlement	4,335	3,888	446
2 Year Olds	2,820	2,870	(50)
EY Pupil Premium	136	166	(30)
Disability Access Fund	73	34	39
Central Retention	780	706	75
SEN Inclusion Fund	232	397	(165)
Estimated Grant Clawback	(696)		(696)
Total	16,798	16,707	91

There is an overall expected surplus on the Early Years Block of £91,000. As a result of the pandemic a different approach to funding has been taken by the DfE for 2021/22. The need for change arises as the number of children who were counted at the normal census point are expected to be lower than normal for that time of year as the measurement point was taken during a lockdown period. The change in approach means that rather than having one data collection point in the financial year from which the funding is calculated, there will be termly assessment points and the funding will be adjusted in line with those we are therefore expecting clawback of EYDSG from DfE of approximately £696,000.

The current forecast indicates an underspend of £0.918m for 3 & 4 year olds, an overspend of £50,000 for 2 year olds and an overspend £30,000 on early years pupil premium. There is an overspend on the SEN Inclusion Fund of £165,000. This area will need to be monitored closely, updates will be reported to Members and Schools Forum at year end.

Central Services Schools Block

The central service schools block is estimated to be fully spent.

DEDICATED SCHOOLS GRANT RESERVE POSITION

Prior year's dedicated schools grant is set aside in an earmarked reserve details of which are outlined in the table below for both the final year end position in 2020/21 and the projection for 2021/22.

	2020-21 Surplus / (Deficit) £000	2021-22 Forecast Surplus / (Deficit) £000
DSG Reserve Brought Forward	(557)	(1,686)
Schools Block Subtotal	296	178
In year surplus on Central Schools Services Block	6	0
In year deficit on High Needs Block	(1,822)	(2,301)
In year surplus on Early Years	702	91
Variation to Early Years Block 2019-20 Adjustment	(18)	0
Estimated Early Years 2020-21 Adjustment & final adjustment as confirmed in November 2021	(293)	5
DSG Reserve after Commitments	(1,686)	(3,713)

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In 2020/21 the deficit has increased from £0.557m to £1.686m there has been a reduction in the reserve, in the main this due to funding the overspend on the High Needs Block. There have been contributions to the reserve in year too, the most significant of these relating to surplus funds in the Early Years Block, the underspend on schools block relates to business rates and unallocated growth.

If the 2021/22 projections materialise, there would be a deficit of £3.713m on the DSG. Under DfE regulations we are required to produce a deficit recovery plan which will be submitted to the DfE outlining how we expect to recover this deficit and manage spending and will require discussions and agreement of the Schools Forum. The position will be closely monitored throughout the year and updates will be reported to Members.

APPENDIX 5

IRRECOVERABLE DEBTS OVER £3000

1 October 2021 to 31 December 2021

Note individuals are anonymised

REF:	DEBT:	FINANCIAL YEAR(S)	BALANCE	REASON
17136492	Council Tax	2017 – 2018 £848.68 2018 - 2019 £301.52 2019 – 2020 £775.52 2020 – 2021 £1074.68	£3000.40	Individual Voluntary Arrangement approved 30/04/2021
16978198	Council Tax	2017 – 2018 £868.02 2018 – 2019 £909.09 2019 – 2020 £958.27 2020 – 2021 £999.59	£3734.97	Individual Voluntary Arrangement approved 31/03/2021
17115296	Council Tax	2017 – 2018 £268.44 2018 – 2019 £657.41 2019 – 2020 £1335.03 2020 – 2021 1304.12	£3565.00	Individual Voluntary Arrangement approved 31/03/2021
16583902	Council Tax	2014 – 2015 £242.29 2015 – 2016 £1357.30 2016 – 2017 £1406.46 2017 – 2018 £303.01 2019 – 2020 £1636.71 2020 – 2021 £1463.02	£6408.79	Individual Voluntary Arrangement approved 17/03/2021
15373992	Council Tax	2016 – 2017 £939.93 2017 – 2018 £218.67 2018 – 2019 £1187.46 2019 – 2020 £1170.65	£3516.71	Individual Voluntary Arrangement approved 12/02/2021
16779387	Council Tax	2016 – 2017 £346.22 2017 – 2018 £998.68 2018 – 2019 £1049.53 2019 – 2020 £914.38 2020 – 2021 £800.00	£4108.81	Individual Voluntary Arrangement approved 05/05/2021
COUNCIL TAX		SUB TOTAL – Individual Voluntary Arrangement	£24,334.68	
16866357	Council Tax	2015 – 2016 £290.97 2016 – 2017 £319.05 2017 – 2018 £808.34 2018 – 2019 £325.66 2019 – 2020 £894.12 2020 – 2021 £1074.68 2021 – 2022 £1275.60	£4988.42	Bankruptcy Order made 09/07/2021
COUNCIL TAX		SUB TOTAL – Bankruptcy	£4988.42	
COUNCIL TAX IRRECOVERABLE BY LAW TOTAL			£29,323.10	
65570605	Business Rates	Formal Menswear Hire Manchester Ltd Booth Street Chambers 32 Booth Street Ashton under Lyne OL6 7LQ Company Dissolved 12/11/2019	2017 - 2018 £1194.34 2018 – 2019 £7443.50 2019 – 2020 £4732.13	£13,369.97

65582202	Business Rates	Leon Transports Ltd Unit 3A 2-5 Grey Street Denton M34 3RU Company Dissolved 03/11/2020	2018 – 2019 £1380.62 2019 – 2020 £5280.60	£6661.22
65524831	Business Rates	Norwood Partition Solutions Ltd Unit 13 Hyde Point Dunkirk Lane Hyde SK14 4NI Company Dissolved 16/02/2018	2015 – 2016 £4429.27	£4429.27
65586860	Business Rates	Swandown Ltd 43 Warrington Street Ashton under Lyne OL6 7JG Company Dissolved 23/10/2019	2019 - 2020 £6714.24	£6714.24
65598184	Business Rates	Amaan Group Ltd 83 Stamford Street East Ashton under Lyne OL6 6QQ Company Dissolved 10/03/2020	2018 - 2019 £2995.73 2019 - 2020 £1528.00	£4523.73
65623851	Business Rates	Edward Meeks Shubars Ltd Poplars Car Park Ashton under Lyne OL6 6EX Company Dissolved 20/08/2019	2017 – 2018 £4194.00 2018 – 2019 £2520.99	£6714.99
BUSINESS RATES		SUB TOTAL – Company Dissolved	£42,413.42	
65586273	Business Rates	Alphamet Aluminium Ltd Unit 5 Alphamet Trading Estate Boodle Street Ashton-under-Lyne OL6 8NF Company in Liquidation 30/06/2021	2017 – 2018 £6541.20 2018 – 2019 £9360.00 2019 – 2020 £6703.50	£22,604.70
65610732	Business Rates	Alphamet Aluminium Ltd Unit 5 Alphamet Trading Estate Boodle Street Ashton-under-Lyne OL6 8NF Company in Liquidation 30/06/2021	2020 – 2021 £4368.50	£4368.50
BUSINESS RATES		SUB TOTAL – Company in Liquidation	£26,973.20	
65596614	Business Rates	BM Retail Ltd T/A Bonmarche 31 Rutherford Way Hyde SK14 2QY Company in Administration 30/11/2020	2019 – 2020 £4109.36	£4109.36
65250109	Business Rates	NWC Realisations Ltd Royal Garage Waggon Road Mossley OL5 9HP	2020 – 2021 £3334.63	£3334.63

		Company in Administration 03/09/2020		
BUSINESS RATES		SUB TOTAL – Company in Administration	£7443.99	
65501722	Business Rates	Brook Homes (Hyde) Ltd Percy House Brook Street Hyde SK14 2NJ Company in Receivership 03/01/2013	2014 – 2015 £3642.63 2015 – 2016 £4800.00 2016 – 2017 £4963.50 2017 – 2018 £4660.00 2018 – 2019 £4800.00 2019 – 2020 £4314.57	£27,180.70
BUSINESS RATES		SUB TOTAL – Company in Receivership	£27,180.70	
65607699	Business Rates	Explore Learning Ltd 2 Lord Sheldon Way Ashton under Lyne OL6 7UB Company Voluntary Arrangement approved 03/09/2020	2017 – 2018 £5475.50 2018 – 2019 £5640.00 2019 – 2020 £5769.25	£16,884.75
BUSINESS RATES		SUB TOTAL – Company Voluntary Arrangement	£16,884.75	
65568190 Anonymised as an individual	Business Rates	2019-2020 - £3914.25	£3914.25	Individual Voluntary Arrangement approved 15/02/2019
BUSINESS RATES		SUB TOTAL – Individual Voluntary Arrangement	£3914.25	
BUSINESS RATES IRRECOVERABLE BY LAW TOTAL			£124,810.31	

DISCRETION TO WRITE OFF OVER £3000

65512517	Business Rates	The Perfume Gallery Ltd 20 Mercian Mall Ashton under Lyne OL6 7JH Unrecoverable Debt – Recovery Exhausted	2014 – 2015 £3897.18 2015 – 2016 £9721.93	£13,619.11
65427213	Rates Anonymised as an individual	2011 – 2012 £1867.49 2012 – 2013 £8647.65	£10,515.14	Unrecoverable Debt – Recovery Exhausted
65453328	Business Rates Anonymised as an individual	2016-2017 - £3327.77 2017-2018 - £2974.84	£6302.61	Unrecoverable Debt – Recovery Exhausted
65513046	Business Rates Anonymised as an individual	2015-2016 - £3449.74 2016-2017 - £6897.00 2017-2018 - £711.44	£11,058.18	Unrecoverable Debt – Recovery Exhausted

65497168	Business Rates Anonymised as an individual	2014-2015 - £7222.98	£7222.98	Unrecoverable Debt – Recovery Exhausted
BUSINESS RATES		SUB TOTAL – Unrecoverable Debt – Recovery Exhausted	£48,718.02	
65517086	Business Rates Anonymised as an individual	2015-2016 - £2,293.64 2016-2017 - £8,525.00 2017-2018 - £10,844.00 2018-2019 - £4,522.76	£26,185.40	Absconded
BUSINESS RATES		SUB TOTAL – Absconded	£26,184.40	
BUSINESS RATES DISCRETIONARY WRITE OFF TOTAL			£74,902.42	
4005059	Sundry Debts Residential Care charges	2016-2017 - £3451.27	£3451.27	Deceased, no Estate
40195059	Sundry Debts Residential Care charges	2016-2017 - £3024.00	£3024.00	Deceased, no Estate
4018717	Sundry Debts Residential Care charges	2016-2017 - £4705.38 2017-2018 - £6781.71 2018-2019 - £611.59 2019-2020 - £422.80	£12,521.48	Deceased, no Estate
4018486	Sundry Debts Homecare charges	2017-2018 - £5142.22	£5142.22	Deceased, no Estate
4016150	Sundry Debts Homecare charges	2015-2016 - £2555.60 2016-2017 - £4894.97 2017-2018 - £505.38	£7955.95	Deceased, no Estate
175003	Sundry Debts Homecare and Direct Payment charges	2017-2018 - £1636.48 2018-2019 - £9069.66 2019-2020 - £1380.48	£12,086.62	Deceased, no Estate
4003521	Sundry Debts Homecare, Community Response Service and Residential Care charges	2018-2019 - £62.51 2019-2020 - £236.91 2020-2021 - £25,010.89	£25,310.31	Deceased, no Estate
SUNDRY DEBTS		SUB TOTAL – Deceased, no Estate	£69,491.85	
4017996	Sundry Debts Residential Care charges	2016-2017 - £22,941.23	£22,941.23	Unrecoverable Debt – Recovery Exhausted

4007137	Sundry Debts Direct Payment charges	2015-2016 - £9120.78	£9120.78	Unrecoverable Debt – Recovery Exhausted
SUNDRY DEBTS		SUB TOTAL – Unrecoverable Debt – Recovery Exhausted	£32,062.01	
SUNDRY DEBTS RATES DISCRETIONARY WRITE OFF TOTAL			£101,553.86	


SUMMARY OF UNRECOVERABLE DEBT OVER £3000		
IRRECOVERABLE by law	Council Tax	£29,323.10
	Business Rates	£124,810.31
	Overpaid Housing Benefit	NIL
	Sundry	NIL
	TOTAL	£154,133.41

DISCRETIONARY write off – meaning no further resources will be used to actively pursue	Council Tax	NIL
	Business Rates	£74,902.42
	Overpaid Housing Benefit	NIL
	Sundry	£101,553.86
	TOTAL	£176,456.28

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Agenda Item 5

Report to:	EXECUTIVE CABINET
Date:	23 March 2022
Executive Member:	Councillor Leanne Feeley – Executive Member (Lifelong Learning, Equalities, Culture and Heritage)
Reporting Officer:	Tim Bowman, Director of Education
Subject:	SEND WRITTEN STATEMENT OF ACTION
Report Summary:	<p>Between 18 and 22 October 2021, Ofsted and the Care Quality Commission (CQC) conducted a joint inspection of the local area of Tameside to judge the effectiveness of the area in implementing the special educational needs and/or disabilities (SEND) reforms as set out in the Children and Families Act 2014.</p> <p>The outcome of the inspection was that a Written Statement of Action (Written Statement of Action) is required because of significant areas of weakness in the area's practice. HMCI has also determined that the local authority and the area's clinical commissioning group(s) (CCG) are jointly responsible for submitting the written statement to Ofsted. The Written Statement of Action must be submitted for approval no later than April 12.</p> <p>The report outlines the actions that have been taken to draft this Written Statement of Action. A draft Written Statement of Action is included as Appendix A to this report. In addition the report outlines what further investments are required to deliver this plan.</p>
Recommendations:	<p>That Strategic Commissioning Board and Cabinet be recommended to :</p> <ul style="list-style-type: none">(i) Agree that the draft Written Statement of Action can be shared with DfE and NHS Improvement Advisors for final comment.(ii) Agree that a recommendation is made to Council for an additional investment of £275k outlined in section 4.5 of this report be approved noting that £156k of this will not be required until 2023/24.(iii) Agree that a report be presented to the Strategic Commissioning Board seeking permission for an additional investment of £820k to provide adequate therapy provision and address waiting times for services including physiotherapy, occupational health and speech and language.(iv) Agree that a further report be provided to Strategic Commissioning Board following the submission of the Written Statement of Action outlining what if any further resource commitment is required to deliver the plan.(v) That final sign off of the Written Statement of Action be delegated to the relevant Executive Members, Councillor Feeley and Fairfoull in consultation with the Director of Children's Services and CCG Accountable Officer.
Corporate Plan:	Early identification of high quality support for children and young people with special education needs and / or disabilities is a vital part of our living well and starting well objectives.

Policy Implications:	None identified
Financial Implications: (Authorised by the statutory Section 151 Officer & Chief Finance Officer)	<p>There is no budget available for the additional resources required outlined in this report, this request if approved will add to the council's medium term financial gap. £275,700 in total, £60,600 of this is 2 year fixed funding.</p> <p>The SEND assessment team funding of £156,000 per annum will be required from 2023/24 as the reserve funding will be fully spent in 2022/23.</p> <p>The dedicated designated Social Worker post is being considered alongside the existing structure, the maximum cost of this is not likely to exceed £59,100.</p> <p>It is estimated the project role will cost £60,600, this post still needs to go through the job evaluation process, so could be less once the evaluation has taken place.</p> <p>It is recommended that the budget is allocated once the details outlined above are finalised.</p> <p>The draft written statement of action appended to this report may, upon detailed review, result in further request for funding. Should this be the case a further report will need to be brought to members with the request outlined for decision making.</p>
Legal Implications: (Authorised by the Borough Solicitor)	<p>It is important that any inspection reports are considered and an improvement action plan produced expediently where required putting in place clear timescales and accountability for delivery.</p> <p>Remedying these areas are critical for the delivery of the SEND service for the Tameside and for the reputation of the council.</p> <p>In considering this report Members need to be content that the actions will address those weaknesses and that the additional investment represents the best use of that funding to improve the service and the outcomes.</p> <p>The further report</p>
Risk Management:	<p>The drafting of this Written Statement of Action has been overseen by the SEND Improvement Group, this group, reporting to the Health and Wellbeing Board, includes senior officers from both the Council and CCG as well Headteachers and Clinicians. The SEND Improvement Group will continue to meet and will provide oversight of the delivery of this plan. In addition formal oversight will be provided by the Education Attainment and Improvement Board (EAIB) as well as via regular updates to Executive Cabinet. Effective use of data will be essential we will work closely with the Council's Transformation Team to achieve this.</p>
Background Information:	<p>The background papers relating to this report can be inspected by contacting Charlotte Finch.</p> <p> Telephone: 07917130369</p> <p>e-mail: charlotte.finch@tameside.gov.uk</p>

1. INTRODUCTION

- 1.1 Between 18 and 22 October 2021, Ofsted and the Care Quality Commission (CQC) conducted a joint inspection of the local area of Tameside to judge the effectiveness of the area in implementing the special educational needs and/or disabilities (SEND) reforms as set out in the Children and Families Act 2014.
- 1.2 We have now received the findings report (published 11 January 2022) which is published and available publically. A link to the report is available [here](#) and is also available on our [Local Offer webpage](#).
- 1.3 The outcome of the inspection was that a Written Statement of Action is required because of significant areas of weakness in the area's practice. HMCI has also determined that the local authority and the area's clinical commissioning group(s) (CCG) are jointly responsible for submitting the written statement to Ofsted.
- 1.4 We have 70 days to produce a written statement of action (Written Statement of Action), this means a Written Statement of Action must be submitted no later than 12 April 2022.

2. WHAT ACTION HAVE WE TAKEN SINCE THE INSPECTION?

- 2.1 Since the inspection we have taken forward a number of actions:
 - We have shared the content with all interested parties. The report has been added to our Local Offer.
 - Presented to Children and Families Scrutiny Committee on Thursday 13 January.
 - Presented to Executive Cabinet on 09 February.
 - Presented to Strategic Executive Group Wednesday 16 February.
 - Refreshed the membership our SEND Improvement Group (SENDIG) to ensure it is inclusive of all necessary partners. SENDIG is now meeting every 2 weeks and is the key forum which will drive the drafting and implementation of Written Statement of Action.
 - Leads have been identified for each priority action and they are taking responsibility for drafting each section.
 - Charlotte Finch Head of SEND is coordinating the response working closely with CCG and NHS Provider colleagues.
 - Held two parent engagement events organised in partnership with the parent carer forum (OKE).
 - Held a workshop organised via PEN and with the parent carer forum (OKE).
 - Priority leads have organised stakeholder discussions to support their drafting this has included engagement with Headteachers and Clinicians.
 - Increased Designated Medical Officer time by agreeing to appoint a new Designated Clinical Officer under the direction of the CCG Director of Nursing, Quality & Safeguarding in addition to the DMO (action already completed).
 - Further increased capacity in the SEND team (3x posts) to ensure the Head of SEND can lead work on the Written Statement of Action. Recruitment underway.
 - Development of a CCG business case to significantly increase capacity in NHS services for SEND.
 - Agreed that ongoing oversight from Elected Members will be provided by the Education Attainment Improvement Board.
 - We are working with other LAs to learn how they are managing capacity and parental expectations.
 - Advance the integrated arrangements surrounding funding panels supporting the requirements of the SEND Code of Practice.

3. THE WRITTEN STATEMENT OF ACTION

- 3.1 Attached at appendix one to this report is the draft Written Statement of Action. We have worked hard to engage with parents and stakeholder in its production.
- 3.2 We have taken advice from DfE SEND and NHS Improvement Advisors to inform its drafting and have sought examples of best practice.
- 3.3 This is a near final draft of our Written Statement of Action. Once agreed by Executive Cabinet we intend to seek final comments from DfE SEND and NHS Improvement Advisors as well as from partners in other LAs who have been responsible for completing a Written Statement of Action.
- 3.4 The Written Statement of Action must be submitted by 12 April 2022 and it is proposed that final sign off to submit this plan is sought from relevant Executive Members (Cllrs Feeley and Fairfoull) in consultation with the Director of Children's Services and CCG Accountable Officer.

4. WHAT INVESTMENT IS REQUIRED TO DELIVER THE PLAN

- 4.1 Before inspectors visited Tameside in October of 2021. Tameside already had in place a SEND Strategy, agreed by Executive Cabinet. This Strategy was complemented by a number of improvement plans. Inspectors in their letter noted, *"leaders have set a clear vision for the future. Leaders have developed SEND strategies to prioritise planned improvements and joint commissioning. This is starting to bring services together to work more collaboratively."*
- 4.2 These improvement plans, which were already in place, were supported by notable additional investment. This included:
- £750k in CAMHS.
 - £250k for additional staffing in the SEND assessment team (2 year commitment).
- 4.3 Following the inspection and in order to immediately address capacity issues ,we have agreed to commit an additional £98.2k of permanent budget, to provide further additional staffing in the SEND.
- 4.4 The CCG has worked with T&GICFT for some time to develop a business case to increase capacity within NHS service for SEND. It is anticipated that an additional investment of £820k is required to provide adequate therapy provision and address waiting times for services including physiotherapy, occupational health and speech and language. A separate report providing rationale for this investment and seeking approval will be presented to the Strategic Commissioning Board.
- 4.5 Further to this investment. the Written Statement of Action attached at **Appendix 1** to this report assumes the following additional investments are made:
- Recognising that the team is under resourced (bench marked across GM) that the 2 year investment in staffing in the SEND assessment team (£250k over two years) is made permanent.
 - To deliver serious weakness priority 6 "the lack of contribution from social care professionals to the EHC plan process" that a Designated Social Care Officer post is established. We propose that this is done by review existing posts and job descriptions.
 - That additional project management capacity (two year fixed) is sought to support delivery of this Written Statement of Action. This post would be aligned to the new AD Early Help and Partnerships. We will ensure this is coordinated with any additional health resources.

- 4.6 We are also committing to work with HR colleagues to review recruitment and retention plans for the SEND assessment team and recognise that we cannot afford to allow there to be gaps in staffing whilst recruitment is being undertaken. We will work more closely with HR to ensure this does not happen. Staffing budgets have underspent by c £100k in each of the last 2 years.
- 4.7 Finally we are proposing to conduct a business process review firstly in the SEND assessment team and then subsequently of our whole systems. This would look in detail at the use of Capita systems, business processes and staffing in the team. We propose that this review inform a service redesign. Any subsequent decisions about resources would be brought back to Strategic Commissioning Board.

5. CONCLUSION

- 5.1 We recognise the challenges outlined by inspectors and accept the areas of development that have been outlined. We are committed to responding swiftly and positively to the inspection findings. This Written Statement of Action is an important opportunity to redefine our improvement plans and to ensure that are sufficient to meet the challenges we face.

6. RECOMMENDATIONS

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

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INTRODUCTION:

The Tameside Local Area SEND inspection took place in October 2021. Inspectors identified a number of areas for development which must be addressed to secure necessary improvements, which will lead to better outcomes for Tameside children and young people with SEND.

The outcome of the inspection is that the Tameside local area has been requested to produce a Written Statement of Action (WSOA). The WSOA will focus on the following 10 areas of significant concern identified during the Local Area SEND inspection:

1. The endemic weaknesses in the quality and, due to the pandemic, timeliness of EHC plans, which lead to poor outcomes for children and young people with SEND across education, health and care
2. The high level of dissatisfaction among parents and carers with the area's provision
3. The local offer not being well publicised and not providing parents with the information that they need
4. The placement of some children and young people in unsuitable education provision
5. The unreasonable waiting times, which lead to increased needs for children and young people and their families
6. The lack of contribution from social care professionals to the EHC plan process
7. The limited oversight of the quality of SEND provision for children and young people's education
8. The inconsistent application of a graduated approach across different settings, leading to weaknesses in meeting needs across the area
9. The poor transition arrangements across all stages of education
10. The lack of strategic direction in the support for children and young people to prepare them effectively for adulthood.

Our WSOA identifies those actions that the partnership will take to secure improvements, how we will measure our success and what difference we expect our actions to make to the Tameside SEND community. It is our ambition to make this a dynamic process, responsive to the changing needs of the Tameside SEND Community and we acknowledge the need to develop and refine our actions as we drive forward to secure improvement. We will therefore produce an annual report to share the success of the actions that we have taken; identify any new challenges and highlight any changes that we believe are necessary to secure the impact that we are aiming to achieve. We will update the WSOA annually to reflect the dynamic nature of the work being undertaken.

Tameside Council and Tameside and Glossop CCG are jointly responsible for submitting the WSOA. We will work with our Parent Carer Forum- Our Kid's Eyes (OKE), our schools, colleges, health providers and other stakeholders and together we will own this plan, utilising principles of co-construction and joint working to address all areas requiring improvement.

Joint working will mean that Tameside Council and Tameside and Glossop CCG commit to a shared vision for the Tameside SEND community and accept equal responsibility for delivering the agreed outcomes for children and young people with SEND. Embedding co-production means that the voice of the Tameside SEND Community will be present in all strategic discussions that will impact on this community. Representatives from the Tameside SEND Community will sit alongside statutory leadership, to inform and shape strategic planning from the earliest point. We will set the agenda together and agree what needs to be talked about, what are the important issues and what we need to achieve. We will put in place the necessary structures so that this ethos of joint working and co-production will be present throughout the Tameside SEND system and will be reflected in the experience of individual children, young people and families so that they are empowered to be fully involved in planning how their support will be delivered and what outcomes will be achieved.

The inspection also identified the following areas of strength; Since 2018, the new leadership team has started to make the changes needed to address historical weaknesses. However, these have been affected by the pandemic. Leaders have also established a clear and accurate view of the area's strengths and weaknesses. They have drawn up suitable plans to resolve endemic issues. It is early days and parents and carers and professionals recognise some improvements, but believe there is still a long way to go. Leaders have also set a clear vision for the future and have developed SEND strategies to prioritise planned improvements and joint commissioning. This is

starting to bring services together to work more collaboratively. However, these strategies have been hampered by the pandemic and so they have not been implemented. Parents are quick to cite the positive difference made by the excellent front-line staff who work with them and their children.

In Tameside, we are proud of the improvements we have already delivered but recognise there are existing ongoing priorities which require further action so that we can build on, secure and embed the good practice that already exists across Tameside and which support Tameside children and young people with SEND to secure good outcomes in some areas. We will therefore continue to develop our action plan based on our SEND Strategy and our self- assessment alongside those actions identified within the WSoA.

PLEASE INSERT SIGNATURES HERE

OUR STRATEGIC AIM:

Our SEND strategy was refreshed in 2020. Our strategy has grown from the collective voices of our SEND community and supports all partners to work together to achieve our shared priorities for development. We aim to work together so that the aspiration of our children and young people becomes not only a possibility for some but the **expectation for all...**

“We want to enable Tameside’s children and young people to have better education, health and emotional wellbeing outcomes. We want to ensure that we provide the right service in the right place, at the right time, supporting children & young people to have a good quality of life, live healthily and to achieve their full potential. The delivery of good and outstanding education to every one of our resident children is a key priority for Tameside MBC. This is because together with support in their early years and to parents and through addressing poverty, the future life chances of those who are currently children will in large part be determined by their educational outcomes as a means to reducing inequality. So our focus is not just upon our formal statutory responsibilities, important though those are, but upon providing effective strategic leadership to ensure that all those partners with a role to play are delivering effectively for our children and young people.”

Tameside Special Education Needs and Disabilities Strategy 2020 – 2023

STATEMENT OF INTENT:

As equal partners we are committed to addressing our areas of improvement and will work with practitioners and leaders from across education, health and social care, as well as parent carers and young people and the voluntary sector to:

- Address all 10 of the areas identified by the inspectors as being of significant concern
- Agree a realistic but ambitious timeframe to secure improvement
- Build on, achieve and embed our vision so that children and young people with SEND can have and expect the same opportunities in life as others.

To achieve this we will:

- Commit to identify and understand the significant challenges that we face across the local area
- Secure the commitment and support of decision makers to overcome these challenges
- Embed co-production across all aspects of our work, including the development, implementation and monitoring of the WSoA, so that parent carers and children and young people with SEND are recognised as equal partners in this work and are fully involved in decision making
- Challenge preconceived expectations where these may place a limitation on what can be achieved
- Embrace and develop new ways of working to support innovative practice
- Continue to work in partnership across all services, promoting transparency and consistency in decision making and delivery of support and amend any areas where partnership working may not be fully secure

- Commit to the principles of personalisation and embed these across all aspects of SEND commissioning so that the Tameside SEND system is informed by accurate data; can effectively respond to local need; provide a diversity of choice, is financially sustainable and makes best use of all resources available.

We recognise that SEND is everybody's business and the priorities within our WSoA will be the responsibility of all partners and stakeholders who make up the Tameside local area.

OUR PROGRESS:

Since the local area inspection we have continued to work on our SEND priorities and have made a good start addressing the concerns identified by Ofsted/CQC in October 2021.

However, our progress has been impacted by the challenging situation presented by the current pandemic. The Ofsted/CQC letter was finalised shortly after the 'lockdown' period and this has impacted on how quickly we have been able to implement the SEND reforms and is reflected in the findings of the inspection. In addition, our resources have been focussed both on the prevention of the spread of the virus and the emerging safeguarding and mental health concerns surrounding children and young people as a result of a prolonged period of the enforced isolation. Despite the difficulties presented by the pandemic we have been able to make good progress in many areas. New ways of working have reduced barriers and improved communication; strengthened partnerships; enabled innovative practice and supported cross service problem solving.

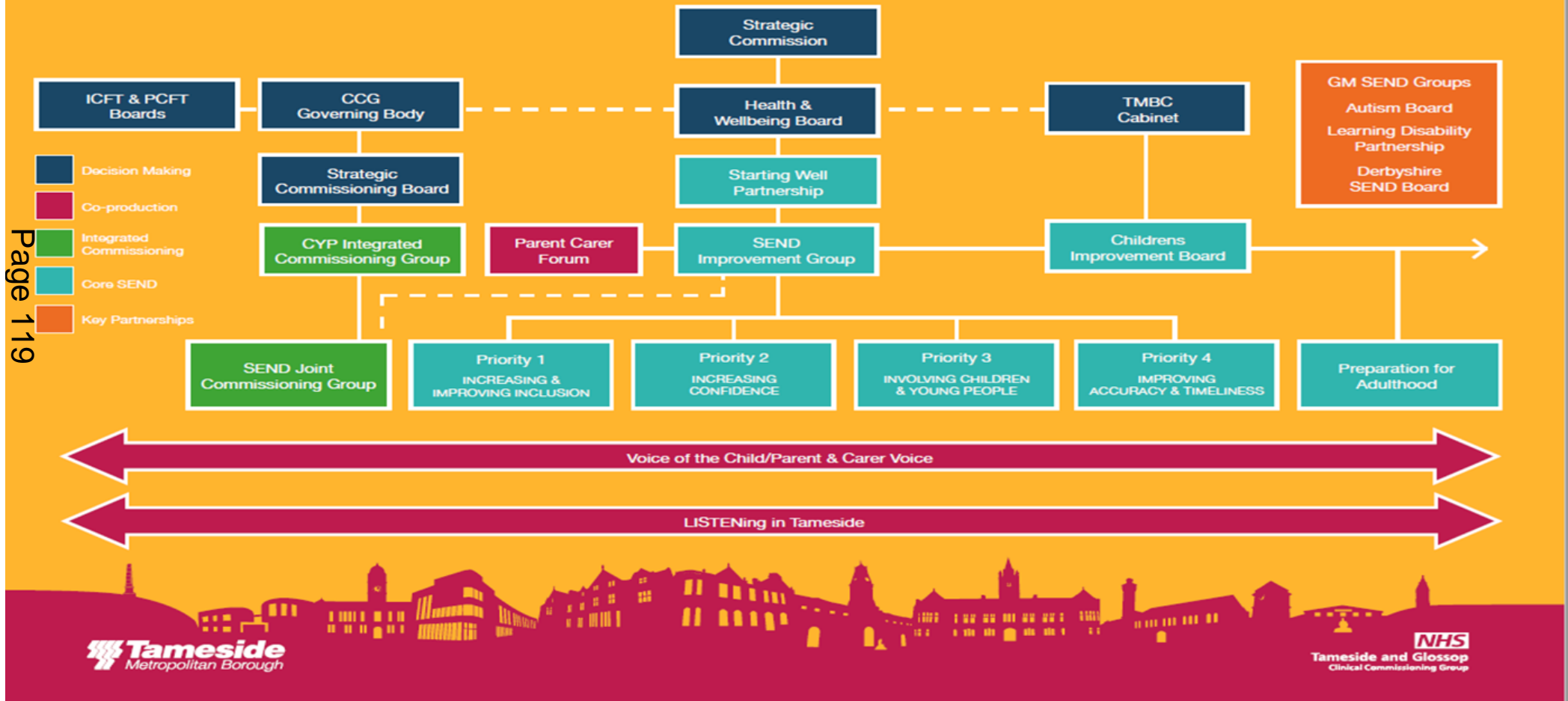
Since the inspection we have reflected on our perceived strengths as well as the areas for improvements. We have reviewed our existing action plans and the overall strategic direction to ensure that our longer-term priorities are the right ones and also to promote shared ownership of the SEND agenda and a mutual understanding of our responsibilities to the Tameside SEND community. We have strengthened our commitment to co-production and can evidence increased understanding of the principles of co-production across the CCG. We have also engineered many more opportunities to gather and reflect the voice of the child and family.

Our Kids Eyes (OKE) has established a SEND Inspection Engagement group for parent carers who want to be actively involved in the development and implementation of the WSOA, acting as parent carer representatives. This is supported by information about the WSOA process on the Local Offer, and both daytime and evening online meetings. Regular communications about the development of the WSOA have been shared with the wider send community via parent engagement network events.

OKE has been fully involved in the development of the WSoA, with representation at a number of meetings. OKE is starting to experience improved engagement in health strategic meetings, now providing parent carer representation on the Learning Disability and Autism Board. Access to senior health decision-makers is reported as starting to improve.

SEND GOVERNANCE:

Governance Structure



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OUR PRIORITIES:

Priorities will be assigned to improvement workstreams. A lead role has been identified for each priority and it is the responsibility of the person undertaking this role to ensure that all work is co-produced; that progress toward securing improvement is timely and that information is provided to the SEND strategic board so that appropriate challenge and scrutiny can enable the local area to meet its statutory responsibility and address the significant concerns identified by Ofsted/CQC following the local area SEND inspection October 2021.. Where appropriate, delivery partners have also been identified.

Whilst some specific key performance indicators (KPIs) have been identified within the priorities below, additional KPIs will be identified for each priority/work stream to measure the extent of progress across all priorities. KPIs will be evident within all action plans for each area of work. The identification and collation of comprehensive baseline data that will enable progress to be accurately evaluated and reported on will be an immediate priority of the local area and will be reviewed by the SEND Strategic Board quarterly. A comprehensive and co-produced survey to capture baseline data will be undertaken. This will be completed by the end of May 2022. In addition a work stream will be allocated to each of the priority areas and each work stream lead will be responsible for ensuring that appropriate impact data is identified and collected and that progress against impact as well as progress against outcomes is collated and presented to the SEND Partnership Board every six weeks. The SEND strategic board will review progress against impact quarterly. Completion dates identified alongside each action may indicate a timeframe for completion rather than a specific completion dated. This is to ensure that work is initiated at the earliest opportunity whilst also acknowledging that an action may be have multiple elements to it that require a longer time period in order to ensure that an action is embedded so that impact can be measured effectively. Some actions will be ongoing, where this is the case, this is indicated within the table below.

Alongside these priorities we will continue to develop the work that we had identified as ongoing and incomplete, this will enable us to continue to work on those areas that our parent carers, children and young people had identified are important to them.

As well as drawing on existing resources from a range of initiatives and funding streams to focus on the priorities within this plan, significant additional financial resources have been secured and directed towards supporting the implementation of the actions in this plan. This will ensure that the Local Area makes a real impact on the lives of children and young people with SEND and their families. Importantly, the CCG and Tameside Council have committed additional resources to co fund a project officer to support the SEND Strategic Board in driving the improvements forward, and to co fund PACC to work alongside local area leaders to establish and embed the principles of co-production. Tameside Council is also investing in additional capacity to focus on the work around exclusions; the CCG is adding additional financial resource to support the work on the ASD pathway. Details are included in the plan.

Priority 1	The endemic weaknesses in the quality and, due to the pandemic, timeliness of EHC plans, which lead to poor outcomes for children and young people with SEND across education, health and care						
Lead	Charlotte Finch, Wendy Young						
Outcomes:							
<p>1.1 Improved timeliness of EHC Plans</p> <p>1.2 Improved Quality of EHC Plans</p> <p>1.3 Improved culture of co-productivity and greater engagement with children and families and agreement among all contributors that SEND is “everybody’s business”</p> <p>1.4 Good quality health advice that accurately reflects children and young people’s needs</p> <p>1.5 Professionals are confident that the established quality assurance processes are appropriately supportive and challenging and will increase the quality of EHC Plans.</p>							
Impact Measures:							
<ul style="list-style-type: none"> • An improvement of 40% in the timeliness of EHCPs • Health advice into EHCPs is within statutory timescales • Improvement in the number of positive responses of parent survey- comparing to benchmark survey results <p>The number of EHCP requests for Health Advice received in the last month</p> <p>The number/percentage of requests for advice that were completed within the 6 week timescale</p> <p>60% of workforce has training in the first year, 80% in the second year and 90% in the third year</p> <p>60% pass rate against QA tool increasing by 10% each year.</p>							
Outcome Ref	Actions	Completion Date	Lead	Delivery Partners	Resource (cost and/or time)	How will we know?	Progress against actions/ impact & RAG rating
1.1 Improved timeliness of EHC Plans							
1.1.1	Conduct a full service review of SEND assessment - considering all aspects of the service- including staffing structure and process	September 2022	Charlotte Finch	Transformation Team, SEND Assessment Team	10 days Financial implication of external scrutiny TBD	SEND assessment team redesign fully implemented. Process maps in place.	
1.1.2	Further develop the SEND Health data set to include training uptake, timeliness, QA	September 2022	Bumni Lawson, Karen	ICFT, PCFT	15 days	The SEND data set will give a timely and accurate picture of	

	progress and ensure data systems and flow are robust from CCG, ICFT and Pennine Care		Kromilicki, Ashleigh Smith, Steven Hand,			<p>the quality and timeliness of health advice, assessment & support.</p> <p>Performance information from the shared system is reviewed regularly by the DMO and the DCO and action is taken by managers in health and care services to improve timeliness of response.</p> <p>Quarterly reports to the SEND Improvement Group, Annual Survey of SEND Population.</p> <p>Annual report presented to the CCG Board.</p>	
1.1.3	EHCP Timeliness Recovery Plan implemented	January 2023	Wendy Young	Health, Social Care, EP Service	30 days	Monthly timeliness monitoring reporting shows improving trend.	
1.1.4	Review the process for responding to statutory requests for advice from all services (health, CSC, schools, EPS) that includes improving EHCP administration processes.	September 2022	Wendy Young, Ashleigh Smith, Karen Kromilicki	PCFT, EPS, SEND Assessment Team, CSC	15 days	<p>Work stream meeting documentation. Standard operating procedures.</p> <p>Recruitment of EHCP administration tracker.</p> <p>Reduction in waiting list to all EHCP advice being returned within 6 weeks within 12 months.</p>	

						Exception to be discussed with SEN colleagues and communication with children and young people and families.	
1.1.5	Establish and embed a new sustainable EHCP health administration tracking team.	September 2022	Ashleigh Smith, Karen Kromilicki	PCFT	Additional IT resources Training	xxx	
1.2 Improved Quality of EHC Plans							
Page 123	1.2.1	EHCP Quality Improvement Schedule Established and Implemented and Quality Audit process in place	January 2023	Wendy Young	Health, Social Care, EPS, School leaders	30 days	Improved feedback from parent/ carer surveys. Positive engagement from all services, improved practice observed through moderation and peer review.
	1.2.2	Identify and secure an EHCP CPD framework, addressing all aspects of the EHC assessment - delivered to all contributing personnel and partners. Secure agreement and delivery of a rolling training programme to assure consistency and quality and informs induction and CPD	May 2022- repeated 3 monthly	Wendy Young [Claire Jackson, Lynn Barnett, Louise Rule, Daniel Murphy, Jo Robinson]	NASEN	Training time 2 hours sessions available every 3 months	Improved Parent Performance Survey outcome. Training programme promoted and attended by stakeholders. Positive training evaluations.
1.3 Improved culture of co-productivity & greater engagement with children and families and agreement among all contributors that SEND is "everybody's business"							
1.3.1	Establish systematic consultation opportunities with parent groups to measure satisfaction levels.	April 2022, repeated monthly for	Charlotte Finch, Elaine Healey	SEND Assessment, Health, Social Care,	2 hours every month from senior managers,	Improved Parent Satisfaction Survey outcome- in particular in the area of pupil and family voice.	

		2 hour session		Educational Psychology	Admin support	Training uptake data.	
1.3.2	Establish a Student Fora schedule enabling young people's voice to influence service delivery and create consultation opportunities with young people to measure satisfaction levels. [Five primaries, five secondaries, two Post-16 settings to establish a SEND].	January 2023	Andrew Foord, Naomi Cartledge	Schools, Social Care, Health	Total two days of time from school time per month. 10 days for conference	Membership of fora established. Annual schedule agreed including monthly meetings and annual conference. Leads feedback and influence through standing item at SENDIG.	
1.3.3	Annual SEND student conference established.						
1.4 To provide good quality health advice that accurately reflects the CYPs needs							
1.4.1	Establish a programme of audits across health to address shortfalls to ensure that EHCPs are holistic, timely and accurate and ensure that appropriate input is captured at all stages of the process.	May 2022	Gill Gibson [Bumni Lawson, Karen Kromilicki]	ICFT, PCFT	5 days	Recommendations and implications from the audits will be shared by the DCO to the Health SEND Group to ensure actions agreed. Quarterly report to SENDIG and CCG QA group. Policies and procedures reflect audit findings.	
1.5 Professionals are confident that the established quality assurance processes are appropriately supportive & challenging and will increase the quality of EHC Plans.							
1.5.1	Increase capacity of Designated Medical Officer role.	February 2022	Louise Rule, Gil Gibson	ICFT	£40,000	DCO in post for 3 days/week	
1.5.2	Produce and publish guidance for health providers on the EHC needs assessment process.	July 2022	Bumni Lawson, Karen Kromilicki	ICFT, PCFT	See 1.5.1	Quarterly Quality Assurance report to SEND Executive (from Jan 2022) b. Review health and social care advice	

						template following QA findings (Apr 2022) c. Review the current input from CAMHS at the Health Sub group (Feb 22) and implement improved systems and processes to support CAMHS advice	
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Priority 2		The high level of dissatisfaction among parents and carers with the area's provision					
Lead		Charlotte Finch and Elaine Healey					
Outcomes:							
2.1 Increased parental satisfaction – as evidenced in survey returns							
2.2 Parents and families feel that they are communicated with well							
2.3 Parents and carers feel well prepared and have greater involvement in person centred planning							
2.4 Successful completion and delivery of the area SEND sufficiency Plan.							
Impact Measures:							
<ul style="list-style-type: none"> Parents, carers and CYP are kept up-to-date and can see their feedback is reflected in all SEND improvement work. Fewer complaints received regarding educational provision. Fewer in-year transition between mainstream and specialist settings Fewer numbers of exclusions of children and YPs with EHCPs Annual increase of at least 10% pa of parent/carers and CYPF report they feel engaged and listened to about their priorities (via baseline survey) Increase SEND specialist provision across the borough, including the development of satellite bases within mainstream settings, to meet need. 							
Outcome Ref	Actions	Completion Date	Lead	Delivery Partners	Resource (cost and/or time)	How will we know?	Progress against actions/ impact & RAG rating
2.1 Increased parental satisfaction – as evidenced in survey returns							
2.1.1	Issue and analyse Benchmark Survey of parent and family views of SEND network and systems.	June 2022	Charlotte Finch	OKE	5 days	Survey issued and responses returned. Findings reported to SENDIG.	
2.1.2	Establish a parent and family satisfaction survey schedule	May 2022	Charlotte Finch [Elaine Healey]	OKE	10 days	Schedule and survey agreed. Analysis process established.	
2.1.3	Continue health annual parents and carers surveys and listen to feedback via the Local	December 2022	Louise Rule	OKE	£20,000	Survey complete. Survey action plan and feedback sessions in place.	

	Offer.						
2.1.4	Establish and deliver regular consultation opportunities with parent groups to measure satisfaction levels.	May 2023	Charlotte finch [Elaine Healey]	OKE	12 days	Attendance schedule agreed for parent consultation events by May 2022.	
2.1.5	The Health Visiting Service will work with the Early Years Quality Team (EYQT) and early years education providers to improve the integration of information for two year old developmental reviews.	December 2022	CM	ICFT, EYQT	Time & communication tool resource	Effective integration protocol in place. Parental satisfaction with effectiveness of protocol.	
2.1.6	Review the continence offer across the system, to identify if there are any gaps in service and where we can improve the care for families	December 2022	PR, TR	ICFT - CCNT, Paediatrics, TMBC School Nursing, PCFT Mental Health	Time	Co-produced review with families and providers. Proposals developed in response to the findings of the review.	
2.2 Parents and families feel that they are communicated with well							
2.2.1	Establish monthly meeting between OKE, SEND and Health representatives. Ensure open communication channels and opportunity for information to be communicated to parents and parents views heard	May 2023	Charlotte Finch [Louise Rule Elaine Healey]	SEND, Health, OKE	12 days	Monthly meeting schedule established by May 2022. Report submitted every 3 months to SENDIG.	
2.2.2	OKE Chair to join SENDIG membership and participate monthly.	March 2023	Elaine Healey	SEND, OKE	12 days	Annual SENDIG schedule and membership agreed by March 2023. OKE voice captured in meeting records.	

Page 128	2.2.3	Ensure health quality standards and performance data is monitored for timely responses to parent contact via phone calls, emails, the Local Offer and SENDIASS.	December 2022	Bumni Lawson, Karen Kromilicki	ICFT, PCFT	See 1.6.1	Quarterly reports to SENDIG, ICFT, and Pennine Care. Annual report to CCG Governing Body.	
	2.2.4	Health to ensure information for families is clear and accessible on the Local Offer. Should contain what to expect from services and likely waiting times. Health to provide family-friendly information products. Team email addresses to be set up for families.	September 2022	Karen Kromilicki, Ashleigh Smith	CCG	See 1.6.1	Parents and carers report, through surveys and Local Offer feedback, that they understand services and feel well informed.	
2.3 Parents and carers feel well prepared and have greater involvement in person centred planning								
	2.3.1	Person-centred planning CPD rolled out across all EHC contributors and SEND Service	Jan 2023	Claire Jackson [Wendy Young]	EP Service	20 days	Parent-satisfaction survey shows a greater sense of involvement and influence with the EHC process	
	2.3.2	Parent consultation settings (ref 2.1.4) to include sessions to invite parental views on optimum models person centred planning	Sept 2022	Claire Jackson [Charlotte Finch Elaine Healey]	OKE, EP, SEND	2 days	Parents views evident in training delivery model.	
2.4 Successful completion and delivery of the area SEND sufficiency Plan.								
	2.4.1	Establish a SEND Sufficiency strategy group, to create a strategic plan	July 2022	Charlotte Finch, Pierre Coiffure	School leaders, EI&P, Access Service	15 days	Membership and schedule agreed by April 2022.	

	and monitor capacity and provision.					Plan agreed via SENDIG and local governance mechanism.	
2.4.2	Deliver Strategic SEND Sufficiency Plan	September 2023	Charlotte Finch, Pierre Coiffure	School leaders, EI&P, Access Service	0.5 FTE of additional Project Manager time	Update reports to SENDIG every other month. Sufficiency established across the Borough. Details in the SEND Sufficiency Strategy.	

Priority 3	The local offer not being well publicised and not providing parents with the information that they need						
Lead	Adrian Rocks						
Outcomes:							
<p>3.1 Families are aware of and use the local offer and it helps them to find the information they need</p> <p>3.2 The local offer is helping to identify gaps in provision</p> <p>3.3 All services clearly convey their offer via the Local Offer</p> <p>3.4 Young people, families / carers and professionals have access to a clear and accessible information including the Transition Pathway and Protocol that accurately reflects the transition journey.</p> <p>3.5 The Local Offer is fit for purpose for all families, services and providers.</p>							
Impact Measures:							
<ul style="list-style-type: none"> Increased number of people using the local offer Number of families reporting positive feedback on the 'meet the local offer' events <p>Positive feedback received through the local offer inbox demonstrates good communication with parents</p> <p>Awareness of the local offer in the annual parental survey</p> <p>Satisfaction with the local offer in the annual parental survey</p> <p>Stakeholders access resources and information to help them</p> <p>Stakeholders report all content is up to date and a positive user experience</p>							
Outcome Ref	Actions	Completion Date	Lead	Delivery Partners	Resource (cost and/or time)	How will we know?	Progress against actions/ impact & RAG rating
3.1 Families are aware of and use the local offer and it helps them to find the information they need							
3.1.1 [3.2-3.5]	Establish a multi-agency co-production ownership board for the Local Offer responsible for: <ul style="list-style-type: none"> The implementation plan for Priority 3 Ensuring it is up to date 	June 2022	Adrian Rocks	SEND Team, Schools, OKE, CCG, ICFT, PCFT, Comms Team	Time from stakeholders. £10,000 per annum to OKE	The board effectively identifies gaps in the Local Offer as part of the annual report. Positive feedback received through the Local Offer website. Parent Carer Forum feedback on the annual report.	

	<ul style="list-style-type: none"> It is useful to families, providers and schools Commissioning the annual review of the Local Offer Identifying gaps 						
3.1.2 [3.3]	Develop a marketing plan for the Local Offer based around the current Local Offer.	June 2022	Kristiane Sulek	Comms Team, OKE, SEND Team, schools	Existing staff time	Annual parental survey and metrics show increased awareness and use of the Local Offer and greater social media engagement.	
3.1.3 [3.3] Page 181	Deliver an ongoing marketing plan which promotes the current offer, and the relaunch of the offer following improvement work.	July 2023	Kristiane Sulek	Comms Team, OKE, SEND Team, schools	Existing Staff Time Marketing Budget	Annual parental survey and metrics show increased awareness and use of the Local Offer and greater social media engagement.	
3.1.4	Develop attractive family-friendly materials to promote the Local Offer which is sent with standard correspondence relating to EHCPs.	June 2022	Kristiane Sulek	Comms Team, OKE, SEND Team	Existing Staff Time Design and Print costs	Materials produced and distributed.	
3.1.5	Further develop and embed the 'Meet the Local Offer' events.	September 2022	Elaine Healey	OKE, SEND Team	Funded through Contact monies.	Number of families attending event. Feedback from event evaluations. Increased awareness seen in parental survey.	
3.2 The local offer is helping to identify gaps in provision							
3.2.1	Review the current content of the Local Offer with all partners and OKE to ensure it is fit for purpose,	August 2022	Adrian Rocks	Comms Team, OKE, CCG,	Existing staff time	Offer content agreed with stakeholders.	

	well publicised and accessible to parents, young people and professionals so that they understand what is on offer to meet their needs.			ICFT, PCFT, SEND Team, schools, Ownership Board	Additional resource to OKE per 3.1.1	Changes and redesign of Local Offer website with feedback from families and stakeholders. Annual parental survey and metrics show increased awareness, use of and satisfaction with the Local Offer.	
3.2.2 [3.1-3.5]	Develop proposals and business cases to move local offer website to its own domain to allow for better search, tracking and reporting of use and gaps.	September 2022	Allan Pearce	Ownership Board	Market being tested c. £50k plus c. £12-25k per annum	Feedback from co-production with OKE.	
3.2.3 [3.1-3.5]	Develop, test and launch new local offer website including co-production of functionality with children and families.	April 2023	Allan Pearce [Elaine Healey, Kristian Sulek]	SEND Team, Schools, Ownership Board	Existing staff time additional resources as captured in 3.1.1 and 3.2.2	Feedback on local offer quality. Website analytics and metrics.	
3.3 All services clearly convey their offer via the Local Offer							
3.3.1	Identify provision which is currently missing from the local offer [An output of the review of the existing content 3.2.1]	August 2022	Adrian Rocks	OKE CCG, ICFT, PCFT, SEND, Adults, Team, schools, Ownership Board	Existing staff time Additional resource to OKE per 3.1.1	Wider range of services captured Changes and redesign of Local Offer website with feedback from families and stakeholders. Annual parental survey and metrics show increased awareness, use of and satisfaction with the Local Offer.	
3.3.2	Develop and implement a plan to target provision that is not properly captured or omitted on the local offer site	August 2023	Adrian Rocks	OKE CCG, ICFT, PCFT, SEND,	Existing staff time	Wider range of services captured Annual parental survey and metrics show increased use of and satisfaction with the Local Offer.	

				Adults, Team, schools, Ownership Board, Comms Team			
3.4 Young people, families / carers and professionals have access to a clear and accessible information including the Transition Pathway and Protocol that accurately reflects the transition journey.							
3.4.1	Promote understanding, insight into and opportunities regarding prep for Adulthood on Local offer.	September 2023	Adrian Rocks [Mark Whitehead]	Comms team, OKE, SEND Team, Schools, post-16 settings	Existing Staff Time	Annual parental survey and metrics show increased awareness, use of and satisfaction with the Local Offer.	
3.5 The Local Offer is fit for purpose for all families, services and providers.							
3.5.1	Ownership Board for the Local Offer steers delivery of the commissions annual review of the local offer. Reviews progress and impact of Priority 3 action plan Ownership Board identifies and reports where there are gaps in services	October 2022 and recurring	Ownership Board	CLT / CCG/ Adults / OKE	Existing staff time	Annual report into the local offer is produced Progress against priority 3 is reported Reports which identify gaps in provision in the local offer Feedback and satisfaction from families in the annual survey.	

Priority 4		The placement of some children and young people in unsuitable education provision						
Lead		Wendy Young and Pierre Coiffure						
Outcomes:								
4.1 Successful implementation of the area SEND sufficiency Plan								
4.2 Improved parental satisfaction with education provision								
4.3 Increased specialist capacity								
4.4 Improved culture of inclusion across all settings								
4.5 Annual Review management and monitoring process in place - all Capita one IT systems fit for purpose								
Impact Measures:								
<ul style="list-style-type: none"> - Reduction in out of borough specialist placements 20% - 30% increase in positive response to parental satisfaction survey - 15% reduction in exclusions of learners with EHCPs - 50% reduction in in-year transition between settings - 50% reduction in complaints relating to school placement 								
Page Ref	Outcome	Actions	Completion Date	Lead	Delivery Partners	Resource (cost and/or time)	How will we know?	Progress against actions/ impact & RAG rating
4.1 Successful implementation of the area SEND sufficiency Plan								
	4.1.1	See 2.4.1 and 2.4.2						
	4.1.2 [4.2, 4.3]	Increase SEND specialist provision places across the borough, including the expansion of existing settings, the development of satellite bases within mainstream settings and the addition of further resource bases across Tameside	September 2023	Charlotte Finch {Catherine Moseley]	Schools, EPS, SOSS, Access Service	£12m Ask CM	40 new specialist places created in September 2023 with the Hawthorns new build. 10 new specialist SEMH places created in September 2022 via Thomas Ashton satellite 20 new generic specialist places created in September 2022 via placement increase at Samuel Laycock.	

						40 new secondary resource base places created in September 2022. 10 new primary resource base places created in Sept 2022	
4.4.1 [also 4.2]	Implement an inclusion charter across all schools to secure improved practice across all settings (see priority 7- action 7.3.1).						
4.4.2 [4.2]	'SEND Children Thrive: Matching Provision to Need' fully embedded across all settings (see priority 8 – actions 8.1.1, 8.1.2, 8.2.1)						
4.5.1 [4.2]	Implement Annual Review Recovery Plan. (ref action 1.1, 9.1)	Sept 2023	Wendy Young	SEND Assessment, Transformation team, HR, Capita One, school leaders, health, CSC	Cost to be determined 20 days	Annual Review schedule delivered within statutory timescales. Improved parental satisfaction evidence in Parent satisfaction surveys.	

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Priority 5		The unreasonable waiting times, which lead to increased needs for children and young people and their families						
Lead		Louise Rule						
Outcomes:								
5.1 There is a clear and accessible neuro-developmental assessment and intervention pathway that is published on the Local Offer								
5.2 Effective, transparent and accessible system-wide support offer in place for children, young people and families								
5.3 Robust system-wide health performance management system in place								
Impact Measures:								
Page 186	<ul style="list-style-type: none"> Neuro-Developmental Pathway <ul style="list-style-type: none"> Reduction in average length of wait for an Autism assessment through improved access to the ASD diagnostic pathway across Tameside Reduction in Autism assessment times Increased percentage of the children and young people who are referred for a diagnostic assessment that have the diagnostic assessment started within 3 months of their referral TBC All children and young people following the pathway, who are referred for a specialist neuro-developmental assessment, will access a neuro-developmental assessment within 12 months 100% of children and young people referred to the neuro-developmental pathway are seen within 18 weeks by April 2023 At least x% of children and young people on accessing the pathway report that they have access to effective and appropriate support both pre and post diagnosis. Therapies Services <ul style="list-style-type: none"> 100% of children and young people triaged within two weeks or less of referral to Therapies services 92% of children and young people seen within 18 weeks, or fewer, from referral to service in Therapies Over 70% of Tameside families using the service report that the assessment process is timely and results in action being taken e.g. service offered and/or advice, support and signposting. General <ul style="list-style-type: none"> Reduction in rejected referrals due to improved quality and awareness of referral tools Ongoing increase (at least 15% per annum) in the percentage of parents reporting that they know how to access early intervention and have used these services (via surveys and direct engagement activity) 							
	Outcom e Ref	Actions	Completi on Date	Lead	Delivery Partners	Resource (cost and/or time)	How will we know?	Progress against actions/impact & RAG rating
	THERAPIES							
5.1	Provide additional capacity to carry out a review of waiting lists across Therapies services.	October 2022	AB/AS	CCG, PR	LR - TBC	Waiting times reduced. Parental surveys show improved satisfaction.		

Outcome Ref	Actions	Completion Date	Lead	Delivery Partners	Resource (cost and/or time)	How will we know?	Progress against actions/impact & RAG rating
5.2	Carry out a commissioning review of the Therapies services to understand current demand and capacity requirements.	October 2022	CCG, PR	AS/AB/BL/K K	AB - TBC	xxxx	
5.3	Review and align the Therapies services with the Thrive/Graduated Response to ensure they are effective.	July 2022	ICFT/AB/AS	AS/AB/BL/K K	Time	Improved waiting times for therapy provision.	
NEURO-DEVELOPMENTAL							
5.4	Implement the mobilisation plan following additional investment in CAMHS and the neuro-developmental pathway.	July 2022	PCFT/SL/SH	CCG/PR	None	Improved waiting times for neuro-developmental assessment and post diagnostic support. Professionals across the SEND Partnership report that the ASD assessment and diagnosis pathway is clear and consistent across Tameside, and they are confident about roles and responsibilities within the pathway.	
5.5	Commission additional Provider to assess children on neuro-developmental pathway waiting lists.	November 2021	CCG/PR	SL	£140,000	25 additional assessments being carried out each month. Reduction in waiting times.	

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Outcome Ref	Actions	Completion Date	Lead	Delivery Partners	Resource (cost and/or time)	How will we know?	Progress against actions/impact & RAG rating
5.6	Establish and embed feedback mechanisms to provide dynamic data on impact of additional investment and continuously review waiting times and referral numbers to ensure in line with projected targets.	July 2022	PCFT/SL/SH	CCG/PR	None	<p>Targets set and monitored through SENDIG, PCFT & CCG Board.</p> <p>Professionals report that, following assessments, children and young people with Autism have a personalised plan that has been developed and implemented in partnership with the child and young person, their family and carers (if appropriate) and the Autism team.</p> <p>Positive feedback collected from pre-and post-diagnostic surveys.</p>	

Priority 6		The lack of contribution from social care professionals to the EHC Plan process					
Lead		Daniel Murphy					
Outcomes:							
6.1 Improvement in the quality of social care contributions to EHC Plans, and in the timeliness of contributions from social care professionals to the EHC plan process							
6.2 Through co-produced training, develop an improved understanding of the EHC Plan process with all social care professionals							
6.3 Shared Practice Standards for contribution from social care professionals to the EHC Plan process implemented across the service							
Impact Measures:							
<ul style="list-style-type: none"> Increased contribution from social care professionals within agreed timescales to the EHC Plan process throughout all social care departments and threshold of involvement Compliance monitoring system to be developed to measure the timeliness of social care involvement in EHCP. 							
Outcome Ref	Actions	Completion Date	Lead	Delivery Partners	Resource (cost and/or time)	How will we know?	Progress against actions/ impact & RAG rating
Page 139	6.1 Improvement in the quality of social care contributions to EHC Plans, and in the timeliness of contributions from social care professionals to the EHC plan process						
	6.1.1	Convene a meeting of Children's Social Care (CSC) leaders to develop and agree a shared understanding of the challenges in this priority area, and to form a task and finish group.	April 2022	Daniel Murphy [Joanne Brown, David Lamb, David Goldsworthy, Wendy Young, Kerry Dalston, Lorraine Hopkins]	Early Help, SEND Service, CSC	3 days	Meeting convened with agreed actions to address this priority area. Task and finish group established and meeting schedule agreed.

6.1.2	Develop a monitoring and oversight process for timeliness and quality of social care professionals' contribution to EHC Plans (see priority 1- outcomes 1.1, 1.3, 1.4, and actions 1.2.1, 1.3.1)	September 2022	David Goldsworthy	CSC, SEND Assessment Team, Nasen	10 days additional	Team specific weekly compliance data reporting on completion of CSC contribution to EHC Plans within agreed timescales.	
6.1.3	Implement the improved process for social care contribution to EHC Plans in both the Early Help and CSC section of LCS.	September 2022	David Goldsworthy	CSC, SEND Assessment Team	20 days	There will be a single shared LCS process for all children open to CSC.	
6.2 Through co-produced training, develop an improved understanding of the EHC Plan process with all social care professionals							
6.2.1	Develop and deliver regular bespoke training to social care professionals, co-produced with SEND and social care staff and families and children with EHC Plans.	July 2022 repeated three times a year	Kerry Dalston	SEND Service, Early Help	6 days	Regular co-produced training will take place three times a year. Level of understanding among CSC staff is enhanced leading to greater timeliness compliance and improvement in quality as observed through peer review.	
6.2.2	Every social care team to identify a SEND champion who will attend SEND events and training such as the "Meet the Local Offer" event.	June 2022	Daniel Murphy	All social care team managers	½ day	Each team to have an identified SEND champion. Social care staff attending events.	
6.3 Shared Practice Standards for contribution from social care professionals to the EHC Plan process implemented across the service							
6.3.1	Develop and implement Practice Standards for the contribution from social care professionals to the EHC Plan process.	September 2022	Daniel Murphy	SEN Assessment Team, CSC, Early Help	20 days	Set of practice standards developed and implemented with flowcharts to give clear instruction for expected social	

						care involvement in EHC process.	
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Priority 7 **The limited oversight of the quality of SEND provision for children and young people’s education**

Lead **Jane Sowerby Andrew Foord; Bev Oldham; Gus Diamond**

Outcomes:

- 7.1 SEND data is used to understand and improve SEND provision**
- 7.2 Best practice SEND provision is identified and effectively shared to ensure that children are prepared for the next stage of their education or life journey**
- 7.3 SEND provision in schools and settings is effectively evaluated and LA has clear oversight**

Impact Measures:

- The majority of stakeholders report that communication is good: they know what the plans are in place, have been involved in creating them, and understand what difference the actions will make
 - SEND data is systematically reported, analysed and monitored across all stakeholder groups
 - Outcomes for children with SEND in line with national outcomes or better for SEND in Early Years and at end of key stages
 - SEND provision in education settings is systematically monitored and support and challenge offered where it is needed
- Practice sharing is evident and case studies show that practice in settings is improved as a result
 Reduced number of complaints in the system; increased compliments; stakeholder voice is improved
 The majority of schools sign up to the Inclusion Quality Partnership (IQP)

Outcome Ref	Actions	Completion Date	Lead	Delivery Partners	Resource (cost and/or time)	How will we know? [Monitoring, feedback, challenge and support]	Progress against actions/ impact & RAG rating
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7.1 SEND data is used to understand and improve SEND provision

7.1.1	Schools Information Report is used to identify patterns of need, provision, and to provide practice information across schools	September 2022	Dean McDonagh	Schools, SEN Team, EI&P Team	3 days	Matrix of schools established Annual analysis report and programme based on information collected from the SIR at EAIB	Overview of identified expertise across the Borough
7.1.2	Complete and communicate detailed annual analysis of SEND Census information regarding EHCP and SEN Support numbers, incidence, areas of primary need and use this information to improve	November 2022	Dean McDonagh and Charlotte Finch	Schools	Additional capacity in Education Data team	Baseline data established Analysis report disseminated annually	

	provision in all education settings to inform training programme					Schools use data to identify areas for improvement and strength Workforce training programme in place that responds to current and future needs.		
Page 143	7.1.3	Joined up SEND Quality First Teaching CPD programme for classroom/subject practitioners	September 2022	EPS, SOSS, Resource Bases, SSSP	EPS, SSOS, SSSP, Resource Base Schools	Schools charged for training with subsidy to cover development of courses, strategic oversight, and community of practice. Annual cost of £5,000	Schools and settings aware of CPD programme and accessing it as appropriate Programme mirrors best practice in CPD such as follow-up support, links to effective outreach options, and access to a community of practice SEND CPD 'passport' established as part of the IQP (see 7.3)	
	7.2 Best practice SEND provision is identified and shared to ensure that children are prepared for the next stage of their education or life journey							
	7.2.1	Identify and utilise existing school groups [Tameside Primary Consortium (TPC) Inclusion Committee and Task and Finish Group; Tameside Association of Secondary Heads (TASH); Special School Heads (SSSP)] to ensure culture and practice change through ownership and accountability.	May 2022	Jane Sowerby	Identified school groups	Meeting time	WSoA co-produced and effectively disseminated with many priorities co-led by school leaders	Already engaged with these key groups
	7.2.2	Establish a model of 'moderation' of SEND practice	March 2023	EPS; Head of SEN	Schools	Central funding to	Themed moderation meetings convened and	

	and policy across all education settings		Assessment Team		create framework (£3,000) and deliver this activity twice a year (£2,000 annually)	facilitated bi-annually looking at EHCP implementation, implementation of graduated approach, parent and child voice, and other themes as identified during data collections	
Page 144	7.2.3	Develop and establish peer SEND/Inclusion reviews of practice	April 2023	Jane Sowerby	Schools	Cost of developing the review process and training (£6,000); administration (£1,000 annually); training costs £2,000 annually)	Schools identified for peer reviews through data or self-referral Timeline in place to engage all schools in SEND peer review Progression to an inclusion quality mark or similar is embedded
	7.3 SEND provision in schools and settings is effectively evaluated and LA has clear oversight						
	7.3.1	Co-produce a SEND Charter/Pledge for Tameside which outlines the provision and opportunities that children with SEND and their families can expect 0-25	July 2022	Charlotte Finch, Jane Sowerby, Elaine Healey, Andrew Foord	Schools Inclusion Committee and T&F Group, TASH, TPC	3 days each, 12 un total	Clear minimum expectations agreed and communicated to families Almost all children with SEND are able to attend their local school
	7.3.2	Incorporate a bi-annual SEND focus in the systematic review of schools in EI&P	May 2022 repeated bi-annually	Jane Sowerby	Education Directorate	½ day	SEND Systematic Review of schools dovetails with the autumn categorisation process mirroring categorisation, schools which may require challenge and support are identified and schools which can offer support are identified

7.3.3	Design and implement a SEND Data Dashboard for performance information accessible to all SEND managers and front line staff on customer satisfaction data	July 2022 updated bi-annually	Charlotte Finch and Dean McDonagh	SEND Service, Complaints and Information Team	5 days	Dashboard supports identification of systemic issues and evidences improvement	
7.3.4	Establish a model for reporting qualitative feedback from complaints and compliments to understand system health	August 2022	Charlotte Finch and Wendy Young	SEND Service, Complaints and Information Team	3 days	Report publishing process agreed and implemented influencing improved performance across SEND	
7.3.5	Explore an outcome-based performance framework that more accurately reflects the needs of CYP and families and a performance management tool to monitor this	November 2022	Dean McDonagh and Wendy Young	SEND Team		Framework proposal shared with stakeholders	
7.3.6	Design and agree a delivery and monitoring plan for a dynamic Inclusion Quality Partnership (IQP) (this will work like a Quality Mark)	December 2022	Jane Sowerby, Charlotte Finch, Pierre Coiffure, Andrew Foord	Education Improvement & Partnerships Service, School Leaders	3 days	Plan completed and shared with schools and settings	
7.3.7	Design and implement a dynamic Inclusion Quality Partnership (IQP) and secure sign up from all educational settings with a co-produced delivery and monitoring plan in place	June 2023	Andrew Foord, Bev Oldham, Gus Diamond, Charlotte Finch, Jane Sowerby	School, college and setting leaders	£20,000	Inclusion Quality Partnership (IQP), which works like a Quality Mark, launched to change culture and practice. It will dynamically as it will link to priorities we are measuring on our SEND improvement journey	

						IQP starts with a peer review (see 7.2.3) and includes Peer Coaching (see Priority 8) and incorporates the SEND CPD 'passport' (see 7.2.2)	
7.3	Implement more effective brokerage and monitoring of commissioned Independent and Non-Maintained school placements to ensure value for money and delivery aligns with Tameside's performance framework	December 2022	Adrian Rocks and Wendy Young	SEND Team, Brokerage and Monitoring, GM SEND Group, Virtual School & Coilege	£40,000 per annum for placement officer (subject to job evaluation)	<p>Programme of monitoring.</p> <p>Monitoring reports which identify performance of settings.</p> <p>Improved quality placement agreements.</p>	

Priority 8	The inconsistent application of a graduated approach across different settings, leading to weaknesses in meeting needs across the area						
Lead	Erica Douglas-Osborn and Naomi Cartledge						
Outcomes:							
8.1 Thrive Matching provision to Need is fully embedded across Tameside							
8.2 Positive change in attitude, ethos, skills and knowledge across education settings							
8.3 Joint training programmes attended by school, setting and college staff which improve practice across the sector							
Impact Measures:							
<ul style="list-style-type: none"> • More education settings report that they use MPTN • Appropriate use of MPTN is evident in requests for statutory assessment • SENDCo surveys demonstrate improved confidence in using MPTN and APDR • Effective use of APDR evident in requests for statutory assessment • Peer coaching support model in place with case studies to demonstrate practice change • SEND CPD 'passport' implemented as part of Inclusion Quality Partnership (IQP) 							
Outcome Ref	Actions	Completion Date	Lead	Delivery Partners	Resource (cost and/or time)	How will we know?	Progress against actions/ impact & RAG rating
8.1 Thrive Matching provision to Need is fully embedded across Tameside							
8.1.1	Active promotion of the Thrive Matching Provision to Need (MPTN) documents across the networks of schools, early years settings, and post-16 providers. Schools to identify and share good practice models for the different areas of need in order to support clear expectations for what mainstream settings should provide and how the physical environment should look to meet needs.	November 2022	Erica Douglas-Osborn and Claire Jackson	Schools, Educational Psychology Service (EPS), SOSS, EI&P, schools		Use of MPTN will be evidenced in SEND practice and paperwork such as EHCP and SENIF requests. Practice models shared with schools and as part of the MPTN document.	

8.1.2	Delivery of training around the SEND Children Thrive: MPTN documents alongside the parent created leaflet. Sessions delivered in pairs in order to collect feedback and impact from the initial training. All educational settings to receive a hard copy of the MPTN document.	June 2022 to June 2023 then annual programme	Erica Douglas-Osborn	EPS, SOSS	Print costs for MPNT document 20 Days	Training logs, event registers and evaluations show attendance at training.	
8.1.2	Linked training sessions to include: Emotionally Friendly Schools, ELSA, EBSA. Schools to be supported to work towards Emotionally Friendly Schools accreditation.		Erica Douglas-Osborn	EPS	15 days	Training logs, event registers and evaluations show attendance at training.	
8.2.1	Development of 'SENCO Induction Training' for all new SENCOS including developing 'SEND Children Thrive Action Plans' and workshops for experienced SENCos	October 2022	Erica Douglas-Osborn and Naomi Cartledge	EPS, SOSS, Health, schools	12 days	Assess-plan-do-review (ADPR) practice embedded in schools and settings evidenced in peer reviews and moderation. SENCos voice that they know where to go for different services/support and feel they are supported by other SENCos in the LA.	
8.2.2	Develop and deliver SEND workshop for all headteachers and included as part of induction programme for all new headteachers annually.	October 2022	Erica Douglas-Osborn	EPS, Education Improvement & Partnerships	10 days	SEND input into headteacher induction programme. Headteacher attendance at workshop.	

8.2.3	Termly SENCO networks (primary and secondary) for all SENCOs that will include LA updates, national updates and having different speakers from schools and other services sharing good practice.	September 2022 ongoing	Erica Douglas-Osborn	EPS, SEND Service, schools	5 days	Termly meetings in place, promoted clearly, and well attended.	
8.2.4	Develop and implement a model of school-led peer coaching, support and training based on a form of peer review	Autumn 2022	Jane Sowerby and Naomi Cartledge	Schools	Cost of training for schools in coaching models ??	Identification of good practice in schools is recorded and shared to support the model. School-based coaches identified and trained. Linked to the good practice shared in the MPTN documents.	
8.3 Joint training programmes attended by school, setting and college staff which improve practice across the sector							
8.3.1	Offer training for all schools on Whole School SEND practice as part of a SEND 'training passport' programme.	July 2022	Charlotte Finch	DfE/NASEN	Nil	Passport includes, at least: MPTN, Nasen SENDCo qualification (if SENDCo), main areas of need, Quality First practice. 'SEND Children Thrive Action Plans' in place.	
8.3.2	OKE-led training and information days for parents with a focus on the Graduated Response.	Sept 2023	Elaine Healey	EPS	4 days	Parental surveys demonstrate improved understanding.	

Priority 9	The poor transition arrangements across all stages of education							
Lead	Jane Sowerby, Mel Wicks, Pete Taylor, Jane Martin							
Outcomes:								
9.1 Timely, strategic and effective programme for review of plans at key transition points established								
9.2 Clear SEND transition protocol and standardized paperwork in place and practice embedded, including targeted approaches								
9.3 Standardised SEND transition paperwork and data sharing established								
Impact Measures:								
<ul style="list-style-type: none"> Annual reviews in place for key transition points in early years, 6 to 7, and KS4 to 5 well in advance of regular transition activity Agreed transition protocols in place and used by all schools LA teams have clear roles to support SEND transition where appropriate 								
Outcome Ref	Actions	Completion Date	Lead	Delivery Partners	Resource (cost and/or time)	How will we know?	Progress against actions/ impact & RAG rating	
Page 1 of 10	9.1 Timely, strategic and effective programme for review of plans at key transition points established							
	9.1.1	Annual Review recovery plan reviewed and agreed (in line with SEND Assessment Service review)	May 2022	Charlotte Finch	SEND Assessment Team, Schools, Health, CSC Transformation team	20 days Potential cost of full SEND service review- cost TBD	Plan signed off by all parties. Review process trialled and scheduled.	
	9.1.2	Annual Review Recovery Plan delivered and position recovered.	May 2023	Charlotte Finch	SEND Assessment Team	50 days	Annual Review position recovered.	
	9.1.3	Establish a protocol for Annual Reviews of EHCPs in Y5 and Y10 attended by LA representative	July 2022	Wendy young	EPS, SEN Assessment Team, SOSS, SSSP School leaders	15 days	LA representation at key reviews. Increased capacity in the SEN Assessment Team.	
9.2 Clear SEND transition protocol and standardized paperwork in place and practice embedded, including targeted approaches								

9.2.1	Transition Protocol Working Group established to oversee improved transition arrangements.	May 2022	Simon Brereton, Andrew Ford	SEND Assessment Team, EPS, school leadership fora	5 days	Working Group established. Terms of Reference agreed. Chair in place.	
9.2.2	Create schools and settings agreed transition protocols and framework across Tameside	July 2022	Jane Sowerby	Schools, EY settings, Post - 6 providers, EYQT, SOSS, EPS, PRU Outreach	Possible external programme-cost TBD 6-7 protocol cost- £675 per secondary school. Primary school cost (£7,000 p/a)	Existing transition protocols focus on SEND children. All schools signed up to agreed principles.	Protocols already established on the 6into7 programme
9.2.3	Pre-school to school assessment documentation standardised to support more seamless transitions	May 2022; reviewed summer 2023	Charlotte Finch [Chairs of TASH, TPC and SSSP]	Schools, EY settings, Post 16 providers, EPS	25 days	Standardised suite of documentation in place.	Build on existing documentation – EY, 6into7, KS4 to 5
9.2.4	Ensure all transition support services or equivalent are available to Post-16 providers		Charlotte Finch	Post-16 providers, SOSS	15 days	Arrangements in place across Post-16 settings.	
9.2.5	Place-based action research projects to develop key areas of practice around transitions	October 2023	Andrew Foord [Simon Brereton]	EEF, schools, EPS	25 days	Transition “best practice” protocols in place across all age ranges	
9.3 Standardised SEND transition paperwork and data sharing established							
9.3.1	SEN Support primary need information sharing process for key transition points	July 2022	Dean McDonagh	TPC, TASH	10 days	Tameside standard approach to information sharing at transition points	
9.3.2	Data-sharing agreement across all Tameside schools re SEND needs	October 2022	Dean McDonagh	Send Assessment	5 days	All schools signed up to the agreement.	

			and Tina Tray	Team, TPC, TASH		Consistent paperwork in place.	
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Priority10	The lack of strategic direction in the support for children and young people to prepare them effectively for adulthood						
Lead	Mark Whitehead and Sarah Jamieson						
Outcomes:							
<p>10.1 Preparing for Adulthood Plan refresh is co-produced with all stakeholders including those with lived experience. The plan provides clear strategic direction, clear multi-disciplinary governance, oversight of the plan, staff development and improved processes</p> <p>10.2 Updated Tracker (register) to capture all young people with EHCPs in need of social care from aged 14+ effectively linked with housing and support planning within Adult Social Care, and informing joint commissioning decisions regarding future delivery models for young people</p> <p>10.3 The Learning Disability and Autism Strategies align to the Preparing for Adulthood Plan objectives and that these are monitored via the established Tameside Partnership Board, the Greater Manchester Delivery Group and the Greater Manchester Health and Social Care Partnership governance and reporting structure</p> <p>10.4 Improved access to health provision that is available for those with more complex needs.</p>							
Impact Measures:							
<ul style="list-style-type: none"> The Preparing for Adulthood Plan is a jointly agreed plan of action that captures the views and aspirations of stakeholders including people with lived experience and includes a pledge, signed by all key stakeholders and leaders, making a commitment to Tameside's aspirations for children and young people The governance structure means that key stakeholders and leaders are held accountable for the implementation of the plan and key objectives and that these are monitored on a quarterly basis. Performance towards objectives are reported to SENDIG and the Autism and Learning Disability Partnership Boards and corrective actions undertaken when there are exceptions Reduction in unscheduled care usage for young people preparing for adulthood Overall increase in annual health checks for 14-25 year olds to a minimum of 75% Parent/carer satisfaction survey demonstrates an increase in the proportion of the SEND community who feel included in decisions regarding preparation for adulthood. 							
Outcome Ref	Actions	Completion Date	Lead	Delivery Partners	Resource (cost and/or time)	How will we know?	Progress against actions/ impact & RAG rating
10.1 Preparing for Adulthood Plan refresh is co-produced with all stakeholders including those with lived experience. The plan provides clear strategic direction, clear multi-disciplinary governance, oversight of the plan, staff development and improved processes							
10.1.1	Identify SEND professional/s to liaise with all partner agencies and parents and families to support	April 2022	Wendy Young	PFA, SEND Assessment Team	1 day	SEND Representative in regular attendance at Preparation for Adulthood Meetings	

	processes around Preparation for Adulthood					Improved parent survey results.	
10.1.2	<p>Source training opportunities through liaison with DfE and NDTI, with emphasis on Preparation for Adulthood</p> <p>Plan and deliver an annual SEND student conference focusing on Preparation for Adulthood, with engagement from a wide range of stakeholder. Secure sign-up from providers for Supported internships.</p>	Sept 2023	Mark Whitehead and Sarah Jamieson	DfE, National Development Team for Inclusion (NDTI), Economy, Employment & Skills	<p>Nil cost if approved by DfE</p> <p>Conference costs £</p>	<p>Training delivered to post-16 stakeholders</p> <p>Annual SEND Student Conference survey shows improved satisfaction among learners re Preparation for Adulthood.</p> <p>Increase in supported internships.</p>	
10.1.3	Review the Preparing for Adulthood Plan and consult with all key stakeholders including young people, family, and carers on content priorities and actions.	April 2022	Mark Whitehead	Education providers, Health, Adults, School Leaders, Children's social care including LAC and ISCAN	<p>New post of Plan Delivery Manager funded by Adult Social Care.</p> <p>New post of Transition Social Worker jointly funded by Adults and Children's. Further resources required to support programme delivery in</p>	Production of refreshed plan with clear measurable milestones and agreed actions.	

					LAC and SEN.		
10.1.4	Review current membership and ToR for the Preparing for Adulthood Strategic Group and schedule quarterly meetings. This group will provide oversight of plan implementation by senior leaders from key agencies.	May 2022	Mark Whitehead	Children's Services, Health, Adults, schools and Post-16 providers	12 days	Launch of new group – Minutes of meetings – Programme of reviews of key milestones within the plan.	
10.1.5 [see also priority 3]	Review the Transition Protocol and Pathway, consult on and publish in an accessible format	April 2022	Reyhana Khan	Children's Services, Health, Adults, Schools	5 days	Publication of the documentation on the Adult Social Care Website and the Local Offer	
10.2 Updated Tracker (register) to capture all young people with EHCPs in need of social care from aged 14+ effectively linked with housing and support planning within Adult Social Care, and informing joint commissioning decisions regarding future delivery models for young people							
10.2.1 Age 155	Implement a live Tracker (register) in LCS for all young people predicted to come into adult social care to inform housing and support planning.	Ongoing	Jo Robinson	Children's Services, Health, Adults, Schools	10 days	Evidence of Tracker – Due to data protection laws this is not available to view by public.	
10.3 The Learning Disability and Autism Strategies align to the Preparing for Adulthood Plan objectives and that these are monitored via the established Tameside Partnership Board, the Greater Manchester Delivery Group and the Greater Manchester Health and Social Care Partnership governance and reporting structure							
10.3.1	Align the Preparing for Adulthood Plan strategically with the: <ul style="list-style-type: none"> • Tameside Learning Disability Strategy • Tameside Autism Strategy • SEND Joint Commissioning Plan • SEND Improvement and Development Action Plans. 	June 2022	Mark Whitehead	Children's Services, Health, Adults, Schools, Employment, Probation Services, user-led groups	2 days	Evidence of full strategic integration across all plans.	

10.4 Improved access to health provision that is available for those with more complex needs.							
10.4.1	Strategic PFA lead for Health designated to work in to the system	April 2022	LS		LS – Time		
10.4.2	To established robust systems to check the quality of health provision for children and young people preparing for adulthood across Tameside.	June 2022	LS/GG/AR/MW	CCG/LA	£50,000	Weaknesses in provision identified quickly, challenged and used to inform commissioning.	
10.4.3	Map and review availability of information and information sharing about NEET young people, in order to identify associated gaps in access to health services.	April 2022	LA	ICFT - CFC, Complex Safeguarding, School Nursing. LA - YJ. ?PCFT - CAMHS	Time & LA information resource	Findings of mapping & review complete. Identification of gaps in access to health service and agreed pathways in place.	

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Key Roles:

SC and CCG representatives:

DCS Director of Children’s Services (SC) Ali Stathers-Tracey

Agenda Item 6

Report to:	EXECUTIVE CABINET
Date:	23 March 2022
Executive Member:	Brenda Warrington – Executive Leader (Tameside Council) Dr Ashwin Ramachandra – Co-chair (Tameside & Glossop Clinical Commissioning Group) Dr Asad Ali – Co-chair (Tameside & Glossop Clinical Commissioning Group)
Reporting Officer:	Sarah Threlfall – Director of Transformation, Policy, Performance and Communication
Subject:	POVERTY STRATEGY AND APPROACH RESPONSE TO THE COST OF LIVING
Report Summary:	The report proposes that work commences to review the current response to poverty and develops a refreshed approach including a long-term poverty strategy and a financial vulnerability plan to provide timely assistance to residents while also addressing the long-term roots causes of poverty. The strategy and plan will be informed by extensive analysis of data, benchmarking with best practice and engagement with affected by poverty and those working with people living in poverty
Recommendations:	<p>The Strategic Commissioning Board and Executive Cabinet are recommended to note the contents of the report and agree that:</p> <ol style="list-style-type: none">1) A refreshed long-term strategy to tackle poverty is developed alongside the Corporate Plan as a place based response to the systemic issues of deprivation;2) A refreshed operational approach to financial vulnerability is developed in particularly in light of the cost of living crisis and the socio-economic and wellbeing impacts of the Covid-19 on families and communities;3) That work required to deliver recommendations (1) and (2) will include a detailed needs assessment underpinned by data, feedback from people with lived experience of poverty, mapping of existing pathways; benchmarking of best practice within and without Tameside and feedback from the Tameside Poverty Truth Commission;4) That Tameside Council will consult with local partners in the public, private and third sectors in order to work together on the development of the long term poverty strategy and financial vulnerability response to ensure both are holistic place based approaches and address systemic challenges;5) Tameside Council notes that the socio-economic duty part of the draft Equality Act 2010 has yet to be enacted by parliament and commits to continuing to have due regard to the need to reduce the inequalities of outcome resulting from socio-economic disadvantage and wherever possible addressing transparently in all decision making.6) It is proposed that the Discretionary Energy Rebate Scheme (announced in addition to the mandatory energy rebate scheme) will provide support as part of the overarching response to the cost of living crisis. The funding in Tameside is £530k, and guidance suggests that this funding should be used

to provide payments to other households who are energy bill payers but not covered by the Council Tax Rebate as set out in section 5.20. Specific provision and support will be put in place Care Leavers struggling with the cost of living crisis.

- 7) That where possible and subject to sufficient funding being identified the existing approach to crisis grants and holiday hunger post (currently supported by the Household Support Fund) be continued post 31 March 2022;

Corporate Plan:

Achieving many of the objectives and priorities of the Corporate Plan is dependent on meeting the needs of local residents, including tackling inequality, increasing well-being and improving outcomes. The proposals in this report aim to achieve those objectives.

Policy Implications:

Council policies relating to welfare assistance and other support mechanisms (e.g. Council Tax Support Scheme) will need reviewing collectively as will existing pathways and support services

Financial Implications:

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

The review of the Council's approach to poverty and financial vulnerability will need to include an assessment of current budget provision across the Council for related services with a view to consolidating and prioritising budgets, to ensure the most effective use of limited resources.

In relation to 2022/23, it may be possible to utilise the balance of existing one-off grant funding streams which the Council has received in relation to the cost of living and economic impacts of the Covid pandemic. There may be up to £800k of unspent grant funding available, but this is subject to the finalisation of the 2021/22 expenditure and this funding is one-off.

The cost of extending Free School Meal vouchers to cover May and October half term and summer holidays is estimated to be in the region of £1,680k based on previous schemes. Assuming that £800k of unspent grant funding is available, there is a shortfall of £880k for free school meals, plus any other funding required for other additional support, which would need to be identified. There is currently no provision within the Medium Term Financial Plan beyond this financial year.

The full financial implications therefore cannot be properly quantified at this stage until a full assessment of the current position and future priorities has been undertaken.

Legal Implications:

(Authorised by the Borough Solicitor)

The Council has a statutory duty to reduce inequality. The approach set out in the report aims, through working in partnership, to promote an early intervention approach as part of the Council's role to prevent poverty. The aim of the Anti-Poverty Strategy is to lessen the effects of poverty, enable people to overcome the barriers linked to poverty and prevent more people falling into poverty in the first place using the Council's limited resources as effectively as possible. The approach outlines an evidenced based approach to refreshing all current strategic and operational arrangements.

Risk Management:

Failure to address long-term systemic issues of deprivation and short term issues of immediate financial crisis have the potential to create significant wellbeing risks for individuals and families as well as organisational risks in terms of additional demands in other high

cost specialist services

Background Information:

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



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1. POVERTY IN TAMESIDE

- 1.1 According to data from the ONS, 17.5% of the population in Tameside was income-deprived in 2019. Of the 316 local authorities in England, Tameside is ranked 37th most income-deprived,¹ falling within the 20% most income deprived local authorities nationally. Of the 141 areas in Tameside, 54 were among the 20% most income-deprived in England,² latest available data from End Child Poverty estimate that 33.4% of children in Tameside are living in poverty.³ Poverty is a growing public health issue,⁴ which has been exacerbated over the last decade by welfare reforms and austerity measures
- 1.2 Reflecting increasing financial hardship within Tameside, 12,976 food parcels were distributed by the Trussell Trust from April 2020-May 2021, marking an increase of 31% or 3059 parcels on the previous year.⁵ The Trussell Trust have also reported that demand has increased by 128% over the past five years, with a 33% increase over the last year
- 1.3 Within Tameside, latest figures on homelessness show 225 people are currently housed in temporary accommodation. Latest estimates suggest that 22.8% of residents in Tameside are economically inactive.⁶ In December 2021, there were 25,103 people on Universal Credit in Tameside,⁷ around 11% of residents. Due to rising inflation, Child Poverty Action Group estimates that the value of Universal Credit for families with children will fall by £570 a year,⁸ increasing financial pressure faced by residents
- 1.4 Over the last decade, Tameside Council has faced over £200 million pounds worth of cuts,⁹ reflecting the trend identified by the Joseph Rowntree Foundation that the most deprived areas have borne the brunt of cuts.¹⁰ The Coronavirus pandemic has also further compounded pre-existing inequalities. During the pandemic, people in the most deprived socioeconomic groups have experienced greater adverse health impacts, mortality rates for the most deprived are twice as high when compared to the least deprived.¹¹ The North West was the region with the highest coronavirus (COVID-19) death rate in 2020.¹² The pandemic has also had a significant financial impact on the poorest,¹³ a report by the Joseph Rowntree Foundation found that workers on insecure contracts were four times more likely to lose their job than workers on permanent contracts, and that workers who had less income were also more likely to lose their jobs than those on higher incomes.¹⁴

¹ Office for National Statistics <https://www.ons.gov.uk/visualisations/dvc1371/#/E08000008>

² Ibid.

³ [Child poverty in your area 2014/15 – 2019/20 – End Child Poverty](#)

⁴ [Health Equity in England: The Marmot Review 10 Years On - The Health Foundation](#) page 13.

⁵ [Financial-Year-2020_21-End-of-Year-statistics_FOR-PUBLIC-USE.xlsx \(live.com\)](#)

⁶ [Nomis - Official Labour Market Statistics \(nomisweb.co.uk\)](#)

⁷ [Stat-Xplore - Table View \(dwp.gov.uk\)](#)

⁸ Child Poverty Action Group 'Nothing Left to Cut Back: Rising Living Costs and Universal Credit' (15th February 2022) [Nothing left to cut back: rising living costs and universal credit | CPAG](#)

⁹ [Budget 2021 - 2022 \(tameside.gov.uk\)](#)

¹⁰ Joseph Rowntree Foundation, 'THE COST OF THE CUTS: THE IMPACT ON LOCAL GOVERNMENT AND POORER COMMUNITIES' (2015) [CostofCuts-Full.pdf \(jrf.org.uk\)](#)

¹¹ Department of Health and Social Care (DHSC) and the Office of National Statistics (ONS) 'Direct and Indirect Health Impacts of COVID 19 in England' (17th September 2021) [S1373 Direct and Indirect Health Impacts of C19 Detailed Paper .pdf \(publishing.service.gov.uk\)](#), page 2.

¹² Office for National Statistics (09th July 2021) [Coronavirus \(COVID-19\) roundup - Office for National Statistics \(ons.gov.uk\)](#)

¹³ Sumit Dey-Chowdhury, Office for National Statistics, 'Coronavirus and the Impact on UK Households and Businesses' [Coronavirus and the Impact on UK households and businesses - Office for National Statistics \(ons.gov.uk\)](#)

¹⁴ Joseph Rowntree Foundation, 'What the First Covid-19 Lockdown meant for People in Insecure, Poor Quality Work' (31st March 2021) [What the first COVID-19 lockdown meant for people in insecure, poor-quality work | JRF](#)

- 1.5 Poor job quality was identified as a particularly pressing issue in the north of England, 21.5% – 1.3 million jobs – are paid less than the real living wage.¹⁵ On average, gross weekly wages in Tameside were around 10% lower than average for the North West and 16% lower than average for Great Britain.¹⁶ Coupled with this, households across Tameside are facing many challenges, including the end of the £20/week Universal Credit uplift, inflation peaking at 7.25%¹⁷, energy bills increasing by 54%¹⁸ and the national insurance hike. The End Fuel Poverty Coalition estimates that the recent rise in energy costs will plunge an additional 1.1m homes into fuel poverty, meaning that 22% of all households in England are in fuel poverty.¹⁹
- 1.6 In light of the rise, the Government has announced a package of support, providing all domestic electricity customers in Great Britain with an upfront discount on their bills worth £200 and introducing a £150 non-repayable council tax rebate for bands A to D.²⁰ Local authorities are also due to be allocated £144million of discretionary funding to support those who need help with energy bills but are not eligible for the council tax rebate.

2.0 RESPONSES TO POVERTY

National Response

- 2.1 The government has recently introduced a number of measures including the 'Levelling Up White Paper', the Household Support Fund and the Universal Credit Uplift which may contribute towards poverty reduction. The levelling up framework incorporates an acknowledgment that there is regional disparity within the UK and aims to reverse the widening gap between geographical regions. Part of this includes the Levelling up Fund, which aims to tackle economic differences between different parts of the UK by investing in local infrastructure projects. Through the fund, the UK Government committed £4 billion for England with funding to be delivered through local authorities, Tameside council secured £19,870,000 to regenerate Ashton Town Centre.
- 2.2 In October 2021, the Government introduced the Household Support fund, allocating £2,224,686.33 to Tameside Council to help those most in need to cover the cost of every day essentials such as food, energy and water bills. In March 2020, in response to the impact of the COVID 19 pandemic, the Government announced the equivalent of a £20/week increase to Universal Credit standard allowance. An extension to the Universal Credit uplift was announced during the spring 2021 budget and the uplift ended October 2021. Figures suggest 25,317 people in Tameside were affected by the end of the uplift

Tameside Council's Response to Poverty

- 2.3 Tameside Council have already taken several steps towards tackling poverty, including supporting the Poverty Truth Commission, delivering the Early Help and Neighbourhood Offer, providing financial assistance through the Council Tax Hardship Fund, Discretionary Housing Payments, Household Resettlement Scheme, Coronavirus Self-Isolation Payment and the Household Support Fund. The council also provide support services to enable residents to resolve ongoing issues and to maximise household incomes through the Welfare Rights and Debt Advice Service, Housing Advice, Advice Tameside and Money Advice Tameside Referral Tool

¹⁵IPPR North 'State of the North 2021/22: Powering Northern Excellence' (January 2022) [State of the North 2021/22: Powering northern excellence | IPPR](#), page 17.

¹⁶ [Labour Market Profile - Nomis - Official Labour Market Statistics \(nomisweb.co.uk\)](#)

¹⁷ Bank of England, Monetary Policy Report, (2022) [Bank of England Monetary Policy Report February 2022](#)

¹⁸Ofgem 'Price Cap to Increase by £693' (03rd February 2022) [Price cap to increase by £693 from April | Ofgem](#)

¹⁹ End Fuel Poverty Coalition 'Catastrophic rise in energy prices will not be offset by government plans' (03rd February 2022) [Catastrophic rise in energy prices will not be offset by Government plans – End Fuel Poverty Coalition](#)

²⁰ Becky Mawhood, Paul Bolton, House of Commons Library Research Briefing 'Energy Prices and the Energy Bills Rebate' (11th February 2022) [CBP-9461.pdf \(parliament.uk\)](#) page 13.

- 2.4 To amplify the voices of people living in poverty, Tameside Council have supported the Poverty Truth Commission, which is being delivered by Greater Manchester Poverty Action. The commission which launched in November 2021, brings together grassroots commissioners, people with lived experience of poverty and senior civic, political and business leaders, known as civic commissioners, on an equal footing to inform decision making within Tameside. To contribute towards preventative action, the Early help and Neighbourhood Offer involves the coordination of timely advice and support to children and families in Tameside to improve resilience, outcomes and to reduce the risk of problems worsening. As part of the fulfilment of the vision that every child and young person in Tameside has the best start in life, early help brings together universal services, community support and acute and targeted services, to proactively resolve issues
- 2.5 Through the provision of Discretionary Housing Payments, the Council awarded £693,061 in the previous financial year towards housing costs.²¹ Tameside Council also provides the Household Support Fund, which has awarded over £325, 835 to low income households so far. The scheme is due to close on 31 March 2022 as prescribed by the government
- 2.6 Tameside also currently offers the Household Resettlement Scheme to residents of Tameside, who are aged over sixteen, are on a low income and who need help to move out of an institutional or an unsettled way of life, including homelessness and who without the help would suffer serious harm to themselves and or their family. The number of successful applications was 358 and total spent was £213,326. 36% of those applying to the scheme were leaving temporary accommodation
- 2.7 The Welfare Rights Service provides support for low-income households across Tameside, forming an important part of poverty reduction and alleviation. The service advises residents on benefits and tax credit entitlements. Indicating the need for emergency assistance, from April 2021-18 February 2022, Tameside Welfare Rights had 930 enquiries relating to food provision and 164 enquiries relating to energy top ups. In addition, over the last year, the service made actual financial gains for residents of £4,240,155.00, increasing household incomes across Tameside. Tameside Housing Advice offers a single point of access for housing advice and homelessness prevention. From 28 September 2020, the £500 Test and Trace Support Payment has been available to people on low incomes who have to self-isolate, from October 2020 to 7 February 2022, 2830 coronavirus self-isolation support payments were made by Tameside Council. The Coronavirus Self-Isolation Support Payment Scheme ended on 24 February 2022.

3.0 LINKS TO OTHER STRATEGIES

- 3.1 A long-term poverty strategy would support the delivery of some of the below strategies and should also aim to encourage the delivery of others to ensure that addressing poverty is a central feature. A brief summary of some of these strategies is provided below:

Tameside & Glossop Strategic Commission: Our People – Our Plan – Our Plan. The Corporate Plan.	Provides the strategic vision for Tameside Council and Tameside and Glossop CCG. This is structured following the life course – Starting Well, Living Well and Ageing Well, underpinned by the aim of ensuring Tameside and Glossop is a Great Place and has a Vibrant Economy. A number of the priorities identified align closely with the goal of poverty reduction for instance increasing median resident earnings and improving wellbeing and resilience.
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²¹ Ibid.

<p>Tameside and Glossop CCG: One Equality Strategy 2018-2022</p>	<p>This is the joint equality strategy of the Tameside and Glossop Strategic Commission, comprised of Tameside Council and NHS Tameside and Glossop Clinical Commissioning Group. Objectives of the Strategy include:</p> <ul style="list-style-type: none"> a) Reducing inequality and improving outcomes b) Meeting our obligations under the Equality Act 2010 c) Equality training, development and awareness d) Consultation and engagement e) Understanding service use and access. <p>The 2021 report identified the need to address key priority quality of life issues such as health inequalities, educational attainment, access to skills, training and employment opportunities, income levels, and health and wellbeing, across equality groups and the vulnerable and disadvantaged with a view to narrowing the gap. Furthermore, the strategy also highlights the CCG's role in helping people to continue to live independent lives and assisting the most vulnerable in our communities to access support and services.</p>
<p>Tameside Inclusive Growth Strategy 2021-2026</p>	<p>Central to our Inclusive Growth Strategy is ensuring that the quality of life, health and happiness of our people is improved by good employment, with greater security and better pay. Aims of the strategy include:</p> <ul style="list-style-type: none"> - Attracting investment and supporting businesses to increase the number of good jobs in the borough - Increasing aspirations, employment, pay, skills and health across the population of Tameside. - Ensuring transport system links residents to jobs and services - Increasing quality, affordability and choice in the borough's housing offer. <p>This will address poverty by increasing the number of good jobs available to residents and facilitating residents to access these jobs both through up-skilling and improving transport infrastructure.</p>
<p>Tameside Preventing Homelessness Strategy</p>	<p>This strategy advocates for a holistic and integrated response to preventing homelessness. Integral to the strategy is a commitment to preventing homelessness and early intervention. As poverty is a driver of homelessness, a comprehensive poverty reduction strategy will complement and enhance the council's approach to homeless prevention. Priorities for Tameside's Preventing Homelessness Strategy include:</p> <ul style="list-style-type: none"> - A holistic and integrated response to preventing homelessness - Proactive information management - Raised awareness of the causes of homelessness and services , and a shared understanding that preventing homelessness is everyone's business - Early intervention before a crisis - Increased resilience and targeted support - Access to a wide range of affordable, permanent accommodation options - Identifying, cultivating and empowering untapped resources in the community
<p>Early Help Strategy: Smarter, Stronger, Sooner, Safer</p>	<p>This outlines a series of key priorities that the Tameside Children's Improvement Board is committed to delivering. Underpinning the strategy are the following principles:</p> <ul style="list-style-type: none"> - Early Help is everyone's responsibility – partnership approach not provision - A commitment to prevention – wherever possible all children and family's needs will be met by universal services, families and communities

	<ul style="list-style-type: none"> - We will listen to children and families and treat them as partners - We will understand the needs of children and families in Tameside an Early Help resources will be commissioned based on this understanding - We will ensure that children and families are safe. <p>The strategy emphasises taking a well-connected multi-agency approach to early help and preventative action across Tameside.</p>
Digital Inclusion Strategy 2020-2025	<p>With the roll-out of Universal Credit which is predominantly accessed via the online journal, it is increasingly necessary for all residents to have digital literacy to prevent digital exclusion and to prevent the negative financial implications and poor health outcomes associated. During the Coronavirus pandemic, there has also been a trend for local authorities to provide online services and to encourage residents to access key council services through online channels such as the Household Support Fund. This can present significant challenges for residents who struggle to access online services, which is why Tameside Council's Digital Inclusion Strategy aims to improve digital skills and to ensure that every resident has free access to high quality internet services through libraries and SWIFT public Wi-Fi. By enabling residents to access digital services, this strategy may help to prevent residents falling into financial hardship as a result of digital exclusion.</p>

4.0 LONG TERM POVERTY REDUCTION STRATEGY

- 4.1 In the context of the cost of living crisis, it is necessary to review our offer to the residents of Tameside by developing a long-term strategy for reducing poverty. Poverty has a range of causes, which is why we intend to develop a poverty strategy, setting out both long-term goals in areas such as housing, education and employment, as well as the provision of immediate support through a financial vulnerability response. Due to the range of VCSE organisations, which support residents experiencing poverty in Tameside, it is envisioned that the strategy will be developed in collaboration with relevant organisations across the local authority. Moreover, as poverty is a cross-cutting issue, affecting a range of services under the council's remit, the development of the strategy will require a partnership approach with lead members and service leads
- 4.2 A crucial part of the financial vulnerability response will be the implementation of a new Local Welfare Assistance Scheme (LWAS), which enables residents to access emergency financial assistance, please see **Appendix 1**. Alongside this, the financial vulnerability response will focus on increasing household incomes and incorporating financial inclusion
- 4.3 Emphasising the benefits of early support, the Local Government Association considers that pro-active, preventative, approaches may be more cost effective than dealing with people at crisis point and could reduce the considerable costs arising from high cost statutory interventions.²² We recommend undertaking a review of our current approach to poverty and working to create a comprehensive, joined up approach to poverty prevention, coordinating pre-existing strategies and evaluating the effectiveness of support currently on offer.
- 4.4 Key principles include;
- Offering a joined up strategy
 - Bench marking against other authorities
 - Adopting the socio- economic duty

²² Local Government Association, 'Reshaping Financial Support: Executive Summary' (2019) [Reshaping financial support: executive summary | Local Government Association](#)

Joined Up Approach

- 4.5 The need for a coherent, joined up approach to poverty has been highlighted by numerous external reports, internal strategies and interviews with frontline services. As indicated above, poverty reduction involves a range of long-term and short term factors, encompassing a variety of areas from education, good quality employment and suitable housing to accessible welfare support, which fits in to a number of pre-existing strategies.
- 4.6 CLES²³ highlighted how mechanisms at local government level such as budget setting and procurement practices have significant potential for addressing poverty, however a common constraint identified was the absence of a joined up strategy or commitment to addressing poverty.²⁴
- 4.7 CLES recommendations included
- Ensuring addressing poverty is embedded across services and partners
 - Undertaking poverty assessments
 - Adopting addressing poverty as a corporate objective
 - Training staff in embedding poverty considerations
 - Undertake reviews of actions of public, commercial and social sector partners in addressing poverty
 - Embedding poverty considerations into tender criteria for public procurement
- 4.8 Having a coordinated approach to poverty can ensure the provision of early, effective support to low income household and improve outcomes. A practical requirement of a joined up approach is an effective referrals process and enhanced data sharing between council departments and trusted partners including local charities, food banks and schools. To ensure residents receive the wrap around support needed in a crisis, there must be a close connection between frontline services including council tax collections, welfare rights, mental health, Department for Work and Pensions, housing advice, adults and children's services. This will require data sharing agreements between services
- 4.9 Integrated into this approach should be an effective use of data to identify households at risk of debt and financial hardship. One proposed option could be utilising the council tax collection database to provide targeted support to households falling into council tax arrears. Proactive referrals to local debt and benefits advice services are another option for providing targeted support

Benchmarking

- 4.10 To ensure that best practice is followed, it is proposed that Tameside Council undertake a benchmarking exercise against other local authorities, focusing especially on approaches in Greater Manchester. As recognised by the OECD, benchmarking can be used to
- assess performance objectively,
 - expose areas where improvement is needed,
 - identify other organisations with processes resulting in superior performance, with a view to their adoption
 - test whether improvement programmes have been successful.²⁵
- 4.11 Assessing local approaches will inform the development of Tameside's poverty strategy by identifying effective and innovative approaches that may enrich Tameside's strategy. This will include engaging with other local authorities to identify approaches to LWAS funding

²³ The Centre for Local Economic Strategies and Joseph Rowntree Foundation [Addressing poverty through local governance \(jrf.org.uk\)](#) (2013)

²⁴ Ibid.

²⁵ OECD, Jeremy Cowper and Dr. Martin Samuels Next Steps Team, Office of Public Services Cabinet Office, 'Performance Benchmarking in the Public Sector: The United Kingdom' (1997) [1902895.pdf \(oecd.org\)](#), 1.

Adopting a Socio- Economic Duty

- 4.12 Section 1 of the Equality Act 2010 introduces a socioeconomic duty on public bodies that requires them: “*when making decisions of a strategic nature about how to exercise its functions*” to “have due regard to the desirability of exercising them in a way that is designed to reduce the inequalities of outcome, which result from socio-economic disadvantage”.
- 4.13 This provision has not yet been implemented by the UK government meaning it is not legally binding, however, Scotland recently brought this duty into force through the Fairer Scotland Duty. Similarly the duty has also been incorporated in Wales. The need to reduce inequality is widely recognised under several current Tameside council strategies including the One Tameside Equality Strategy, therefore incorporating this duty and actively considering socio-economic disadvantage through the course of decision making and service delivery may coordinate a number of our current priorities.
- 4.14 Key principles for implementing the socio-economic duty include:
- Incorporating socio-economic disadvantage as a protected characteristic in equality impact assessments, equality plans, and the broader decision-making process and strategies.
 - Using data to inform the implementation of the socio-economic duty and develop success criteria to measure impact of implementation.
 - Ensuring the implementation enjoys strong, visible support from senior leaders.
 - Engaging with people with lived experience of socio-economic disadvantage, relevant organisations, and committing to finding new and sustainable ways to use this experience in policymaking.
 - Identifying what works through monitoring, evaluation, skill-sharing, introducing mechanisms that can ensure accountability for the implementation of the socio-economic duty.²⁶
- 4.15 As part of Tameside’s long-term vision for poverty reduction, we propose the voluntary implementation of s.1 Equality Act 2010, in order to reinforce the council’s commitment to tackling inequality and providing a fairer local offer. The adoption of the duty offer the opportunity to redress growing levels of inequality and to provide opportunities for a range of voices to be represented when considering policy changes and service delivery.

5.0 FINANCIAL VULNERABILITY RESPONSE

Tackling Holiday Hunger

- 5.1 Following the introduction of the Household Support Fund, Tameside have allocated £1.4million towards tackling holiday hunger, providing vouchers to families eligible for free school meals during school holidays
- 5.2 Our long-term ambition is to have sufficient funding to provide financial support through crisis grants and vouchers for families and individuals most in need. At present, subject to adequate funding being allocated, we propose that both the current model of crisis grants as outlined under the Household Support Fund and the provision of vouchers to families eligible for free school meals during school holidays are extended for a further six months
- 5.3 If sufficient Government funding is not allocated to support the continuing provision of the aforementioned support, we will seek identify suitable funding, in collaboration with the Finance team, to cover the cost of extending the schemes for six months

²⁶ Greater Manchester Poverty Action, Just Fair, ‘A Practical Guide for Local Authority Implementation of the Socio-Economic Duty in England’ (June 2021) [A Practical Guide for Local Authority Implementation of the Socio-Economic Duty in England \(gmpovertyaction.org\)](https://www.gmpovertyaction.org/)

Increasing Household Incomes

- 5.4 To reduce poverty across Tameside, it is recognised that increasing household incomes must be a primary focus. The Council is carrying out ongoing work to secure Living wage accreditation, ensuring those employed by the council receive at least the real living wage. Alongside this, a review of current support offered through the Council Tax support scheme will be undertaken to ensure the support offered effectively meets the needs of low income residents, including the size of the Section 13a discretionary fund. As part of the financial vulnerability response, it is intended that work will be undertaken to improve access to key services which actively increase household incomes such as the Welfare Rights Service
- 5.5 Encouraging financial inclusion should also form part of the plan to increase household incomes, ensuring individuals and businesses have access to useful and affordable financial products and services that meet their needs, which are delivered in a sustainable way.²⁷ The Local Government Association recommends that local authorities establish financial inclusion partnerships to provide strategic development and support for alternative, not for profit and affordable financial services.²⁸
- 5.6 The previous Tameside Support for Independent Living Scheme recognised the value of financial inclusion and involved a close partnership with Cashbox where awards were paid into a credit union account to encourage future saving and to open up credit union services to residents. Other local authorities have taken different approaches to partnership working. For instance, the London Borough of Lewisham partnered with Lewisham Plus Credit Union to provide a homelessness prevention loan scheme to assist tenants most at risk of eviction. The authority estimated that this intervention saved the council around £1million in temporary accommodation costs.²⁹
- 5.7 Therefore, it is recommended that Tameside works collaboratively with local partners including credit unions such as Cashbox as well as Community Development Finance Institutions (CDFI's) to identify affordable credit provision, improve accessibility and improve promotion.³⁰

Local Welfare Provision Scheme

- 5.8 Local Welfare Assistance schemes are a vital part of the social security infrastructure and offer residents essential support to meet their basic needs. Following the 31 March, TMBC will not have a local welfare assistance scheme (LWAS) which can provide emergency assistance to people in need.
- 5.9 In response, it is proposed that Tameside Council adopt a new LWAS scheme to be established based on updated previous Tameside Support for Independent Living (TSIL), which ended 2015 with exception of furniture and white goods offered through Tameside Resettlement Scheme. Please see **Appendix 1** for further information on the proposed scheme.
- 5.10 The aim of the scheme is to respond to immediate need by offering financial assistance to residents in crisis situations, providing a cash first response. By providing direct financial assistance during crisis, we can provide residents with time to seek help to resolve long-term issues. It is also envisaged that the scheme will be integrated as part of a wraparound support service, working with the resident to solve the cause of their financial hardship

²⁷ World Bank, Financial Inclusion Overview (2nd October 2018) [Financial Inclusion Overview \(worldbank.org\)](https://www.worldbank.org/financial-inclusion/overview)

²⁸ Local Government Association, 'Reshaping Financial Support: How Local Authorities can Help to Support Low Income Households in Financial Difficulty' (2019) [Reshaping financial support: how local authorities can help to support low income households in financial difficulty](#), page 28.

²⁹ Local Government Association, 'The Role of Councils in Improving Access to Affordable Credit and Financial Services for Low Income Households' (19th July 2019) [The role of councils in improving access to affordable credit and financial services for low-income households | Local Government Association](#)

³⁰ Ibid.

- 5.11 The scheme will provide assistance with food, clothing, essential household items and furniture, white goods and emergency travel. It is proposed that eligibility restricted to those in financial hardship who have no access to other funds, applications will be assessed on a case by case basis.
- 5.12 By establishing a new LWAS, it is likely that pressure on other supporting services will be reduced, producing better outcomes and leading to financial savings elsewhere in the system. In terms of administering the scheme, it is intended be placed within Welfare Rights, Communities and Early Help.
- 5.13 To ensure adequate support is provided to those in need, it will be necessary for the scheme to act flexibly, for instance, working with other council services to assist people fleeing domestic violence, care leavers, people leaving institutions and people with no recourse to public funds under the Care Act 2014 and the Children Act 1989.

Poverty Needs Assessment

- 5.14 As part of our proposed work to review the effectiveness of current support, we intend to carry out a poverty needs assessment. A needs assessment is the collection and analysis of information relating to the needs of the affected population, in order to determine gaps between an agreed standard and the current situation.³¹
- 5.15 The needs assessment will assist us to understand:
- The spectrum of needs in Tameside
 - The geographical distribution of needs and the severity of those needs
 - The duration of those needs
 - Severity of conditions
 - Tameside's existing capacities and resources
 - How residents are affected based on gender, age, minority group and vulnerability.
- 5.16 Baseline measures to measure future progress could incorporate a series of measures including the Minimum Income Standard devised by Joseph Rowntree foundation to identify how much income households require to meet their material needs,³² the indices of multiple deprivation,³³ relative income poverty and average real incomes within the local authority.

Mapping Pathways to Support

- 5.17 Building on the work carried out to create the Money Advice Tool to connect residents to local advice and support, we intend to extend to analyse pathways to support for low income residents with a view to improving access to support. To carry out this work, it is recognised that the council will collaborate with local partners, which may include Tameside Housing Advice, Citizens Advice Tameside, Tameside Welfare Rights, Greater Manchester Law Centre, Groundworks, Christians Against Poverty, Infinity Initiatives, Age UK, GamCare and Beacon Trust, Change Grow Live, Tameside, Oldham, Glossop Mind and Anthony Seddon Fund.
- 5.18 By examining the journey undertaken by our residents through public and charitable services when accessing support, it is intended that Tameside council can improve the overall experience and improve outcomes for residents. Using insights from people accessing the service and frontline staff is intended to help us identify what changes may be needed to service delivery and to determine how the Council's approach could be adapted to best suit the needs of low income residents, embedding the aim of poverty reduction across services

³¹ World Health Organisation, 'Needs Assessment' [HC-Guide-chapter-10.pdf \(who.int\)](#)

³² Joseph Rowntree Foundation, Abigail Davis, Donald Hirsch, Matt Padley and Claire Shepherd, 'A Minimum Income Standard for the United Kingdom in 2021' (July 2021) [A Minimum Income Standard for the United Kingdom in 2021 | JRF](#)

³³ Ministry of Housing, Communities & Local Government, 'English Indices of Deprivation', (26 September 2019) [English indices of deprivation 2019 - GOV.UK \(www.gov.uk\)](#)

- 5.19 We intend to undertake a review of existing local welfare provision and assistance available to low income households in Tameside, following the approach of the National Audit Office, in order to:
- Review the effectiveness of the support we are providing
 - Collect and make use of data on who seeks help and why in order to target those most in need
 - Understand the costs which local welfare help to avoid
 - Consider whether other public services and charitable organisations have sufficient capacity to meet any increase in demand caused by reductions in local welfare provision.³⁴
- 5.20 It is proposed that the Discretionary Energy Rebate Scheme (announced in addition to the mandatory energy rebate scheme) will provide support as part of the overarching response to the cost of living crisis. The funding in Tameside is £530k, and guidance suggests that this funding should be used to provide payments to other households who are energy bill payers but not covered by the Council Tax Rebate.
- 5.21 It is proposed that the existing application process for HSF will be adapted to meet the eligibility criteria for the Energy Rebate Policy and this funding will be used to support Energy Payers in line with the criteria set out below, that a single application and route to access this support will be put in place which aligns to wider support with cost of living and debt.
- 5.22 It is proposed that payment of £150 could be awarded to the following groups:
- Households in receipt of Council Tax Support or Housing Benefit in Council Tax Bands E, F, G and H.
 - Households in Bands E, F, G and H evidencing hardship
 - Energy bill payers who do not have a council tax liability and are not covered by the mandatory energy rebate scheme
 - Energy bill payers who have not had a previous council tax liability
 - Energy bill payers in new build properties that are awaiting the property being banded
 - Energy bill payers who are fleeing situations of domestic violence
 - A discretionary payment cannot be paid where the household has received the £150 energy rebate under the mandatory scheme for property bands A to D.
 - Only one discretionary payment of £150 will be paid per household.
- 5.23 Specific provision and support will be put in place Care Leavers struggling with the cost of living crisis. This cohort is exempt from Council Tax but will still be impacted by increases in the cost of living and potentially energy prices. The Council will put in place a scheme, aligned to the main scheme using the energy rebate which supports Care Leavers (except where care leavers already have their energy costs met through their support/accommodation arrangements). Personal assistants will support Care Leavers with accessing this support.

Evidence Collection

- 5.24 Alongside the poverty needs assessment, work will be undertaken to engage with a variety of residents who have a lived experience of poverty, by carrying out interviews, surveys and speaking to focus groups. We plan to work with council services including welfare rights in order to open a dialogue with low income residents to ensure that a diverse range of voices are represented within the poverty strategy. We also intend to work with local partners, utilising data collected by Voluntary, Community and Social Enterprise organisations to increase the evidence base for our recommended actions under the strategy

³⁴ National Audit Office, 'Local Welfare Provision' (January 2016), [Local welfare provision - National Audit Office \(NAO\) Report](#)

6. RECOMMENDATIONS

6.1 As set out on the front of the report.

TAMESIDE LOCAL WELFARE ASSISTANCE SCHEME

LWAS EXECUTIVE SUMMARY AND RECOMMENDATIONS

- New LWAS scheme to be established based on updated previous Tameside Support for Independent Living (TSIL).
- To respond to immediate need - Support to residents in crisis situations to provide rapid vital short term support to help them avoid longer-term harm as part of a wraparound service that builds sustainability.
- Provision support to include food, clothing, essential household items and furniture, white goods and emergency travel.
- Eligibility restricted to those in financial hardship who have no access to other funds
- By establishing new LWAS can provide rapid support to residents to help them avoid longer-term support and reducing pressures on other supporting services producing better outcomes and leading to financial savings elsewhere in the system.
- Scheme could be placed within Welfare Rights, Communities and Early Help.
- Scheme to be developed through engagement and coproduction with residents and organisations in Tameside.

TMBC SCHEMES

- Tameside resettlement scheme - <https://www.tameside.gov.uk/support/independentliving>
- Household support scheme, ends March 2021 - <https://www.tameside.gov.uk/householdsupportfund>
 - <https://www.tameside.gov.uk/CouncilTaxAndBenefits/Benefits/Tameside-Resettlement-Scheme/Household-Support-Fund>
 - **Online application** <https://public.tameside.gov.uk/forms/f1352hsfa.asp>
 - Food: Assistance can be provided to eligible applicants to purchase food limited to £25 per person in each household
 - Energy: Support can be provided for gas and electric bills - these payments are capped at £100 per household and only one payment can be awarded per household from this scheme. For payments requested to be made directly a recent copy of your bank statement will be required to demonstrate you do not have sufficient funds.
 - Essentials linked to energy: Assistance can be provided to eligible applicants limited to £50 per person in each household. This can be requested to provide support with essentials linked to energy including, but not limited to, sanitary products, warm clothing, blankets & essential household equipment (where this cannot be sourced through other provision).
- Council tax support / Hardship Fund– <https://www.tameside.gov.uk/ctax/counciltaxsupport>
- Financial support and advice- <https://www.advicetameside.org.uk/financialdifficulties>

CASH FIRST SCHEME BENEFITS

- Prioritises providing support to people who are facing financial hardship in the form of cash grants and loans rather than vouchers, food aid or goods (in-kind support).
- Would give dignity by removing the stigma, choice and control, giving people what they want, simplicity and efficiency, increase take up, boost local economy by increasing the likelihood of payments being spent with local, independent retailers.
- Prevents falling into high interest debt when they face a financial crisis
- Bolstering wider financial inclusion linking to credit unions.
- Funding recouped where there is a loans element to cash payments being provided.

SCHEME PROPOSAL FOR TMBC FROM BEST PRACTICE

The scheme below is the proposed working draft taking best practices from other GM authorities and from Greater Manchester Poverty Action report³⁵. The final scheme will be informed by a review of existing support mechanisms, data analysis and lived experience feedback.

Local Authority:	Tameside
Scheme:	To provide emergency financial support through cash scheme offering flexibility and choice. The scheme should be closely linked to other supporting services to ensure that residents can access wraparound support
Provide:	<ul style="list-style-type: none"> • Food - Awards made through provision of supermarket vouchers / cash grant • Essential household items (e.g. sanitation products or baby items) - Purchased by council / supermarket vouchers / cash grant • Essential furniture and white goods (e.g. bed / microwave) - Purchased by council • Fuel/energy top ups - Awards made through a voucher scheme that allows clients to top up their prepayment card at a Paypoint Outlet. For clients on direct debit payments, staff can make payments direct to energy providers using client's details (providing client is with staff to verify) • Emergency data access / connectivity (e.g. top up to SIM card) - SIM top-up directly through network provider • Emergency travel expenses - Cash grant / prepaid travel card • Referral to supporting services (previously TSIL)
Eligibility:	<p>Living in Tameside or fleeing abuse. Age 16 and over. On low or no income and have no savings. Have qualifying circumstances and need for assistance. Sufficient priority to warrant assistance. Restrictions on number of applicants in one year, but provides flexibility if people still need support (<i>Maximum of two successful awards in 12 month period (previous TSIL), unless there are exceptional circumstances</i>)</p>
Application Process:	<p>Report Recommends application through Freephone number, online form and referral from other service;</p> <ul style="list-style-type: none"> • Community Safety and Homelessness • Early Help, Neighbourhoods and Early Years • Welfare Rights and Debt Advice • Revenues Division
Linked to other services:	<p>Referral from other service;</p> <ul style="list-style-type: none"> • Community Safety and Homelessness • Early Help, Neighbourhoods and Early Years • Welfare Rights and Debt Advice • Revenues Division
Specific staff support:	<p>Referral for other service approach will help to manage demand, and ensure that applicants can access and receive other support where needed. Referring staff will need to have the skills and knowledge to know where referring to the LWAS is appropriate, and whether an individual is likely to be eligible for the scheme. This approach would fit well within any future move to a caseworker/ navigator model.</p>
Funding:	<ul style="list-style-type: none"> • Should be funded on a multi-year basis. • Support from other organisations, which could help to reduce the financial cost of the scheme. For example, housing associations commonly have small pots of funding available to tenants for essential

	<p>household items and furniture. Ensuring that the LWAS can tap into these funding pots – or that applicants can be referred to these funding streams</p> <ul style="list-style-type: none"> • <i>Ensuring that the LWAS is linked in with other support available in the borough is key to the financial viability of the scheme and stability in the longer term for people in crisis or emergency need.</i>
Developing the scheme:	<p>Developed through coproduction and engagement with residents and relevant local organisations.</p> <ul style="list-style-type: none"> • Tameside PTC • Tameside Poverty Action Group • Housing Association Group • Community organisation group • Tameside Youth Group • Care Leavers Group • Survey
Benefits:	<p>The local welfare scheme provisions will mean that the local authority is able to monitor at all stages of application, referral and acceptance. One application would reduce need for people to repeat information. Will enable us, together with partners, to ensure those most in need access support. More robust monitoring system for evaluation. Will allow for greater understanding of local practical solutions and support. Offering early interventions to prevent crisis in the future.</p>

REFERENCES

- ¹ Greater Manchester Poverty Action, 2020, strengthening the role of Local Welfare Assistance Schemes [Strengthening the role of LWAS - Greater Manchester Poverty Action \(gmpovertyaction.org\)](http://gmpovertyaction.org)

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Agenda Item 7

Report to: EXECUTIVE CABINET

Date: 23 March 2022

Executive Member: Councillor Eleanor Wills – Executive Member (Health, Social Care and Population Health)

Reporting Officer: Stephanie Butterworth – Director, Adults Services

Subject: **APPROVAL OF REVISED NON-RESIDENTIAL CHARGING POLICY 2022**

Report Summary: This report seeks approval of the updated revised Non-Residential Charging Policy 2022, which has been produced expediently following approval by Board Members at the last meeting of the Strategic Commissioning Board on the 9 February 2022 to update the previous policy dated 25 March 2015 to take effect from the 1 April 2022 to include:

- The Minimum Income Guarantee level remains at the level the Council currently uses
- The level of income disregarded is changed to disregard the difference between DLA care higher and middle rate and PIP daily living allowance enhanced and standard rate
- An annual fee for managing non-residential self-funders' accounts of £95 is implemented, with an annual review of the level which will apply only to non-residential packages of care created from this date, rather than existing packages.

The policy has been redrafted with a view to making it simpler to understand.

Recommendations: That Strategic Commissioning Board AND Cabinet agree the attached Policy at **Appendix 1** in line with their decision of the 9 February 2022.

Corporate Plan: Healthy, Safe and Supportive Tameside

Policy Implications: Updated Policy.

Financial Implications: This Policy has taken into account financial input and reflects the advice set out in the previous report.
(Authorised by the statutory Section 151 Officer & Chief Finance Officer)


Legal Implications: This Policy has taken into account legal input and reflects the advice set out in the previous report.
(Authorised by the Borough Solicitor)

Risk Management: As set out in the previous report.

Background Information:

Appendix 1	NON-RESIDENTIAL CHARGING POLICY 2022
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The background papers relating to this report can be inspected by contacting Reyhana Khan, Programme Lead.

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**CHARGING FOR NON-RESIDENTIAL SERVICES
POLICY**

TAMESIDE METROPOLITAN BOROUGH COUNCIL

April 2022

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1. INTRODUCTION AND LEGAL FRAMEWORK

- 1.1 This Policy provides a single legal framework for charging for care and support services in settings other than care homes. The Care Act 2014 provides a single legal framework for charging for care and support. This is set out in Sections 14 and 17 of the Care Act 2014.
- 1.2 This Charging Policy for non-residential care is based on the Care Act 2014 and the regulations under it, including the [Care and Support \(Charging and Assessment of Resources\) Regulations 2014](#).

2. SERVICES COVERED BY THIS POLICY

- 2.1 The way in which a person is charged differs depending on whether the person receives care in a care home setting, their own home or another setting. This Policy will set out how charges apply in settings other than care homes, also known as “non-residential” settings and provides clear information on what information may be needed to inform a financial assessment based on the setting a person lives in.
- 2.2 Examples of non-residential settings:
- A person’s own home
 - Extra care housing
 - Supported living accommodation
 - Shared Lives arrangements
- 2.3 The Council has a duty to arrange care and support for those with eligible needs, and a power to meet both eligible and non-eligible needs. In all cases, the Care Act 2014 gives a local authority the discretion to choose whether or not to charge under section 14 of the Care Act following a person’s needs assessment. When arranging care and support to meet needs Tameside Metropolitan Borough Council (the Council) can charge, except where required to provide care and support free of charge.
- 2.4 The Legal Framework for charging is set out within the Care Act 2014 within [Section 14](#), [Section 17](#) and [Chapters 8 and 9 and Annexes B and C of the statutory guidance](#).
- 2.5 A person’s ability to make an informed choice is a key element of the care and support system. This extends to where the care and support planning process has determined that a person needs to live in a specific type of accommodation to meet their care and support needs.
- 2.6 Where the Council arranges care and support to meet a person’s needs, it will charge the person, except where the Council is required to arrange care and support free of charge.
- 2.7 This Policy intends to make charging fair, and the process around charging easy to understand for everyone.
- 2.8 [The Care and Support Statutory Guidance](#) has been considered in advance of preparing this Policy which the Council is required to act under the guidance in the exercise of its functions in accordance with Section 78(1) Care Act 2014. This Policy is made having due regard to the Statutory Guidance issued by the Secretary of State. The Council will apply the guidance contained in the Care and Support Statutory Guidance 2014.
- 2.9 The overarching principle is that where a person is required to pay for care and support they should only pay what they can afford. Some people will be entitled to financial support on a means-tested basis and some people will be entitled to receive free care and support. There are some services where a flat rate is charged. This Policy will provide information on this.

2.10 Equality Act 2010

In addition to this Policy, the Council will endeavour to ensure there is sufficient information and advice available in a suitable format for the person's needs, in line with the Equality Act 2010 (in particular for those with a sensory impairment, with learning disabilities or for whom English is not their first language), to ensure that they or their representative are able to understand any contributions they are asked to make. The Council will also make the person or their representative aware of the availability of independent financial information and advice, when required.

2.11 This Policy is based on the following principles:

- Charges are affordable
- be comprehensive and equitable
- be clear and transparent
- promote wellbeing, social inclusion, support personalisation,
- independence, choice and control;
- support carers
- be person-focused
- apply the charging rules equally
- encourage employment, education or training
- be sustainable for the local authority

The appropriate assessment of needs has been carried out and the Council has chosen to charge.

2.12 The Council's Charging Policy will ensure that people are not charged more than it is reasonably practicable for them to pay. The Policy is comprehensive, to reduce variation in the way people are assessed and charged and is clear and transparent, so people know what they will be charged. It also promotes wellbeing, social inclusion, and supports the vision of personalisation, independence, choice and control along with the above principles provided for in the Statutory Guidance.

2.13 The overarching principle is that people should only pay what they can afford to pay, and this will be based on a mean-test financial assessment unless the person has more than the upper capital limit (which is currently set at £23,250). Some people will be entitled to free care and this Policy will set out where this is the case under the Charging heading.

2.14 The financial assessment will be based on the person's income and capital only and their share of any joint income and capital. The Council do not assess couples or civil partners jointly. However, regard will be given to any partner or spouse living in the same household to ensure they have enough money to live on.

CHARGING

3. CHARGING FOR CARE AND SUPPORT IN NON-RESIDENTIAL SETTINGS

3.1 This section should be read in conjunction with the [Care and Support \(Charging and Assessment of Resources\) Regulations 2014](#) and [Annex B \(Treatment of capital\)](#) and [Annex C \(Treatment of income\)](#) of this Policy.

3.2 These charging arrangements cover other settings for meeting care and support needs outside of a care home. For example, care and support received in a person's own home,

and in other accommodation settings such as in extra care housing, supported living accommodation or shared lives accommodation. When a person is living in Shared Lives and living in the Shared Lives carer's home, the person's accommodation and care will be provided by the same person. The person's rent and care charges will be treated separately: the Council will charge for care only under this framework, and the person will be supported to enter into a licence agreement for their accommodation with the carer so that their right to live in the property and responsibilities as a licensee are defined. The person will be supported to apply for Housing Benefit or any other relevant benefit to assist with payment for their accommodation, and the Shared Lives service can help to arrange direct payment of rent to the Shared Lives carer to reduce administrative burdens. However, even if the person does not qualify for Housing Benefit, the person will have the ultimate responsibility of paying for their own accommodation if they are not in residential care.

- 3.3 A person who receives care and support outside a care home will need to pay their daily living costs such as rent, food and utilities, the charging policy will ensure they have enough money to meet these costs. After charging, a person will be left with the Minimum Income Guarantee (MIG) as prescribed in the [Care and Support \(Charging and Assessment of Resources\) Regulations 2014 \(at section 8.42\)](#)
- 3.4 In addition, where a person receives benefits to meet their disability needs that do not meet the eligibility criteria for local authority care and support, the Charging Policy will endeavour to ensure that the person will keep enough money to cover the cost of meeting these disability related costs. (see [disability related expenditure section 45](#) for more detailed information).
- 3.5 After charging, a person will be left with the minimum income guarantee (MIG) (see [minimum income guarantee section 35](#) for more detailed information) as set out in the Care and Support (Charging and Assessment of Resources) Regulations 2014 and updated by the Department for Health and Social Care.
- 3.6 The financial assessment of the person's capital will exclude the value of their property which they occupy as their main or only home. Beyond this, the rules on what capital must be disregarded are the same for all types of care and support. Where a Deferred Payment Agreement or Voluntary Legal Charge (see [deferred payment agreement section 46](#) for more information) applies, the Council will consider if this allows enough income to maintain the property concerned.
- 3.7 Where the Council is meeting needs by arranging care, we are responsible for contracting with the care provider. The Council is also responsible for paying the full amount, including where a 'top up' fee is being paid, e.g. Supported Living. The Council will invoice the person for their contribution towards the cost of the care as worked out in the financial assessment.
- 3.8 The only exception to 3.7 above is where a person chooses to buy some additional care and support which does not form part of the care package to meet the person's eligible needs. In such cases the person will need to make these arrangements themselves and the Council will not be responsible for meeting these costs, nor will the costs be allowed as a Disability Related Expense. Please see [section 45 below for disability related expenditure](#). This does not apply in relation to Direct Payments.
- 3.9 The Council is committed to helping people to remain in their own homes, promoting individual wellbeing and independence, and therefore have set a maximum charge and disregards elements of additional sources of income.

4. WHAT THE COUNCIL WILL NOT CHARGE FOR

- 4.1 The Council will not charge for the following services as they must be arranged free of charge:

- i. Intermediate care, including reablement, which will be provided free of charge for **up to** six weeks;
- ii. Community equipment (aids and minor adaptations). Aids must be provided free of charge whether provided to meet or prevent/delay needs. A minor adaptation is one costing £1,000 or less;
- iii. Care and support provided to people with Creutzfeldt-Jacob Disease (CJD);
- iv. After-care services/support provided under section 117 of the Mental Health Act 1983;
- v. Any service or part of service which the NHS is under a duty to provide. This includes Continuing Health Care and the NHS contribution to Funded Nursing Care;
- vi. More broadly, any services which the Council is under a duty to provide through other legislation may not be charged for under the Care Act 2014;
- vii. Assessment of needs and care planning may also not be charged for, since these processes do not constitute “meeting needs”.
- viii. Any services which a local authority is under a duty to provide through other legislation may not be charged for under the Care Act 2014.

5. FINANCIAL ASSESSMENT

- 5.1 The purpose of a financial assessment is to calculate what, if any, charge a person will pay towards their care and support services. The Council will carry out a financial assessment to determine what the person can afford to pay.
- 5.2 Social care is means tested and the Council will not charge more than the cost that it incurs in meeting the assessed needs of a person with eligible needs.
- 5.3 Income and capital will either be disregarded (ignored), partly disregarded, or included in the calculation.

6. CAPITAL LIMITS AND THE BASIS FOR CHARGING

- 6.1 The financial limit, known as the ‘upper capital limit’, sets out at what point a person is entitled to access local authority support to meet their eligible needs. Full detail is set out in [Annex B](#) and the Care and Support (Charging and Assessment of Resources) Regulations 2014.

The upper capital limit is currently set at £23,250.

The lower capital limit is currently set at £14,250.

- 6.2 A person with assets above £23,250 will be deemed to be able to afford the full cost of their care and would need to make private arrangements unless they are unable to do so.
- 6.3 The Council will not generally arrange care but will provide an individual with advice and information and signpost accordingly. A person with more in £23,250 can ask the Council to arrange their care and support for them.
- 6.4 Those with capital between £14,250 and £23,250 will be deemed as able to contribute, known as “savings income”, from their capital.
- 6.5 Any capital below £14,250 will be disregarded. This means that a person will not need to contribute to the cost of their care and support **from their capital** (i.e. their contribution will be based on **their income only**).
- 6.6 Where a person’s capital is below the upper capital limit, a person can seek means-tested support from the Council. This means that the Council will undertake a financial assessment of the person’s assets and will make a charge based on what the person can afford to pay.

- 6.7 Where a person has above £23,250 in capital, they are not entitled to receive any financial assistance from the Council and will be expected to pay the full cost of their care and support until their capital falls below the upper capital limit.
- 6.8 If the person has more than the upper capital limit, the Council will not generally arrange care but will provide them with advice and information and signpost them accordingly.
- 6.9 The Council may support to meet those needs and arrange the care and in circumstances where the Council assists the person, or there is no other person who can assist a person (for example where an individual is assessed as lacking capacity to make decisions regarding their care and support arrangements) then the Care Act 2014 allows for a charge to be made to cover the cost of making such arrangements.

7. WHAT IS CONSIDERED?

- 7.1 In the financial assessment, the person's capital is considered unless it is subject to one of the disregards (see [section\(s\) 25-30 below](#)). The main examples of capital are property and savings. Where the person receiving care and support has capital below the capital limit (£23,250) but more than the lower capital limit (£14,250), they will be charged £1.00 per week for every £250.00 between the two amounts.
- 7.2 For example – if a person has £2000 above the lower capital limit (i.e. £16,250) they are charged an income of £8.00 per week towards the cost of their care.
- 7.3 In assessing what a person can afford to pay, the Council will consider the person's income except for earnings from current employment (please refer to [section 36-44 below for information relating to income](#)).

8. CALCULATING THE CHARGE

- 8.1 The financial assessment will be completed in accordance with the Department of Health and Social Care's [Care and Support Statutory Guidance](#).
- 8.2 The assessment calculates a weekly charge, which is the maximum amount that a person will be asked to pay for any combination of assessed charge services.
- 8.3 The following services are assessed charge services:
- Home Care and Personal Support (including night sitting service)
 - Day Care
 - Shared Lives
 - Supported Living/Accommodation
- 8.4 Charges for these services are reviewed annually, but the Council reserves the right to review service charges at other times as and when it is considered appropriate to do so.
- 8.5 The weekly assessed charge, based on 100% of the personal budget/direct payment, is then compared with the maximum charge for the services received set by the Council, and the person will be charged whichever is the lower of the two figures.
- 8.6 At the time a financial assessment takes place, the person's capacity in respect of financial affairs will be considered. (see [section 10 Mental Capacity](#).)

- 8.7 Every person who receives a financial assessment will be given a written record of the assessment, which will explain how the assessment has been carried out, what the charge will be, how often it will be made and when it will be reviewed. The review generally takes place on an annual basis but this may vary according to individual circumstances (for example, additional information relating to [disability related expenditure](#), or a change in income/capital is highlighted to the Council).
- 8.8 The financial assessment of the person's capital will exclude the value of the property that they occupy as their main or only home e.g. the place they are living. The only exception to this is where the person is moving to Supported Living, in such cases the property they occupied as their main or only home will be included in the financial assessment. Any other capital will be treated as outlined under the Capital Section at Section 16-34 below.

9. CHARGES THAT DO NOT FALL UNDER A FINANCIAL ASSESSMENT

- 9.1 The Council charges a standard flat rate for meals and drinks provided in day centres with no charge for those who do not wish to avail themselves of the refreshments. These charges are applied without a means test, as these charges substitute for ordinary living costs.

10. MENTAL CAPACITY

- 10.1 Where a person has been assessed as lacking the capacity to take part in the financial assessment at the time it is due to take place, the Council will need to consult with anyone who holds:
- Enduring Power of Attorney (EPA);
 - Lasting Power of Attorney (LPA) for Property and Affairs;
 - Lasting Power of Attorney (LPA) for Health and Welfare;
 - Property and Affairs Deputyship under the Court of Protection; or
 - Any other person dealing with that person's affairs (e.g. someone who has been given appointee-ship by the Department for Work and Pensions (DWP) for the purpose of benefits payments).
- 10.2 If the Council is made aware that a Lasting Power of Attorney for Property and Affairs, or a Court of Protection Deputy for Property and Affairs is in place, the Council will request sight of the registered Lasting Power of Attorney documentation or relevant court order appointing a Deputy. The Council will also complete an OPG100 search.
- 10.3 The Council will work with an Enduring Power of Attorney, a Lasting Power of Attorney or a Deputy and request evidence of their legal representation. Where an application is in progress the representative will be required to keep the Council informed of the development of the application.
- 10.4 Where a person has been assessed as lacking the capacity to make decisions in relation to their property or financial affairs, the Council will consult with and engage with family members; however, family members may not have the legal right to access the person's bank accounts and the relevant authority will need to be sought. The Council will signpost and support family members in obtaining the necessary information and advice in these circumstances.
- 10.5 In these circumstances the Council, where appropriate, will suggest that a family member(s) may wish to seek legal advice in relation to becoming a Property and Affairs deputy in order to make financial decisions on behalf of a person who lacks capacity for such decisions. Family members can apply for this to the Court of Protection or the Council can apply if there is no family involved in the care of the person.

- 10.6 Applying to the Court of Protection and the processing of any court application can take some time. However, it is vitally important that such lawful authority is sought on behalf of a person who lacks capacity to give consent to a financial assessment taking place.
- 10.7 A person who is unable to make decisions because of impaired decision making capabilities (i.e. they have been assessed as lacking the capacity to make decisions in respect of their finances or consent to a financial assessment) will not be forced to sign documents that they are unable to understand. In these cases, the Council will work with the individual who has lawful authority to manage the financial responsibilities on behalf of the person receiving care and will be liable to pay the person's fees on their behalf once they have access to their funds.

11. CHARGING FOR SUPPORT TO CARERS

- 11.1 Where a carer has eligible support needs of their own, the Council has a duty, or in some cases a power, to arrange support to meet their needs. When the Council is meeting this need by providing a service directly to a carer, it has the power to charge the carer.
- 11.2 The Council values carers within its local community as partners in care and recognise the significant contribution they make. Carers help to maintain the health and wellbeing of the person they care for, support this person's independence and enable them to stay in their own homes for longer.
- 11.3 The Council do not charge carers for support.

12. SELF- FUNDERS REQUESTING LOCAL AUTHORITY SUPPORT TO MEET ELIGIBLE NEEDS

- 12.1 The Council will meet a person's eligible needs outside of a care home setting if they have financial assets which result in the person paying full cost for their care and support. Where a person has been financially assessed to pay full cost for their care and support, the Council will continue to take on the responsibility for meeting those needs. This means that the Council may for example provide or arrange their care and support.
- 12.2 When a person has been financially assessed to pay full cost for their care and support services; they will not be entitled to financial support from the Council. These people may be referred to as 'self-funders'.
- 12.3 In this instance, a person may choose to arrange their own care and support, or ask the council to arrange their care for them.
- 12.4 Where a person wishes to arrange their own care and support, the Council will help people in meeting their own needs, by providing information and advice on different options.
- 12.5 However, a person may wish to ask the Council to arrange their care and support and the Care Act gives the power to charge an administration fee for arranging care for self-funders.
- 12.6 There is an annual fee of £95 charged to the management of a self-funders package of care where the person wishes for the council to arrange their care.
- 12.7 This annual charge reflects the time and resource taken to support an individual to establish the care they require and will only cover the cost of the administration of arranging the care.

12.8 The Council will not charge people for a financial assessment, a needs assessment or the preparation of a care and support plan.

13. 'LIGHT-TOUCH' FINANCIAL ASSESSMENTS

13.1 In some circumstances, the Council may choose to treat a person as if a financial assessment has been carried out. This type of assessment is defined as a "light touch financial assessment". The Council must be satisfied on the basis of evidence provided by the person that they can afford, and will continue to be able to afford, any charges due.

13.2 The main circumstances in which the Council will consider carrying out a light-touch financial assessment are:

- (a) If a person does not wish, or refuses, to disclose their financial information.
- (b) Where a person has significant financial resources, and does not wish to undergo a full financial assessment for personal reasons, but wishes nonetheless to access the Council's support in meeting their needs. In these situations, the Council may accept other evidence in lieu of carrying out the financial assessment and consider the person to have significant financial resources that would result in the person paying full cost for their care and support.
- (c) Where the Council charges a small or nominal amount for a particular service which a person is clearly able to meet and would clearly have the relevant minimum income left, and carrying out a financial assessment would be disproportionate.
- (d) When an individual is in receipt of benefits, which demonstrate that they would not be able to contribute towards their care and support costs.
- (e) When an individual is in receipt of benefits which demonstrate that they would not be able to contribute towards their care and support costs. This might include income from Jobseeker's Allowance.

13.3 The Council may be satisfied that a person is able to afford any charges based on evidence that the person has either a property in which they do not live that is clearly worth more than the upper capital limit, where they are the sole owner, or own a share of the property, savings that are worth more than the upper capital limit, or have enough income left following the charge being paid.

13.4 Where a person or their representative declares on the Financial Assessment Form that they do not wish to disclose details of their finances, the person will be charged at the maximum rate.

13.5 Where a person or their representative does not complete the Financial Assessment Form or the relevant declaration, then the person will be charged at the maximum rate for services received.

13.6 If the person or their representative decide to complete the financial assessment form at a later date, then any assessed charge will apply from the Monday following the date that the financial assessment form is received by the Council.

13.7 Where a person has refused a financial assessment or the Council has been unable to carry out a full financial assessment because of a person's refusal to cooperate, the Council will assume the person has the financial resources in excess of the upper capital limit and the person will be charged the full cost of their care and support, until such a time a financial assessment can be conducted or completed.

13.8 In some circumstances the Council may use its discretion to backdate an assessed charge to the date that charges started, dependant on the merits of each individual case.

- 13.9 In some circumstances, the Council will complete a financial assessment using information obtained from the Department for Work and Pensions (DWP) where that information indicates the service user has savings below the upper limit.
- 13.10 Where the Council is going to meet the person's care and support needs, and it proposes to undertake a light-touch financial assessment, the Council proposes to take steps to assure itself that the person concerned is willing, and will continue to be willing, to pay all charges due.
- 13.11 The Council has responsibility for ensuring that people are not charged more than it is reasonable for them to pay. The Council will always be mindful and ensure that people are not charged more than it is reasonable for them to pay. Where a person does not agree to the charges that they have been assessed as being able to afford to pay under this route, a full financial assessment may be needed.
- 13.12 When deciding whether or not to undertake a light-touch financial assessment, the Council will consider both the level of the charge it proposes to make, as well as the evidence or other certification the person is able to provide.
- 13.13 The Council will also inform the person when a light-touch assessment has taken place and make clear that the person has the right to request a full financial assessment should they so wish, as well as making sure they have access to sufficient information and advice, including the option of independent financial information and advice.

14. OUTCOME OF A FINANCIAL ASSESSMENT

- 14.1 Once complete, the Council will provide a written record of that assessment to the person. This will explain how the assessment has been carried out, what the charge will be and how often it will be made, and if there is any fluctuation in charges.
- 14.2 The Council will provide this information in a manner that the person can easily understand, in line with the Council's duties on providing information and advice when requested.
- 14.3 In carrying out the assessment, the Council will have regard to how both capital and income should be treated as set out in [Annexes B](#) and [C](#) of the Care and Support Statutory Guidance and details around this will be provided in the documentation provided to the person or their representative.
- 14.4 The Council will aim to reassess annually a person's ability to meet the cost of any charges to take account of any changes to their resources. However, a reassessment will also take place if there is change in circumstance or at the request of the person or their representative.

15. MANAGEMENT OF CHARGES

- 15.1 Under the Care Act the Council has the power to charge from the moment it starts to meet a person's care and support needs. The Council will notify the person of the outcome of their financial assessment in writing. This financial assessment will be backdated to the day the care and support started.
- 15.2 When a person is notified of the outcome of their financial assessment; they are informed of their obligation to advise the Council of any changes in their financial circumstances. Failure to inform the Council of additional income received i.e. additional benefits; inheritance that would result in an increase in the charges made to the person will involve a backdated charge to the point of when the additional income was received.

- 15.3 If a person does not disclose financial information at the point of request; it will result in the person being charged full cost. If at a later date the financial information is provided, backdating can be considered where a person can demonstrate that they had good cause for not providing the financial information at an earlier date.

CAPITAL

16. WHAT IS CAPITAL?

- 16.1 Capital refers to financial resources available for use and tends to be from sources that are considered more durable than money in the sense that they can generate a return.
- 16.2 The following list gives examples of capital. This list is intended as a guide and is not exhaustive.
- (a) Buildings
 - (b) Land
 - (c) National Savings Certificates and Ulster Savings Certificates
 - (d) Premium Bonds
 - (e) Stocks and shares
 - (f) Capital held by the Court of Protection or a Deputy appointed by that Court
 - (g) Any savings held in Building Society Accounts and Bank Current Accounts, Deposit Accounts or special investment accounts. This includes savings held in the National Savings Bank; Girobank and Trustee Savings Bank; SAYE schemes; Unit Trusts; Co-operatives share accounts.
 - (h) Cash
 - (i) Trust funds (in certain circumstances).

17. WHO OWNS THE CAPITAL?

- 17.1 The Council will need to investigate who owns the capital as outlined in the financial assessment process. The person in whose name the capital asset is held is the legal owner. There may be cases where ownership is shared or disputed.
- 17.2 Beneficial ownership is where someone enjoys the benefits of ownership but they do not own the asset, someone else does. In most cases, a person will be a legal and beneficial owner. The Council will need to take steps to confirm the ownership of assets as part of the financial assessment process and the Council may ask for evidence in writing to prove where ownership lies if it is disputed.

18. CASES WHERE IT IS NOT CLEAR WHETHER A PAYMENT IS CAPITAL OR INCOME

- 18.1 It is important that people are not charged twice on the same resources. Therefore, resources will only be treated as [income or capital](#), but not both. If a person has saved money from their income, then those savings will normally be treated as capital. However, they should not be assessed as both income and capital in the same period. Therefore, in the period when they are received as income, the resource will not be counted as capital.
- 18.2 For example, this means that savings will not be considered as both income and capital in the same period. If in the period income is received and the person uses this income and places some monies into savings, then the resource will be counted as income, not as capital to prevent the same amount of resource being assessed twice as part of a financial assessment.

18.3 See also [income treated as capital](#).

19. HOW TO CALCULATE THE VALUE OF CAPITAL

- 19.1 The Council will need to work out the value of a capital asset to take account of it as part of the financial assessment. Other than National Savings Certificates, the valuation must be the current market or surrender value of the capital asset, e.g. a property, whichever is higher, minus:
- i. 10% of the value if there will be any actual expenses involved in selling the asset – i.e. expenses from the actual sale of an asset, such as legal fees.
 - ii. Any outstanding debts secured against the asset – such as paying the outstanding mortgage owed.
- 19.2 Please note, the Council will only include the value of the property in a financial assessment for non-residential care where the person is moving into another setting such as Supported Living, or where the person owns another property as well as the home that they live in.
- 19.3 A capital asset may have a current market value, for example stocks or shares, or a surrender value, for example premium bonds. The current market value will be the price a willing buyer would pay to a willing seller. The way the market value is obtained will depend on the type of asset held.
- 19.4 If the person and the Financial Assessment Officer both agree that after deducting any relevant amounts set out above, the total value of the person's capital is more than the upper capital limit of £23,250 or less than the lower capital limit of £14,250, it is not necessary to obtain a precise valuation.
- 19.5 If there are any disputes, a precise valuation should be obtained. However, the Council will consider how close the person is to the upper capital limit when deciding whether to obtain a precise valuation.
- 19.6 Where a precise valuation is required, a professional valuer should be asked to provide a current market valuation. Once the asset is sold, the capital value to be considered is the actual amount realised from the sale, minus any actual expenses of the sale.
- 19.7 Where the value of a property is disputed, the aim should be to resolve this as quickly as possible. The Council will try to obtain an independent valuation of the person's beneficial share to enable us to work out what charges a person should pay and will help the person, or their representative, to consider whether to seek a deferred payment agreement if applicable.
- 19.8 The value of National Savings Certificates (and Ulster Savings Certificates) is assessed in the same way as other capital assets. A valuation for savings certificates can be obtained by contacting the NS&I helpline on 0808 500 7007.
- 19.9 An alternative method to get the value of National Savings Certificates is to use the NS&I online calculator (please see <https://www.nsandi.com/ilsc-calculator>).
- 19.10 To enable an accurate value for the savings certificates the person must provide details of the certificate issue number(s); the purchase price and the date of purchase.

20. ASSETS HELD ABROAD

- 20.1 Where capital is held abroad and all of it can be transferred to the UK, its value in the other country will be obtained and taken into account less any appropriate deductions under paragraph 14. Where capital is held jointly, it will be treated the same as if it were held jointly within the UK. The detail will depend on the conditions for transfer to the UK.
- 20.2 Where the capital cannot be wholly transferred to the UK due to the rules of that country, for example currency restrictions, the Council will require evidence confirming this fact. Examples of acceptable evidence could include documentation from a bank, government official or solicitor in either this country or the country where the capital is held.
- 20.3 Where some restriction is in place, the Council will seek evidence showing what the asset is, what its value is and to understand the nature and terms of the restriction so that should this change, the amount can be taken into account. The Council will also take into account the value that a willing buyer would pay in the UK for those assets, but be aware that it may be less than the market or surrender value in the foreign country.

21. CAPITAL NOT IMMEDIATELY REALISABLE

- 21.1 Capital which is not immediately realisable due to notice periods, for example National Savings Bank investment accounts or Premium Bonds, will be taken into account in the normal way at its face value. This will be the value at the time of the financial assessment. It may need to be confirmed and adjusted when the capital is realised. If the person chooses not to release the capital, the value at the time of assessment will be used and it will be reassessed at intervals in the normal way.
- 21.2 Where a person receiving care and support inherits a sum of money, this will be included in the financial assessment form from the date the person becomes entitled to that money.

22. NOTIONAL CAPITAL

- 22.1 In some circumstances a person may be treated as possessing a capital asset even where they do not actually possess it. This is called notional capital.
- 22.2 Notional capital may be capital which:
- (a) would be available to the person if they applied for it;
 - (b) is paid to a third party in respect of the person;
 - (c) the person has deprived themselves of in order to reduce the amount of charge they have to pay for their care.
- 22.3 A person's capital will therefore be the total of both actual and notional capital.
- 22.4 Where a person has been assessed as having notional capital, the value of this will be reduced over time. The value of notional capital will be reduced weekly by the difference between the weekly rate the person is paying for their care and the weekly rate they would have paid if notional capital did not apply.

Example of diminishing notional capital:

Vera is receiving care and support at home. She is assessed as having notional capital of £20,000 plus actual capital of £6,000. This means her assets are above the upper capital limit and she needs to pay the full cost of her care and support at £300 per week.

If she did not have the notional capital, it would not affect her ability to pay. Vera has a weekly income of £291.80 and a MIG of £189.00 per week. Vera would therefore be assessed as being able to pay £102.80 per week.

The notional capital should therefore be reduced by £197.20 per week – the difference between the sum Vera is assessed to pay (£300) and the amount she would have paid without the notional capital (£102.80).

23. CAPITAL DISREGARDED

23.1 The following capital assets will be disregarded:

- (a) Property in specified circumstances (see point 8 of this policy);
 - i. The surrender value of any Life insurance policy and/or Annuity.
- (b) Payments of training bonuses of up to £200;
- (c) Payments in kind from a charity;
- (d) Any personal possessions such as paintings or antiques, unless they were purchased with the intention of reducing capital in order to avoid care and support charges.
- (e) Any capital which is to be treated as income or student loans;
- (f) Any payment that may be derived from:
 - i. The Macfarlane Trust;
 - ii. The Macfarlane (Special Payments) Trust;
 - iii. The Macfarlane (Special Payment) (No 2) Trust;
 - iv. The Caxton Foundation;
 - v. The Fund (payments to non-haemophiliacs infected with HIV);
 - vi. The Eileen Trust;
 - vii. The MFET Trust;
 - viii. The Independent Living Fund (2006);
 - ix. The Skipton Fund;
 - x. The London Bombings Relief Charitable Fund;
 - xi. The London Emergencies Trust;
 - xii. The We Love Manchester Emergency Fund.
 - xiii any payment made under or by a trust, established for the purpose of giving relief and assistance to disabled persons whose disabilities were caused by the fact that during their mother's pregnancy she had taken a preparation containing the drug known as Thalidomide, and which is approved by the Secretary of State (the Thalidomide Trust)
 - xiv the scheme established by the government for former British child migrants in response to the Investigation Report on Child Migration Programmes by the Independent Inquiry into Child Sexual Abuse published on 1 March 2018, made to a former child migrant
- (g) The value of funds held in trust or administered by a court which derive from a payment for personal injury to the person. For example, the vaccine damage and criminal injuries compensation funds;
- (h) The value of a right to receive:
 - i. Income under an annuity;
 - ii. Outstanding instalments under an agreement to repay a capital sum;
 - iii. Payment under a trust where the funds derive from a personal injury;

- iv. Income under a life interest or a life-rent;
 - v. Income (including earnings) payable in a country outside the UK which cannot be transferred to the UK;
 - vi. An occupational pension;
 - vii. Any rent. Please note however that this does not necessarily mean the income is disregarded. Please see [Annex C](#) of the Statutory Guidance for treatment of income.
- (i) Capital derived from an award of damages for personal injury which is administered by a court or which can only be disposed of by a court order or direction;
 - (j) The value of the right to receive any income under an annuity purchased pursuant to any agreement or court order to make payments in consequence of personal injury or from funds derived from a payment in consequence of a personal injury and any surrender value of such an annuity;
 - (k) Periodic payments in consequence of personal injury pursuant to a court order or agreement to the extent that they are not a payment of income and are treated as income (and disregarded in the calculation of income);
 - (l) Any Social Fund payment;
 - (m) Refund of tax on interest on a loan which was obtained to acquire an interest in a home or for repairs or improvements to the home;
 - (n) Any capital resources which the person has no rights to as yet, but which will come into his possession at a later date, for example on reaching a certain age;
 - (o) Payments from the Department of Work and Pensions to compensate for the loss of entitlement to Housing Benefit or Housing Benefit Supplement;
 - (p) The amount of any bank charges or commission paid to convert capital from foreign currency to sterling;
 - (q) Payments to jurors or witnesses for court attendance (but not compensation for loss or earnings or benefit);
 - (r) Community charge rebate/council tax rebate;
 - (s) Money deposited with a Housing Association as a condition of occupying a dwelling;
 - (t) Any Child Support Maintenance Payment;
 - (u) The value of any ex-gratia payments made on or after 1st February 2001 by the Secretary of State in consequence of a person's, or person's spouse or civil partner's imprisonment or internment by the Japanese during the Second World War;
 - (v) Any payment made by a local authority under the Adoption and Children Act 2002 (under section 2(b)(b) or 3 of this act);
 - (w) The value of any ex-gratia payments from the Skipton Fund made by the Secretary of State for Health to people infected with Hepatitis C as a result of NHS treatment with blood or blood products;
 - (x) Payments made under a trust established out of funds provided by the Secretary of State for Health in respect of persons suffering from variant Creutzfeldt-Jakob disease to the victim or their partner (at the time of death of the victim);
 - (y) Any payments under Section 2, 3 or 7 of the Age-Related Payments Act 2004 or Age Related Payments Regulations 2005 (SI No 1983);
 - (z) Any payments made under section 63(6)(b) of the Health Services and Public Health Act 1968 to a person to meet childcare costs where he or she is undertaking instruction connected with the health service by virtue of arrangements made under that section;
 - (ab) Any payment made in accordance with regulations under Section 14F of the Children Act 1989 to a resident who is a prospective special guardian or special guardian, whether income or capital;
 - (ac) Any payments by or on behalf of a person who is suffering or who suffered from Haemophilia as would be disregarded under paragraphs 22 of Schedule 10 of the Income Support (General) Regulations 1987.

Example of disregarded capital:

Mr T is a former Far East prisoner of war and receives a £10,000 ex-gratia payment as a result of his imprisonment. He now requires care and support and has a total of £25,000 in capital. When calculating how much capital should be taken into account, the Council will disregard the first £10,000 – the value of the ex-gratia payment.

The normal capital rules are then applied to the remaining £15,000. In this case, the first £14,250 would be completely disregarded in addition to the £10,000. Tariff income would therefore only be applied to the remaining £750.00 giving him a weekly charge of £3.00.

24. PENSION FLEXIBILITIES

24.1 From 6 April 2015, several changes were introduced to non-state pensions, which allow individuals to access their pension savings from age 55. These are generally known as “pension flexibilities.” The flexibilities allow an individual to choose what they want to do with their defined contribution fund or money purchase benefits scheme (often referred to as a pension pot).

24.2 If a person would like to, they can:

- a) Draw out all the pension pot
- b) Purchase an annuity
- c) Opt for a draw down arrangement (where lump sums or regular amounts can be drawn down) without any restriction either in the form of a cap or minimum income amount
- d) Do nothing and leave the pension untouched.

24.3 Effects on working age people:

- While a person’s pension pot is held by the pension provider, it falls to be disregarded as capital and no notional income is assumed from the pot.
- Under pension flexibilities, there will be greater opportunity to withdraw money from a pension pot. This is known as a drawdown.
- Where a person chooses to take ad-hoc withdrawals or take the whole sum; then the money falls to be treated as capital.
- Where a person chooses to draw down amounts on a regular basis, then the money falls to be treated as income and should be considered as such.
- Any amount remaining in the pension pot held by the pension provider following drawdowns should be disregarded as capital, and no notional income should be assumed from the remaining pot.
- A person may choose to use their pension pot to purchase an annuity. As with any annuity, the capital held in the annuity is disregarded, but the income is treated as pension income in the financial assessment.

24.4 Effects on Pension Credit qualifying age:

- While a person’s pension pot is held by the pension provider, notional income should be assumed from it. The amount of notional income to be considered is the maximum amount of income that may be withdrawn from the pension pot.
- Where a person chooses to take ad-hoc withdrawals or take the whole sum; then the money falls to be treated as capital.

- Where a person chooses to draw down amounts on a regular basis and/or purchases an annuity with it, then the money falls to be treated as income and considered as such.
- Where the pension pot is held by the provider and notional income is assumed, **but** the person also draws down income from their pension pot.

24.5 The Council uses the whole notional income amount even if the person decides to take a lesser amount.

24.6 For the purposes of notional income, the person's pot should be re-valued after:

- every drawdown of capital;
- every drawdown of income which exceeds the notional income amount; or
- upon the person's request.

24.7 See section 50 for more information about deprivation.

25. PROPERTY AND PROPERTY DISREGARDS

25.1 The value of the person's main or only home (i.e. where the person lives) will be disregarded where the person is receiving care in their own home.

25.2 Where the person moves into a non-residential setting the value of the former home will be included in the financial assessment.

26. DISCRETIONARY DISREGARD

26.1 There may be occasions where the Council will use its discretion to disregard the property in other circumstances. However, in doing so we will need to balance this discretion with ensuring a person's assets are not maintained at public expense.

Example of local authority discretion to apply a property disregard

Hilda is 63 and lives in a rented flat. Her brother, Stephen, has recently died and his wife, Charlotte, has moved in to a care home. Hilda suddenly loses her job and finds she unable to afford to live in her rented flat. As a result, Hilda moves into Stephen and Charlotte's house and this becomes her only home. In the circumstances, the local authority exercises its discretion to disregard the property.

27. 26-WEEK DISREGARD

27.1 In line with the [Care and Support Statutory Guidance](#), the following capital assets will be disregarded for at least 26 weeks in a financial assessment.

27.2 However, there may be occasions where the Council choose to apply the disregard for longer where it considers this appropriate, for example, where a person is taking legal steps to occupy premises as their home, but the legal processes take more than 26 weeks to complete.

- (a) Assets of any business owned or part-owned by the person in which they were self-employed worker and has stopped work due to some disease or disablement but intends to take up work again when they are fit to do so. This will apply from the date the person first receives care and support.
- (b) Money acquired specifically for repairs to or replacement of the person's home or personal possessions provided it is used for that purpose. This should apply from the date the funds were received.
- (c) Premises which the person intends to occupy as their home where they have started legal proceedings to obtain possession. This should be from the date legal advice was first sought or proceedings first commenced.
- (d) Premises which the person intends to occupy as their home where essential repairs or alterations are required. This should apply from the date the person acts to affect the repairs.
- (e) Capital received from the sale of a former home where the capital is to be used by the person to buy another home to live in themselves. This should apply from the date of completion of the sale.
- (f) Money deposited with a Housing Association which is to be used by the person to purchase another home. This should apply from the date on which the money was deposited.
- (g) Grant made under a Housing Act which is to be used by the person to purchase a home or pay for repairs to make the home habitable. This should apply from the date the grant is received.

28. 52-WEEK DISREGARD

28.1 line with the [Care and Support Statutory Guidance](#), the following payments of capital will be disregarded for a maximum of 52 weeks from the date they are received:

- (a) The balance of any arrears of or any compensation due to non-payment of:
 - i. Mobility supplement
 - ii. Attendance Allowance
 - iii. Constant Attendance Allowance
 - iv. Disability Living Allowance / Personal Independence Payment
 - v. Exceptionally Severe Disablement Allowance
 - vi. Severe Disablement Occupational Allowance
 - vii. Armed forces service pension based on need for attendance
 - viii. Pension under the Personal Injuries (Civilians) Scheme 1983, based on the need for attendance
 - ix. Income Support/Pension Credit
 - x. Working Tax Credit
 - xi. Child Tax Credit
 - xii. Housing Benefit
 - xiii. Universal Credit or Employment and Support Allowance*
 - xiv. Special payments to pre-1973 war widows.

As the above payments will be paid for specific periods, they will be treated as income over the period for which they are payable. Any money left over after the period for which they are treated as income has elapsed will be treated as capital.

* Employment and Support Allowance arrears paid to a person due to an official error by the Department for Work and Pensions will be disregarded with no end date, unless the person comes off benefits completely and then returns to benefits.

- (b) Payments or refunds for:

- i NHS glasses, dental treatment or patient's travelling expenses;
- ii Cash equivalent of free milk and vitamins;
- iii Expenses in connection with prison visits.
- iv Personal Injury Payments

Example of a disregard for 52 weeks

During his financial assessment it is identified that Colin is eligible for Pension Credit but is not currently claiming the support. He is therefore assessed as being able to pay £75 per week towards the cost of his care. Colin tells the local authority that he will apply for Pension Credit. It is explained to him that the level of what he can afford to contribute will be reassessed once he started receiving the additional support. If the payments are backdated, his contributions to the cost of his care will also be backdated and he may therefore need to make an additional payment to meet any arrears. Colin therefore chooses to pay £90 per week. After six weeks, arrears of Pension Credit at £35 per week (£210) are received. What Colin can afford to contribute is reassessed and he is now asked to pay £110 per week. As Colin has been paying £15 a week more than required, he only owes £120 rather than the full £210 of Pension Credit arrears. The remaining £90 of arrears payments should therefore be treated as capital and disregarded

29. 2-YEAR DISREGARD

29.1 In line with the Care and Support Statutory guidance, the Council will disregard payments made under a trust established out of funds by the Secretary of State for Health in respect of CJD to a member of the victim's family for 2 years from the date of death of the victim (or from the date of payment from the trust if later); or a dependent child or young person until they turn 18.

30. OTHER DISREGARDS

30.1 In some cases a person's assets may be tied up in a business that they own or part-own.

30.2 Where a person is taking steps to realise their share of the assets, these will be disregarded during the process. However, the person will be required to show that it is their clear intention to realise the asset as soon as practicable. In order to show their intent, the Council will request the following information:

- (a) A description of the nature of the business asset;
- (b) The person's estimate of the length of time necessary to realise the asset or their share of it;
- (c) A statement of what, if any, steps have been taken to realise the asset, what these were and what is intended in the near future; and
- (d) Any other relevant evidence, for example the person's health, receivership, liquidation, estate agent's confirmation of placing any property on the market.

30.3 Where the person has provided this information to show that steps are being taken to realise the value of the asset, the Council will disregard the value for a period that it considers to be reasonable. In deciding what is reasonable, we will consider the length of time of any legal processes that may be needed.

30.4 Where the person has no immediate intention of attempting to realise the business asset, its capital value will be included in the financial assessment. Where a business is jointly owned, this will apply only to the person's share.

31. TREATMENT OF INVESTMENT BONDS

31.1 The value of investments bonds will generally be included in the financial assessment as a capital asset. The main exception to this will be where the bond includes one or more element of life insurance policies that contain cashing in rights for total or partial surrender.

31.2 The value of these rights will generally be disregarded.

31.3 The Council recognises that investment bonds can be complex instruments, and it retains the discretion to consider the treatment of these on a case by case basis.

32. CAPITAL TREATED AS INCOME

32.1 The following capital payments will be treated as income:

(a) Any payment under an annuity, however, any tax free lump sum not used to purchase an annuity is still treated as capital (unless it is already included as generating notional income in the assessment);

(b) Capital paid by instalment where the total of:

- i. The instalments outstanding at the time the person first becomes liable to pay for their care, or in the case of a person in temporary care whom we had previously decided not to charge, the first day on which we decide to charge; and
- ii. The amount of other capital held by the person is over £16,000. If it is £16,000 or less, each instalment should be treated as capital.

33. INCOME TREATED AS CAPITAL

33.1 As per the Care and Support Statutory Guidance, the following types of income will be treated as capital:

(a) Any refund of income tax charged on profits of business or earnings of an employed earner; any holiday pay payable by an employer more than 4 weeks after the termination or interruption of employment.

(b) Income derived from a capital asset, for example, building society interest or dividends from shares. This should be treated as capital from the date it is normally due to be paid to the person. This does not apply to income from certain disregarded capital.

(c) Any advance of earnings or loan made to an employed earner by the employer if the person is still in work. This is as the payment does not form part of the employee's regular income and would have to be repaid.

(d) Any bounty payment paid at intervals of at least one year from employment as:

- i. A part time fireman;
- ii. An auxiliary coastguard;
- iii. A part time lifeboat man;
- iv. A member of the territorial or reserve forces.

(e) charitable and voluntary payments which are neither made regularly nor due to be made regularly, apart from certain exemptions such as payments from AIDS

trusts. Payments will include those made by a third party to the person to support the clearing of charges for accommodation.

- (f) Any payments of arrears of contributions by a local authority to a custodian towards the cost of accommodation and maintenance of a child.

34. CAPITAL AVAILABLE ON APPLICATION

34.1 In some instances a person may need to apply for access to capital assets but has not yet done so. In such circumstances this capital will be treated as already belonging to the person except in the following instances:

- (a) Capital held in a discretionary trust;
- (b) Capital held in a trust derived from a payment in consequence of a personal injury;
- (c) Capital derived from an award of damages for personal injury which is administered by a court;
- (d) Any loan which could be raised against a capital asset which is disregarded, for example the home.

34.2 The Council will distinguish between:

- (a) Capital already owned by the person but which in order to access they must make an application for. For example:

- i. Money held by the person's solicitor;
- ii. Premium Bonds;
- iii. National Savings Certificates;
- iv. Money held by the Registrar of a County Court which will be released on application; and

- (b) Capital not owned by the person that will become theirs on application, for example an unclaimed Premium Bond win. This will be treated as notional capital.

- (c) Premium Bond win. This will be treated as notional capital.

34.3 Where the Council are including capital available on application as notional capital, the Council will only do so from the date at which it could be acquired by the person.

35. MINIMUM INCOME GUARANTEE

35.1 The purpose of the Minimum Income Guarantee is to promote independence and social inclusion and ensure that a person has sufficient funds to meet basic needs such as purchasing food, utility costs or insurance. This will be after any housing costs such as rent and council tax net of any benefits provided to support these costs – and after any disability related expenditure.

35.2 The Council will ensure that a person's income is not reduced below a specified level after charges have been deducted. This level will be set at the minimum income guarantee level set out in the Care and Support (Charging and Assessment of Resources) Regulations 2014 and reviewed annually by the Department of Health and Social Care. In addition, we also include the following as part of the MIG over and above the statutory minimum provided for in Regulations.

- Disability premium added to MIG for all working age assessments
- Higher amounts allowed for Enhanced Disability and Carers

- 35.3 If you are paying rent and Council Tax, these costs will be allowed on top of the MIG, after any Housing Benefit or Council Tax support.
- 35.4 If you have less than £23,250 in savings and investments, and your weekly income is less than the Minimum Income Guarantee (MIG) for your age group, you will not have to pay towards the cost of your care service.
- 35.5 Where a person is responsible for, and a member of the same household as, a dependent child the Council will consider the needs of the child in determining how much income a person should be left with after charges. Any child benefit or child tax credit received is disregarded and a personal allowance for each child is allowed. The amount to be allowed will be set annually by the Department of Health and Social Care.
- 35.6 Where the person receiving care is a carer themselves (i.e. cares for another person) and receives a Carer's Allowance or a Carer Premium within other benefits, an additional amount will be added to the MIG to allow the person to be left with more income.

INCOME

36. HOW INCOME IS TREATED

- 36.1 There are differences in how income is treated in a care home compared to non-residential settings. When charging a person in all other settings, the Council has more discretion to enable us to take account of local practices and innovations.
- 36.2 The Care and Support Statutory Guidance sets out the common issues then those particular to each setting. The Council has considered the guidance in preparation of this policy. This aspect of the Charging Policy should be read in conjunction with [Annex B](#) on the Treatment of Capital. The detail of the sources of income that the Council must disregard are set out in the [regulations](#).
- 36.3 Only the income of the cared-for person will be considered in the financial assessment.
- 36.4 Where the person receives means-tested income as one of a couple, the starting presumption is that the cared-for person has an equal share of the income.
- 36.5 However, the Council will consider the implications for the cared-for person's partner.
- 36.6 Income is net of any tax or National Insurance contributions.
- 36.7 Income will always be considered unless it is disregarded under the Regulations.
- 37.8 Income that is disregarded will either be partially disregarded or fully disregarded.

37. EARNINGS

- 37.1 In all cases, employed and self-employed earnings are fully disregarded in the financial assessment.
- 37.2 Earnings in relation to an employed earner are any remuneration or profit from Employment:
- (a) any bonus or commission

- (b) any payment in lieu of remuneration except any periodic sum paid to the person on account of the termination of their employment by reason of redundancy
- (c) any payments in lieu of notice or any lump sum payment intended as compensation for the loss of employment but only in so far as it represents loss of income
- (d) any holiday pay except any payable more than four weeks after the termination or interruption of employment
- (e) any payment by way of a retainer
- (f) any payment made by the person's employer in respect of any expenses not wholly, exclusively and necessarily incurred in the performance of the duties of employment, including any payment made by the person's employer in respect of travelling expenses incurred by the person between their home and the place of employment and expenses incurred by the person under arrangements made for the care of a member of the person's family owing to the person's absence from home
- (g) any award of compensation made under section 112(4) or 117(3)(a) of the Employment Rights Act 1996 (remedies and compensation for unfair dismissal)
- (h) any such sum as is referred to in section 112 of the Social Security Contributions and Benefits Act 1992 (certain sums to be earnings for social security purposes)
- (i) any statutory sick pay, statutory maternity pay, statutory paternity pay or statutory adoption pay, or a corresponding payment under any enactment having effect in Northern Ireland
- (j) any remuneration paid by or on behalf of an employer to the person who for the time being is on maternity leave, paternity leave or adoption leave or is absent from work because of illness
- (k) the amount of any payment by way of a non-cash voucher which has been taken into account in the computation of a person's earnings in accordance with Part 5 of Schedule 3 to the Social Security (Contributions) Regulations 2001

37.3 Earnings in relation to an employed earner do not include:

- (a) any payment in kind, with the exception of any non-cash voucher which has been taken into account in the computation of the person's earnings – as referred to above
- (b) any payment made by an employer for expenses wholly, exclusively and necessarily incurred in the performance of the duties of the employment
- (c) any occupational/personal pension

37.4 Earnings in the case of employment as a self-employed earner mean the gross receipts of the employment. This includes any allowance paid under section 2 of the Employment and Training Act 1973 or section 2 of the Enterprise and New Towns (Scotland) Act 1990 to the person for the purpose of assisting the person in carrying on his business.

37.5 Earnings in the case of employment as a self-employed earner do not include:

- (a) any payment to the person by way of a charge for board and lodging accommodation provided by the person
- (b) any sports award

37.6 Earnings also include any payment provided to prisoners to encourage and reward their constructive participation in the regime of the establishment, this may include payment for working, education or participation in other related activities.

38. BENEFITS

- 38.1 The Council will take most of the benefits people receive into account. Those the Council will disregard are listed below. However, the Council will ensure that in addition to the minimum guaranteed income or personal expenses allowance (details of which are set out below) people retain enough of their benefits to pay for things to meet those needs not being met by the Council. Any mid-week change of benefit rates will be applied from the following Monday from the date of change and will result in a financial reassessment.
- 38.2 Any income from the following sources will be fully disregarded:
- (a) Direct Payments;
 - (b) Guaranteed Income Payments made to Veterans under the Armed Forces Compensation Scheme;
 - (c) The mobility component of Disability Living Allowance;
 - (d) The mobility component of Personal Independence Payments.
- 38.3 Any income from the following benefits must be taken into account when considering what a person can afford to pay from their income towards the cost of their care and support in a care home:
- (a) Attendance Allowance, including Constant Attendance Allowance and Exceptionally Severe Disablement Allowance
 - (b) Bereavement Allowance
 - (c) Carers Allowance
 - (d) Disability Living Allowance (DLA) (Care component)
 - (e) Employment and Support Allowance or the benefits this replaces such as Severe Disablement Allowance and Incapacity Benefit
 - (f) Income Support
 - (g) Industrial Injuries Disablement Benefit or equivalent benefits
 - (h) Jobseeker's Allowance
 - (i) Maternity Allowance
 - (j) Pension Credit
 - (k) Personal Independence Payment (PIP) (Daily Living component)
 - (l) State Pension
 - (m) Universal Credit
- 38.4 Working Tax Credits must be taken into account when considering what a person can afford to pay from their income towards the cost of their care in a care home. However, they should be disregarded in the calculation of income for care and support arranged other than in a care home.
- 38.5 Where any Social Security benefit payment has been reduced (other than a reduction because of voluntary unemployment), for example because of an earlier overpayment, the amount taken into account should be the gross amount of the benefit before reduction.
- 38.6 In the Financial Assessment:
- (a) for those people who receive the higher rate of DLA Care component – to disregard the *difference in income between the higher rate and the middle rate*
 - (b) For those people who receive the enhanced rate of PIP Daily Living component – to disregard the *difference in income between the enhanced rate and the standard rate*.
- 38.7 Please refer to **Table 1** below which details benefits that will be included in the assessment and benefits which will be disregarded in part or in full for people living in a non-residential setting.

Table 1

Name of Benefit	Non-residential settings
Attendance Allowance, including Constant Attendance Allowance	Included The Night Care element when the benefit is paid at the higher rate, will be disregarded if the care and support package does not include care during the night. Night services are defined as the period from when the household closes down for the night. Dressing in the morning and undressing before going to bed are daytime activities.
Disability Allowance (Care component)	Included with a disregarded element For people who receive the higher rate of Disability Living Allowance Care component, the difference in income between the higher rate and the middle rate will be disregarded.
Personal Independence Payment (Daily Living component)	Included with a disregarded element For people who receive the enhanced rate of Personal Independence Payment Daily Living component, the difference in income between the enhanced rate and the standard rate will be disregarded.
Bereavement Allowance	Included
Carers Allowance	Disregarded.
Employment and Support Allowance or the benefits this replaces such as Severe Disablement Allowance and Incapacity Benefit	Included
Income Support	Included
Industrial Injuries Disablement Benefit or equivalent benefits	Included
Jobseeker's Allowance	Included
Maternity Allowance	Included
Pension Credit – Guaranteed Credit, including Severe Disability Premium and Carers Premium.	Included
Pension Credit – Savings Credit	Disregard savings credit in full.
State Pension	Included

Universal Credit	<p>Not all of the Universal Credit is included</p> <p>Personal allowance and the health element are the only amounts taken into consideration within the financial assessment</p> <p>Deductions from Universal Credit for debt repayment will be classed as income as debt repayment isn't disregarded</p> <p>Disregard carers premium</p>
Working Tax Credit	Disregarded in full.
Armed forces and war pension payments to war widows and war widowers	First £10 is disregarded

38.8 Where any Social Security benefit payment has been reduced (other than a reduction because of voluntary unemployment), for example because of an earlier overpayment, the amount taken into account will be the gross amount of the benefit before reduction.

39. ANNUITY AND PENSION INCOME

39.1 An annuity is a type of pension product that provides a regular income for several years in return for an investment. Such products are usually purchased at retirement in order to provide a regular income.

39.2 While the capital is disregarded, any income from an annuity will be taken fully into account except where it is:

- (a) Purchased with a loan secured on the person's main or only home; or
- (b) A gallantry award such as the Victoria Cross Annuity or George Cross Annuity.

39.3 For those who have purchased an annuity with a loan secured on their main or only home (as per (a) above), this is known as a 'home income plan'.

39.4 Under these schemes, a person has purchased the annuity against the value of their home – similarly to a Deferred Payment Agreement and this may be disregarded in the financial assessment.

39.5 In order to qualify for the disregard on the income, one of the annuitants must still be occupying the property as their main or only home.

39.6 This may happen where a couple has jointly purchased an annuity and only one of them has moved into a care home.

39.7 If this is not the case, the disregard will not be applied.

39.8 Where the disregard is applied, only the following aspects will be disregarded:

- (a) The net weekly interest on the loan where income tax is deductible from the interest; or
- (b) The gross weekly interest on the loan in any other case.

39.9 Before applying the disregard, the following conditions must be met:

- (a) The loan must have been made as part of a scheme that required that at least 90% of that loan be used to purchase the annuity;
- (b) The annuity ends with the life of the person who obtained the loan, or where there are two or more annuitants (including the person who obtained the loan), with the life of the last surviving annuitant;
- (c) The person who obtained the loan or one of the other annuitants is liable to pay the interest on the loan;
- (d) The person who obtained the loan (or each of the annuitant where there are more than one) must have reached the age of 65 at the time the loan was made;
- (e) The loan was secured on a property in Great Britain and the person who obtained the loan (or one of the other annuitants) owns an estate or interest in that property; and
- (f) The person who obtained the loan or one of the other annuitants occupies the property as their main or only home at the time the interest is paid.

39.10 Where the person is using part of the income to repay the loan, the amount paid as interest will be disregarded. If the payments the person makes on the loan are interest only and the person qualifies for tax relief on the interest they pay, the net interest will be disregarded. Otherwise, it will be the gross interest that is disregarded.

39.11 Reforms to defined contribution pensions came into effect from April 2015. The aim of the reforms is to provide people with much greater flexibility in how they fund later life. This may lead to changes in how people use the money in their pension fund.

39.12 The rules for how to assess pension income for the purposes of charging are:

- (a) if a person has removed the funds and placed them in another product or savings account, they should be treated according to the rules for that product
- (b) if a person is only drawing a minimal income, or choosing not to draw income, then a local authority can apply notional income. This must be the maximum income that could be drawn under an annuity product. If applying maximum notional income, any actual income should be disregarded to avoid double counting
- (c) if a person is drawing down an income that is higher than the maximum available under an annuity product, the actual income that is being drawn down should be taken into account

See Pension Flexibilities for more information

40. MORTGAGE PROTECTION INSURANCE POLICIES

40.1 Any income from an insurance policy is usually included in the financial assessment. In the case of mortgage protection policies, where the income is specifically intended to support the person to acquire or retain an interest in their main or only home or to support them to make repairs or improvements to their main or only home, it will be disregarded.

40.2 However, the income must be being used to meet the repayments on the loan.

40.3 The amount of income from a mortgage protection insurance policy that should be disregarded is the weekly sum of:

- (a) The amount which covers the interest on the loan; plus
- (b) The amount of the repayment which reduced the capital outstanding; plus

- (c) The amount of the premium due on the policy. It should be remembered that Income Support, Employment and Support Allowance and Pension Credit may be adjusted to take account of the income from the policy.

Example of mortgage protection policy in payment:

Winifred has an outstanding mortgage and was making repayments of £180 per month to her lender until she suffered a stroke. Winifred has a mortgage protection policy which pays her the sum of £240 per month if she is unable to meet repayments due to ill health.

Winifred applies for Employment & Support Allowance. Winifred would usually be entitled to assistance with her mortgage but the amount she receives from her policy is greater than her mortgage. The mortgage protection policy is taken into account as income by the Department for Work & Pensions.

This reduces the amount of Employment & Support Allowance to which Winifred is entitled.

The financial assessment for her care will therefore only include the lower amount of Employment & Support Allowance paid to Winifred together with the excess income from the mortgage protection policy.

41. OTHER INCOME THAT MUST BE FULLY DISREGARDED

41.1 Any income from the following sources **must** be fully disregarded:

- (a) Armed Forces Independence Payments and Mobility Supplement
- (b) Child Support Maintenance Payments and Child Benefit, except where the accommodation is arranged under the Care Act in which the adult and child both live
- (c) Child Tax Credit
- (d) Council Tax Reduction Schemes where this involves a payment to the person
- (e) Disability Living Allowance (Mobility Component) and Mobility Supplement
- (f) Christmas bonus
- (g) dependency increases paid with certain benefits
- (h) Discretionary Trust
- (i) Gallantry Awards
- (j) Guardian's Allowance
- (k) Guaranteed Income Payments made to Veterans under the Armed Forces Compensation Scheme
- (l) Payments made to Veterans under the War Pension Scheme with the exception of Constant Attendance Allowance
- (m) Income frozen abroad
- (n) income in kind
- (o) pensioners Christmas payments
- (p) Personal Independence Payment (Mobility Component) and Mobility Supplement
- (q) personal injury trust, including those administered by a Court
- (r) resettlement benefit
- (s) savings credit disregard
- (t) Social Fund payments (including winter fuel payments)
- (u) war widows and widowers special payments

- (v) any payments received as a holder of the Victoria Cross, George Cross or equivalent
- (w) any grants or loans paid for the purposes of education; and
- (x) payments made in relation to training for employment.
- (y) any payment from:
 - (i) Macfarlane Trust
 - (ii) Macfarlane (Special Payments) Trust
 - (iii) Macfarlane (Special Payment) (No 2) Trust
 - (iv) Caxton Foundation
 - (v) The Fund (payments to non-haemophiliacs infected with HIV)
 - (vi) Eileen Trust
 - (vii) MFET Limited
 - (viii) Independent Living Fund (2006)
 - (ix) Skipton Fund
 - (x) London Bombings Relief Charitable Fund
 - (xi) Scottish Infected Blood Support Scheme
 - (xii) an approved blood scheme (this is a scheme approved by the Secretary of State, or trust established with funds provided by the Secretary of State, to provide compensation in respect of a person having been infected from contaminated blood products)
 - (xiii) London Emergencies Trust
 - (xiv) We Love Manchester Emergency Fund

42. CHARITABLE AND VOLUNTARY PAYMENTS

- 42.1 Charitable payments are not necessarily made by a recognised charity but could come from charitable motives. The individual circumstances of the payment will need to be considered before deciding. In general, a charitable or voluntary payment which is not made regularly is treated as capital.
- 42.2 Charitable and voluntary payments that are made regularly will be fully disregarded.

43. PARTIALLY DISREGARDED INCOME

- 43.1 The following income is partially disregarded:
- 43.2 The first £10 per week of the following:
 - War Widows and War Widowers pension
 - Survivors Guaranteed Income Payments from the Armed Forces Compensation Scheme (SGIP)
 - Civilian War Injury pension.
 - Payments to victims of National Socialist persecution (paid under German or Austrian law).
- 43.3 In the financial assessment:
 - Where a person is receiving the higher rate of Disability Living Allowance (care component), the difference in income between the higher rate and the middle rate will be disregarded

- Where a person is receiving the enhanced rate of Personal Independence Payment (PIP) (daily living component), the difference in income between the enhanced rate and the standard rate will be disregarded.

44. NOTIONAL INCOME

- 44.1 In some circumstances a person may be treated as having income that they do not actually have. This is known as notional income. This might include for example income that would be available on application but has not been applied for, income that is due but has not been received or income that the person has deliberately deprived themselves of for the purpose of reducing the amount they are liable to pay for their care. For guidance on [Deprivation of Assets](#) please see section 50.
- 44.2 In all cases the Council must satisfy itself that the income would or should have been available to the person.
- 44.3 Notional income should also be applied where a person has reached retirement age (i.e. when the person reaches the Pension Credit qualifying age) and has a personal pension plan, but has not purchased an annuity or arranged to draw down the equivalent maximum annuity income that would be available from the plan. Estimates of the notional income can be received from the pension provider or from estimates provided by the Government Actuary's Department.

Example of notional income

Andrew is 70 and is living in a care home. He has not been receiving his occupational pension to which he would have been entitled to from age 65. After contacting his former employer, they state Andrew will be paid the entire pension due from age 65. The local authority can therefore apply notional income from age 65.

- 44.4 Where notional income is included in a financial assessment, it will be treated the same way as actual income. Therefore, any income that would usually be disregarded will continue to be so.
- 44.5 Notional income will be calculated from the date it could be expected to be acquired if an application had been made. In doing so, the Council will assume the application was made when it first became aware of the possibility and take account of any time limits which may limit the period of arrears.

Example of notional income in relation to new pension flexibilities

Ben has a pension fund worth £30,000. He has taken the opportunity to access this flexibly and as a result is only drawing down £5 a week as income at the point he begins to receive care and support. The equivalent maximum annuity income would be £120 per week. For the purposes of the financial assessment, the local authority can assume an income £120 per week.

- 44.6 There are some exemptions and the following sources of income must not be treated as notional income:
- (a) income payable under a discretionary trust
 - (b) income payable under a trust derived from a payment made as a result of a personal injury where the income would be available but has not yet been applied for

- (c) income from capital resulting from an award of damages for personal injury that is administered by a court
- (d) occupational pension which is not being paid because:
 - (i) the trustees or managers of the scheme have suspended or ceased payments due to an insufficiency of resources
 - (ii) the trustees or managers of the scheme have insufficient resources available to them to meet the scheme's liabilities in full
- (e) Working Tax Credit

45. DISABILITY RELATED EXPENDITURE (DRE)

45.1 Where disability-related benefits are taken into account, the local authority should make an assessment and allow the person to keep enough benefit to pay for necessary disability-related expenditure to meet any needs which are not being met by the local authority.

45.2 In assessing disability-related expenditure, local authorities should include the following. However, it should also be noted that this list is not intended to be exhaustive and any reasonable additional costs directly related to a person's disability should be included:

- (a) payment for any community alarm system
- (b) costs of any privately arranged care services required, including respite care
- (c) costs of any specialist items needed to meet the person's disability needs, for example:
 - (i) Day or night care which is not being arranged by the local authority
 - (ii) specialist washing powders or laundry
 - (iii) additional costs of special dietary needs due to illness or disability (the person may be asked for permission to approach their GP in cases of doubt)
 - (iv) special clothing or footwear, for example, where this needs to be specially made; or additional wear and tear to clothing and footwear caused by disability
 - (v) additional costs of bedding, for example, because of incontinence
 - (vi) any heating costs, or metered costs of water, above the average levels for the area and housing type
 - (vii) occasioned by age, medical condition or disability
 - (viii) reasonable costs of basic garden maintenance, cleaning, or domestic help, if necessitated by the individual's disability and not met by social services
 - (ix) purchase, maintenance, and repair of disability-related equipment, including equipment or transport needed to enter or remain in work; this may include IT costs, where necessitated by the disability; reasonable hire costs of equipment may be included, if due to waiting for supply of equipment from the local council
 - (x) personal assistance costs, including any household or other necessary costs arising for the person
 - (xi) internet access for example for blind and partially sighted people
 - (xii) other transport costs necessitated by illness or disability, including costs of transport to day centres, over and above the mobility component of DLA or PIP, if in payment and available for these costs. In some cases, it may be reasonable for a council not to take account of claimed transport costs – if, for example, a suitable, cheaper form of transport, for example, council-provided transport to day centres is available, but has not been used
 - (xiii) in other cases, it may be reasonable for a council not to allow for items where a reasonable alternative is available at lesser cost. For example, a council might

adopt a policy not to allow for the private purchase cost of continence pads, where these are available from the NHS

- 45.3 This list is not exhaustive and any reasonable additional costs directly related to a person's disability will be considered:
- 45.4 The care plan may be a good starting point for considering what is necessary disability-related expenditure.
- 45.5 However, flexibility is needed. What is disability-related expenditure should not be limited to what is necessary for care and support. For example, above average heating costs should be considered.
- 45.6 The Council allows a standard disregard for disability related expenses per week which is deducted from a person's disposable income following the financial assessment. If a person's disability related expenses are higher than this figure, then the actual amount of the disability related expenses will replace the standard disregard. The standard disregard is reviewed annually

Example of disability related expenditure

Zach is visually impaired and describes the internet as a portal into the seeing world – in enabling him to access information that sighted people take for granted. For example he explains that if a sighted person wants to access information they can go to a library, pick up a book or buy an appropriate magazine that provides them with the information they need.

The internet is also a portal into shopping. For example without the internet if Zach wanted to shop for clothes, food or a gift he would have to wait until a friend or family member could accompany him on a trip out, he would be held by their schedule and they would then have to explain what goods were on offer, what an item looked like, the colour and would inevitably be based on the opinion and advice of said friend. A sighted person would be able to go into a shop when their schedule suits and consider what purchase to make on their own. The internet provides Zach with the freedom and independence to do these things on his own

46. DEFERRED PAYMENTS

- 46.1 The Council operates a Deferred Payment Scheme. Deferred Payments are designed to prevent people from being forced to sell their home in their lifetime to meet the cost of their care. The Deferred Payment Scheme is also open to those people moving into non-residential settings. For further details relating to the Deferred Payments Scheme, please refer to our Deferred Payments Policy.

47. THIRD PARTY PAYMENTS

- 47.1 Where the care planning process has determined that a person's needs are best met in Supported Living or a Shared Lives Scheme, the Council will provide for the person's preferred choice of accommodation, subject to certain conditions. Determining the appropriate type of accommodation will be made with the person/representative as part of the care and support planning process.

- 47.2 In some cases, a person may actively choose a setting that is more expensive than the amount identified for the provision of the accommodation in the personal budget. Where they have chosen a setting that costs more than this, an arrangement will need to be made as to how the difference will be met. This is known as an additional cost or 'top up' payment and is the difference between the amount specified in the Personal Budget and the actual cost.
- 47.3 In such cases, the Council must arrange for them to be placed there, provided a third party, or in certain circumstances the person in need of care and support, is willing and able to meet the additional cost.
- 47.4 When entering into a contract to provide care in a setting that is more expensive than the amount identified in the personal budget, the Council is responsible for the total cost of that placement.
- 47.5 This means that if there is a break down in the arrangement of a 'top up', for instance if the person making the 'top up' ceases to make the agreed payments, then we are liable for the fees until we have either recovered the additional costs we incur or made alternative arrangements to meet the cared for person's needs.
- 47.6 It is therefore really important that the person paying the top up fully understands the implications of this choice and that they are aware that they will need to meet the additional cost of care for the full duration of the stay and that should this cost not be met, the cared for person may be moved to an alternative setting. The Council should also advise the person paying the top-up that they may want to seek [independent financial advice](#) before entering into a Third Party agreement.
- 47.7 The Council must also ensure that the person paying the 'top up' is willing and able to meet the additional cost for the likely duration of the arrangement, recognising that this may be for some time into the future.
- 47.8 Therefore, the person paying the 'top-up' must enter into a written agreement with the Council, agreeing to meet that cost. The agreement is called a "Third Party Agreement".
- 47.9 The Council has adopted this arrangement because we consider it most suitable for most cases and this is the Department of Health and Social Care recommended best practice.
- 47.10 However, the Council also recognises that in some cases, the individual circumstances of the case will mean that one of two different approaches is more suitable, and we will consider, in our discretion, the following alternatives:
- To treat the 'top up' payment as part of the person's income and therefore recover the costs from the person concerned through the financial assessment.
 - To agree with the third party paying the 'top up' and the provider that payment for the 'top up' element can be made directly to the provider with the Council paying the remainder.
- 47.11 The Third Party Contribution Agreement includes the following information:
- The weekly cost of the accommodation
 - The amount specified for the accommodation in the person's personal budget;
 - The additional amount to be paid;
 - The frequency of the payments;
 - To whom the payments are to be made;
 - A statement on the consequences of ceasing to make payments;
 - A statement on the effect of any increases in charges that a provider may make;

- A statement on the effect of any changes in the financial circumstances of the person paying the 'top up';
- When the agreement will be reviewed.

48. RESIDENTS 'TOP UPS'

48.1 The person whose needs are to be met by the accommodation may themselves choose to make a 'top up' payment only in the following circumstances:

- Where they have a deferred payment agreement in place; or
- Where they are receiving accommodation provided under S117 for mental health aftercare.

48.2 In such cases we will follow the same principle as outlined above, i.e. we will pay the provider and invoice the person for the top-up.

49. CHOICE OF ACCOMMODATION AND MENTAL HEALTH AFTER-CARE

49.1 The above also applies to those people who qualify for after-care under section 117A of the Mental Health Act 1983. However, there is an exception in that the cared for person can meet the top-up costs themselves as they will not be contributing towards the cost of their care.

DEPRIVATION OF ASSETS

50. WHAT IS MEANT BY DEPRIVATION OF ASSETS?

50.1 People with care and support needs can as with any other person spend their income and assets as they see fit. This can include making gifts to friends and family and this is an important aspect of promoting wellbeing and living an independent and fulfilling life. It is however important that people pay their fair contribution towards their care and support costs.

50.2 Deprivation of assets means where a person has intentionally deprived or decreased their overall assets in order to reduce the amount they are charged towards their care. This means that they must have known that they needed care and support and have reduced their assets in order to reduce the contribution they are asked to make towards the cost of that care and support.

50.3 This can be by either depriving themselves of their capital or income. There may be good reasons why someone no longer has an asset but the Council must ensure all cases are explored before concluding whether a deprivation of assets has occurred. A person is considered to have deprived themselves of an asset where they must have known that they needed care and support and therefore reduced their assets in order to reduce the contribution they are asked to make towards the cost of their care where the local authority decides to charge.

50.4 Where this has been done to remove a debt that would otherwise remain, even if that is not immediately due, this must not be considered as deprivation.

51. HAS DEPRIVATION OF CAPITAL OCCURRED?

- 51.1 It is up to the person to prove to the local authority that they no longer have the asset. If they are not able to, the local authority must assess them as if they still had the asset. For capital assets, acceptable evidence of their disposal would be:
- (a) a trust deed
 - (b) deed of gift
 - (c) receipts for expenditure
 - (d) proof that debts have been repaid
- 51.2 A person can deprive themselves of capital in many ways, but common approaches may be:
- (a) a lump-sum payment to someone else, for example as a gift
 - (b) substantial expenditure has been incurred suddenly and is out of character with previous spending
 - (c) the title deeds of a property have been transferred to someone else
 - (d) assets have been put in to a trust that cannot be revoked
 - (e) assets have been converted into another form that would be subject to a disregard under the financial assessment, for example personal possessions
 - (f) assets have been reduced by living extravagantly, for example gambling
 - (g) assets have been used to purchase an investment bond with life insurance
- 51.3 However, this will not be deliberate in all cases. The Council will therefore raise questions regarding a deprivation considered where the person ceases to possess assets that would have otherwise been taken into account for the purposes of the financial assessment or has turned the asset into one that is now disregarded.
- 51.4 There may be many reasons for a person depriving themselves of an asset. TMBC will therefore consider the following before deciding whether deprivation for the purpose of avoiding care and support charges has occurred:
- (a) whether avoiding the care and support charge was a significant motivation in the timing of the disposal of the asset; at the point the capital was disposed of could the person have a reasonable expectation of the need for care and support?
 - (b) did the person have a reasonable expectation of needing to contribute to the cost of their eligible care needs?

Example of where deprivation has not occurred

Max has moved into a care home and has a 50% interest in a property that continues to be occupied by his civil partner, David. The value of the property is disregarded whilst David lives there, but he decides to move to a smaller property that he can better manage and so sells their shared home to fund this.

At the time the property is sold, Max's 50% share of the proceeds could be taken into account in the financial assessment, but, in order to ensure that David is able to purchase the smaller property, Max makes part of his share of the proceeds from the sale available.

In such circumstance, it would not be reasonable to treat Max as having deprived himself of capital in order to reduce his care home charges.

51.5 It would be unreasonable to decide that a person had disposed of an asset in order to reduce the level of charges for their care and support needs if at the time the disposal took place they were fit and healthy and could not have foreseen the need for care and support.

52. HAS DEPRIVATION OF INCOME OCCURRED?

52.1 It is also possible for a person to deliberately deprive themselves of income. For example, they could give away or sell the right to an income from an occupational pension.

52.2 It is up to the person to prove to the Council in these circumstances that they no longer have the income. Where the Council considers that a person may have deprived themselves of income, they may treat them as possessing notional income.

52.3 The Council will need to determine whether deliberate deprivation of income has occurred. In doing so the Council will consider:

(a) was it the person's income?

(b) what was the purpose of the disposal of the income?

(c) the timing of the disposal of the income (at the point the income was disposed of could the person have a reasonable expectation of the need for care and support?)

52.4 In some circumstances the income may have been converted into capital. The local authority should consider what tariff income may be applied to the capital and whether the subsequent charge is less or more than the person would have paid without the change.

53. LOCAL AUTHORITY INVESTIGATIONS

53.1 In some cases the Council may wish to conduct its own investigations into whether deprivation of assets has occurred rather than relying solely on the declaration of the person.

53.2 There is separate guidance under the [Regulation of Investigatory Powers Act 2000](#) that has recently been updated. That sets out the limits to local authority powers to investigate and local authorities should have regard to it before considering any investigations.

53.3 What happens where deprivation of assets has occurred?

If the Council decides that a person has deliberately deprived themselves of assets in order to avoid or reduce a charge for care and support, they will first need to decide whether to treat that person as still having the asset for the purposes of the financial assessment and charge them accordingly.

53.4 As a first step, the Council will seek to charge the person as if the deprivation had not occurred. This means assuming they still own the asset and treating it as notional capital or notional income.

53.5 If the person in depriving themselves of an actual resource has converted that resource into another of lesser value, the person should be treated as notionally possessing the difference between the value of the new resources and the one which it replaced. For example, if the value of personal possessions acquired is less than the sum spent on them, the difference should be treated as notional resource.

Example of assets to be considered

Emma gives her daughter Imogen a painting worth £2,000 the week before she enters care home. The local authority should not consider this as deprivation as the item is a personal possession and would not have been taken into account in her financial assessment.

However, if Emma had purchased the painting immediately prior to entering a care home to give to her daughter with £2,000 previously in a savings account, deprivation should be considered.

Example of assets to be considered

Mrs Kapoor has £18,000 in a building society and uses £10,500 to purchase a car. Two weeks later she enters a care home and gives the car to her daughter Julie.

If Mrs Kapoor knew when she purchased the car that she would be moving to a care home, then deprivation should be considered. However, all the circumstances must be taken into account so if Mrs Kapoor was admitted as an emergency and had no reason to think she may need care and support when she purchased the car, this should not be considered as deprivation.

54. RECOVERING CHARGES FROM A THIRD PARTY

- 54.1 Where the person has transferred the asset to a third party to avoid the charge, the third party is liable to pay TMBC the difference between what it would have charged and did charge the person receiving care. However, the third party is not liable to pay anything which exceeds the benefit they have received from the transfer.
- 54.2 If the person has transferred funds to more than one third party, each of those people is liable to pay TMBC the difference between what it would have charged or did charge the person receiving care in proportion to the amount they received.
- 54.3 As with any other debt, TMBC can use the county court process to recover debts, but this should only be used after other avenues have been exhausted. When pursuing the recovery of charges from a third party, TMBC will recover in accordance with the Debt Recovery

Example of liability of a third party

Mrs Tong has £23,250 in her savings account. This is the total of her assets. One week before entering care she gives her daughters Louisa and Jenny and her son Frank £7,750 each. This was with the sole intention of avoiding care and support charges.

Had Mrs Tong not given the money away, the first £14,250 would have been disregarded and she would have been charged a tariff income on her assets between £14,250 and £23,250. Assuming £1 for every £250 of assets, this means Mrs Tong should have paid £36 per week towards the cost of her care.

After 10 weeks of care, Mrs Tong should have contributed £360. This means Louisa, Jenny and Frank are each liable for £120 towards the cost of their mother's care.

Process and act in accordance with [Annex D of the Care and Support Statutory Guidance](#) on debt recovery.

55. DEBT COLLECTION

- 55.1 Where a person has accrued a debt to the Council, we will use our powers under the Care Act to recover that debt. For further information relating to debt collection, please refer to the Council's [Debt Recovery Policy](#).

56. FINANCIAL INFORMATION AND ADVICE

- 56.1 Under section 4 of the Care Act local authorities have a duty to establish and maintain an information and advice service relating to care and support for adults and support for carers. Information and advice must be proportionate and accessible. This applies to financial information and advice and means that the person concerned (or their representative) must be able to understand any contributions they are asked to make and how they can pay.
- 56.2 The Council will therefore provide information to help people to understand care charges, (including how contributions are calculated), and means- tested support available, top-ups, and how care and support choices may affect costs.
- 56.3 The Council will also make people aware of independent financial advice, including flagging up the existence of regulated financial advice. This is to ensure that people have a better understanding of how their available resources can be used more flexibly to fund a wider range of care options. In these cases, the Council will ensure that people are helped to understand how to access this advice.
- 56.4 There will be occasions where the Council can provide the advice and similarly where the person must be referred elsewhere.
- 56.5 Such advice that the Council will provide will be limited to how to understand care charges; ways to pay; money management; making informed financial decisions and facilitating access to independent financial information and advice.
- 56.6 Where we recommend the person seeks independent financial advice, we will make the person aware which independent services may charge for the information and advice they provide. We will also describe the general benefits of independent information and advice and be explain the reasons why it may be beneficial for a person to take independent financial advice.

57. WHAT TO DO IF YOU DISAGREE WITH YOUR FINANCIAL ASSESSMENT

- 57.1 Everyone can ask the Council to look again at the amount they have been assessed to contribute toward the cost of their service, including Disability Related Expenses (DRE), if they think something is incorrect.
- 57.2 You may wish to point out any mistakes that you think the Council have made. You may think we have made a wrong decision because we have missed some information, or we do not know something about your circumstances, including any exceptional expenses because of an illness or disability.

- 57.3 Where you have indicated that you do not agree with the outcome of your financial assessment, or any aspect of the assessment such as the DRE considered, this will be considered an appeal to the financial assessment outcome/decision.
- 57.4 If you wish to appeal your financial assessment, (including Disability Related Expenses (DRE) or any other aspect of your assessment), you need to put the reasons you disagree in writing to the Financial Assessment Team who will consider your request based on the evidence you provide.
- 57.5 You can do this by:
- writing to Exchequer Services, PO Box 304, Ashton-U-Lyne, OL6 0GA
 - or by email at AdultServicesFinance@tameside.gov.uk
- 57.6 The Council will then look at your charges again and change any details where we can. Your financial details will be amended, and you will be notified of your revised contribution in writing, including the date from which the amendment is effective.
- 57.7 If our decision is found to be correct, we will write to you and explain why.
- 57.8 We aim to complete this review in 28 working days from receipt of your request.
- 57.9 If you are still not satisfied with the decision, you can make a formal complaint through the [Corporate Complaints](#) process.

58. COMPLAINTS

- 58.1 A person may wish to make a complaint about any aspect of the financial assessment, or how we have chosen to charge. The Council will therefore make it clear what our complaints procedure is and provide information and advice on how to lodge a complaint
- 58.2 All complaints relating to our Charging Policy should be referred through the Corporate Complaints process. Full details on how to do this and how complaint are handled are shown under the [Tameside Borough Council's website](#).
- 58.3 Complaints about the level of charge levied by a local authority are subject to the usual Care and Support complaints procedure as set out in The Local Authority Social Services and NHS Complaints (England) Regulations 2009.

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Agenda Item 8

Report to :	EXECUTIVE CABINET
Date :	23 March 2022
Executive Member:	Councillor Brenda Warrington – Executive Leader (Tameside Council)
Clinical Lead:	Dr Ashwin Ramachandra / Dr Asad Ali – Co-chairs (Tameside and Glossop Clinical Commissioning Group)
Reporting Officers:	Sarah Threlfall – Director of Transformation
Subject :	ENGAGEMENT UPDATE
Report Summary :	<p>The report provides the Strategic Commissioning Board and Executive Cabinet with an update on the delivery of engagement and consultation activity from June 2021 to date. Much of the work is undertaken jointly – coordinated through the Tameside and Glossop Partnership Engagement Network (PEN) – by NHS Tameside and Glossop Clinical Commissioning Group, Tameside Council and Tameside and Glossop Integrated Care NHS Foundation Trust. However, it should be noted that each of the three agencies undertake work individually where necessary and appropriate for the purposes of specific projects. Engagement is relevant to all aspects of service delivery, all the communities of Tameside and Glossop, and wider multi-agency partnership working. The approach is founded on a multi-agency conversation about ‘place shaping’ for the future prosperity of our area and its communities.</p>
Recommendations :	<p>Strategic Commissioning Board and Executive Cabinet are asked to note the contents of the report and support future engagement and consultation activity with the communities of Tameside and Glossop.</p>
Links to Corporate Plan:	<p>Achieving the objectives and priorities of the Corporate Plan is dependent on effective service delivery which meets the needs of local residents. Undertaking engagement and consultation to inform service development makes for better services and improved impact.</p>
Policy Implications :	<p>There are no direct policy implications as a result of this report but the activity outlined ensures policies regarding engagement are delivered. Engagement activity (alongside other considerations) will inform policy development in the relevant thematic areas.</p>
Financial Implications : (Authorised by the statutory Section 151 Officer & Chief Finance Officer)	<p>There are no direct financial implications arising from this report. Any policy changes influenced by the engagement activity set out in the report will be subject to separate reports and decisions.</p>
Legal Implications : (Authorised by the Borough Solicitor)	<p>Engagement and consultation are a critical components to the successful delivery of services by the council.</p> <p>In addition consultation is often a statutory requirement and case law also how consultation should be undertaken.</p>

As such any formal consultation will be subject to its own decision making as part of the relevant project.

This report is simply providing a helpful overview of the engagement and consultations currently being undertaken.

Risk Management :

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

Access to Information :

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



Telephone:0161 342 3542



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

1.0 PURPOSE OF THE REPORT

- 1.1 The report provides the Strategic Commissioning Board and Executive Cabinet with an update on the delivery of engagement and consultation activity from June 2021 to date. Much of the work is undertaken jointly – coordinated through the Tameside and Glossop Partnership Engagement Network (PEN) – by NHS Tameside and Glossop Clinical Commissioning Group, Tameside Council and Tameside and Glossop Integrated Care NHS Foundation Trust. However, it should be noted that each of the three agencies undertake work individually where necessary and appropriate for the purposes of specific projects.
- 1.2 Engagement is relevant to all aspects of service delivery, all the communities of Tameside and Glossop, and wider partnership working. The approach is founded on a multi-agency conversation about 'place shaping' for the future prosperity of our area and its communities.
- 1.3 The onset of the Covid-19 pandemic has also meant that we have had to identify different ways to engage our local communities. This report sets out some examples of the ways in which we have done this including the establishment of both the Community Champions programme and Tameside & Glossop Inequalities Reference Group.

2.0 KEY HEADLINES

- 2.1 The key headlines from June 2021 to date are summarised in the box below.

- Facilitated 16 thematic Tameside and/or Glossop engagement projects
- Received 3,957 engagement contacts¹ (excluding attendance at virtual events)
- Supported 7 engagement projects at the regional and Greater Manchester level
- Promoted 7 national consultations where the topic was of relevance to and/or could have an impact on Tameside and/or Glossop
- Established the Community Champions Network to provide residents and workforces with the coronavirus information they need to lead the way in their community, with over 270 members now registered and a networking event on 1 March 2022.
- The Tameside & Glossop Inequalities Reference Group, established in response to how the coronavirus pandemic, and the wider governmental and societal response to this, continues to bring equalities and inequalities into focus. Two reports have been produced for two areas of focus, making recommendations on how to address inequality. These are: Digital Inclusion and Community Cohesion.
- Delivered three virtual Partnership Engagement Network (PEN) conferences attended by over 130 delegates in total.
- Retained 'Green Star' top rating for public and patient engagement as part of the CCG Improvement and Assessment Framework (IAF).

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

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

2.2 A table listing all engagement activity facilitated, supported or promoted in the last two years is attached at **Appendix 1** for information.

3.0 COMMUNITY CHAMPIONS NETWORK

3.1 The Covid-19 Community Champions Network was established to provide residents and workforces with the coronavirus information they need to lead the way in their community. Community champions have continued to play a key role in acting as message carriers and leading by good example. The network runs two sessions each week (one during the working day and the other in the evening) over Zoom to share information and good practice. These sessions are:

- **Community champions information sessions:** An update on the data and Tameside's current position, as well as the opportunity for a questions & answers.
- **Community champions catch-up sessions:** An informal conversation about what is/isn't working, queries from participants and sharing of good practice and ideas.

3.2 The Community Champions initiative has opened up vital links between the council and residents and provides a channel for communication and working together. The Champions network will continue to run after Covid, with its focus already having developed to cover issues such as health and inequality in the borough.

3.3 An in-person event took place on 1 March 2022 whereby local residents were invited to attend a Community Champions celebration and networking event to find out more about their local community representatives, organisations and charities and learn how they can support local families. It also raised the profile of what the Community Champions are doing in the different areas. The event included a series of presentations and workshops on a range of topics.

3.4 Thematic focused workshops on specific topics have been arranged with the Community Champions Network from time to time. They include:

- Making every contact count for health
- Mental health and wellbeing
- What is Social Prescribing and how does it work in Tameside

3.5 To date, over 270 people have signed up to be a community champion. Membership of the network is diverse, with numerous organisations and local communities represented. Members of the Community Champions Network have helped to translate materials and information on Covid-19, and assisted in distributing messages and communications back to their communities.

3.6 A number of sub-groups of Champions have since been established. This includes the Diversity Champions group, which provides a regular forum for Community and Faith Leaders to come together to discuss and take action on COVID and Health and Wellbeing issues and concerns affecting local communities. As an example of their work, a group of Community Champions from the Diversity group visited Hyde Jamia Mosque, a major centre of worship in the borough, to increase the visibility of messaging and vaccine take-up among ethnic minority communities.

4.0 TAMESIDE & GLOSSOP INEQUALITIES REFERENCE GROUP

4.1 The Inequalities Reference Group (IRG) enables public sector organisations in Tameside & Glossop to work together to ensure that we reduce inequalities, utilising research and insight from our communities. It provides a forum to enable the sharing of ideas on carrying out our responsibilities under the Equality Act 2010 and the Public Sector Equality Duty – with the ultimate aim of reducing inequality across Tameside & Glossop. Whilst the group is not a

decision making body, it makes recommendations for action via existing governance structures and steers action to address inequalities.

4.2 The group is chaired by Councillor Leanne Feeley, Executive Member for Lifelong Learning, Equalities, Culture and Heritage. Membership of the group is made up of representatives from a range of public sector and VCSE organisations across the area, including:

- Action Together
- Children in Care Council
- Diversity Matters North West
- Infinity Initiatives
- LGBT Foundation
- Maternity Voices Partnership
- People First Tameside
- Tameside & Glossop Clinical Commissioning Group
- Tameside & Glossop Integrated Care NHS Foundation Trust
- Tameside Council (including Elected Members)
- Tameside Independent Advisory Group
- Tameside Youth Council
- Tameside, Oldham and Glossop MIND
- The Anthony Seddon Fund
- The Bureau (Glossop)

4.3 The group meet on a quarterly basis to share progress on inequalities work, discuss emerging issues and discuss chosen areas of focus. Current areas of focus include:

- Community Cohesion
- Digital Inclusion
- Voice of people with learning disabilities
- Understanding language and cultural barriers to accessing information
- Voice of children and young people
- Emotional wellbeing (isolation and loneliness)

4.4 The gathering of lived experience is taking place in a number of forms, such as virtual engagement sessions, workshops at Partnership Engagement Network conferences, engagement with local community groups, and online surveys. In the case of the voices of people with learning disabilities area of focus, engagement work has been designed, developed and led by members of People First Tameside themselves, who presented the findings to the IRG. Likewise Diversity Matters North West led on the lived experience work for the understanding language and cultural barriers to information work stream. Furthermore, a Tameside Youth Summit was organised by the Youth Service to gain the views and experiences of young people during the pandemic.

4.5 Three work streams have concluded and reports produced – Community Cohesion; Digital Inclusion; and Voice of People with a Learning Disability. Each report brings together national research and data, as well as the findings from local engagement, to make recommendations on how to address the issues identified going forward. These have been published and are available on the [IRG's dedicated webpage](#). Further reports are in development and, once completed, will also make recommendations.

5.0 PARTNERSHIP ENGAGEMENT NETWORK (PEN) UPDATE

5.1 Tameside & Glossop Partnership Engagement Network (PEN) is a joint network of Tameside Council, Tameside & Glossop CCG, and NHS Tameside & Glossop Integrated Foundation Trust. It is part of a multi-agency approach to provide the public and our partners with a clear method to influence the work of public services and to proactively feed in issues and ideas.

- 5.2 The approach ensures that structures exist to facilitate an ongoing conversation with both the public and stakeholders. PEN creates forums for people and organisations to get their voices heard and the opportunity to hear about and contribute to the development of public sector programmes and work.
- 5.3 PEN Conferences have continued to be held virtually while restrictions have remained in place, however as we leave Covid restrictions we are now able to plan for engagement face-to-face, or offer a hybrid model.
- 5.4 In the period June 2021 to date, there have been three large-scale PEN conferences. The PEN approach continued to take place virtually in line with national guidance. Each of the conferences consisted of key presentations and a number of facilitated workshops to gain input on the development of options, emerging ideas, and specific issues and challenges currently facing Tameside & Glossop.
- 5.5 The table below summarises the topics discussed at the conferences that have taken place since June 2021 to date.

Event	Date	Presentations	Workshops	Delegates
Virtual PEN Conference	1 July 2021	<ul style="list-style-type: none"> Tameside and Glossop Integrated Care System 	<ul style="list-style-type: none"> The Future of PEN Engagement Domestic Abuse Strategy People Powered Health and Wellbeing Strategy Future of Customer Services Be Well Service Barriers to Accessing Information Couch to Out and About 	60
Virtual PEN Conference	11 October 2021	<ul style="list-style-type: none"> Tameside and Glossop Community Champions Network 	<ul style="list-style-type: none"> Community Champions Heart Failure Care Plan Understanding Cancer Waste Policy Consultation Preventing Homelessness & Rough Sleeping Strategy 	30
Virtual PEN Conference	28 February 2022	<ul style="list-style-type: none"> Tameside Children & Young People Plan 	<ul style="list-style-type: none"> School Streets Pilot Children & Young People Plan Walking & Cycling (Active Travel/Mayor's Challenge Fund) Walking Strategy Tameside Pharmacy Services 	40

- 5.6 Full feedback reports for the conferences are posted on the Partnership Engagement Network (PEN) pages of both the [Council](#) and [CCG](#) website. Similarly, for all thematic engagement and consultation activity a short feedback report is posted on the Big Conversation pages of the Tameside Council website (with links also included on the CCG website).
- 5.7 Residents, service users, patients, stakeholders, VCSE sector and partner organisations are regularly encouraged to sign up to the PEN Family which they can do via a link on the website. Over 440 members are currently signed up to receive monthly updates alerting them to relevant consultation and engagement opportunities at a local, regional, and national level. Details of these updates are also posted on the websites.

6.0 OTHER ENGAGEMENT WORK

6.1 This section provides an update on other key pieces of engagement work that have taken place recently. It also details some upcoming key pieces of strategic consultation and engagement activity for the Strategic Commission.

- **Waste Policy Consultation** – Tameside Council undertook engagement with residents across the borough to ask for their views on proposed amendments to the waste collection policy. A public consultation was held for 12 weeks between July and October, during which time members of the public were invited to have their say. Alongside this, a pilot scheme ran in 3 areas, where residents were directly contacted to give feedback via a separate survey. Waste services visited 1,893 homes and had nearly 700 doorstep conversations with residents. Further workshops were held at the October 2021 PEN Conference and Community Champions sessions to gain feedback. The findings were collated and put before decision-makers to inform the decision around the new policy.
- **Foster Care Offer Consultation** – Following a review of the service in 2020, a consultation was launched on proposed additions to the offer to individuals who foster for Tameside Council. The aim of this work was to improve the support and training offer to foster carers and to bring payment and reward in line with other organisations, with the ultimate goal of boosting in-house foster carers and creating more family placements for children in Tameside. A consultation was open to all to respond, asking for views on the proposed changes, and workshops were held to give current foster carers the chance to have their say in a facilitated discussion with the service. The findings of this were used to inform the new offer to foster carers.
- **Active Tameside** – A public consultation was launched on Tameside’s sport and leisure assets, run by Active Tameside. A drop in income and member demand as a result of the ongoing pandemic drove the consideration to withdraw Active Tameside services from those facilities that have been operating at a loss in recent years: Adventure Longdendale, Active Oxford Park and Etherow Centre. The consultation attracted many responses, with residents giving suggestions for other uses for the sites or ways to create revenue. Given the response throughout the consultation, progress was made to repurpose the three assets in the short-term.
- **Customer Services Review** – The Council undertook a review of the way customer services is delivered going forward, to ensure services are cost effective and are meeting the needs of residents. A consultation was launched to hear the public’s views on the changes, as well as gain insight into the ways residents currently access customer services, and any feedback on these methods. The consultation was promoted online as well as in each of the libraries to raise awareness of the proposals and to allow for people to have their say through means other than digital. The findings were compiled in a report for the decision on the new model, and further engagement on how it is performing is planned for 2022.

7.0 RECOMMENDATIONS

7.1 As set out on the front of the report.

APPENDIX 1

Table 1: summarises engagement and consultation activity in the last 6 months.

Ref	Topic	Lead
1	Digital Skills Survey 2021	TMBC
2	Waste Policy 2021	TMBC
3	Waste Pilot survey (not for publication on BC)	TMBC
4	General feedback about health and care services	Healthwatch Tameside
5	Survey for people who are mental health service users and their carers	Healthwatch Tameside
6	Greater Manchester Clean Air Plan - A575/A580 at Worsley and motorhomes/campervans	GMCA
7	Barriers to accessing information and services	DMNW/Tameside Council
8	Stamford Drive/Currier Lane Quiet Street Trial Questionnaire	TMBC
9	Adult Social Care Non-Residential Charging Policy	TMBC
10	Greater Manchester Police and Crime Plan Refresh 2021	GMCA
11	Destination: Bee Network Conversation	TFGM
12	Greater Manchester LGBTQ+ Advisory Panel – Public Engagement Survey	GMCA/LGBTQ+ Panel
13	Urgent and emergency care - winter pressures survey	GMCVO
14	Gambling Policy Consultation	TMBC
15	Licensing Policy Consultation	TMBC
16	Zero Carbon Vote	TMBC
17	Delays in non-urgent care	Healthwatch Tameside
18	Changes to the way people access health and care services	Healthwatch Tameside
19	School Streets	TMBC
20	Police Funding 2022/23	GMCA
21	Budget Conversation 2022/23	TMBC
22	Pharmacy Needs Assessment	TMBC
23	Keeping children safe in education	DfE
24	Consultation on the introduction of tenant satisfaction measures	Regulator of Social Housing
25	School attendance: improving consistency of support	DfE
26	Consultation on local connection requirements for social housing for victims of domestic abuse	Department for Levelling Up, Housing & Communities
27	Consultation on the impacts of joint tenancies on victims of domestic abuse	Department for Levelling Up, Housing & Communities

Table 2: summarises engagement and consultation activity in the last two years (including those over the last 6 months).

Ref	Topic	Lead
1	Understanding the impact of the Coronavirus on voluntary, community and social enterprise organisations (VCSE)	GMCA
2	Understanding the impact of Coronavirus on food banks, clubs, pantries and other food providers	GMCA
3	Protecting places of worship consultation	Home Office
4	Low Pay Commission consultation	Low Pay Commission
5	NHS: Your current experience of coronavirus	NHS
6	LGBT People: Share How Coronavirus Has Affected You	LGBT Foundation
7	Physical Activity in Covid-19	Greater Sport
8	Greater Manchester Big Disability Survey - Covid 19 Special / Greater Manchester Big Disability Survey about Covid 19 - Easy Version	GMCA
9	Covid-19 Survey	Healthwatch Tameside
10	COVID-19 in the Caribbean and African Community	GMCA
11	Manchester Pride Online Consultation	Manchester Pride
12	New walking & cycling measures to allow safe social distancing	TMBC
13	Future Travel Survey	Transport for Greater Manchester
14	Greater Manchester, Ethnic Minority Experiences of Caring: Your Voice Matters	Wraparound Partnership / Greater Manchester Health & Social Care Partnership
15	Survey for Foster Carers in Tameside	TMBC
16	LGBTQI+ sport and physical activity	Pride Sports
17	Greater Moments COVID -19	Greater Moments
18	National Health Data Consent Survey	The CLIMB Project
19	Children's Food Campaign and Food Active Survey	Children's Food Campaign
20	LGBT Homes Survey	LGBT Foundation
21	Consultation on proposed changes to the assessment of GCSEs, AS and A levels in 2021	Ofqual
22	Save the Children	Tameside Youth Council / Save the Children
23	Developing a Race Equality Panel	GMCA
24	Impact of COVID-19 and Building Back Better	TMBC
25	Reopening the high street safely	TMBC
26	Tameside & Glossop Young People Wellbeing Survey	Worth-it
27	Greater Manchester State of the VCSE Sector Evaluation 2020	10GM/University of Salford
28	SEND Survey	TMBC/CCG
29	Statement of community involvement update	Planning – TMBC
30	Greater Manchester's Big Mental Wellbeing Conversation	GMHSCP
31	The IGNITION Project: how do you use your parks?	Ignition Project
32	Managing pavement parking	Department for Transport

Ref	Topic	Lead
33	Distributing vaccines and treatments for Covid-19 and flu	Department of Health and Social Care
34	Healthy Start Vouchers	NHS Business Services Authority
35	Carers' experiences of the coronavirus (COVID-19) pandemic - September 2020	Carers UK
36	City Centre Transport Strategy Consultation	Manchester City Council
37	Creating quieter and safer residential streets to support walking and cycling	TMBC/Andrea Wright
38	GM Clean Air Plan	GMCA /TfGM
39	GM Minimum Licensing Standards	GMCA / TfGM
40	Improving Access to Primary Care	TMBC/CCG
41	Employment during the Coronavirus Pandemic for people with lived experience of disability and long term conditions	North West Disabled Peoples Stakeholder Group
42	Improving health and wellbeing support for armed forces families in England	NHS England
43	Budget Consultation 2020/21	T&G Strategic Commission
44	Ethnic disparities and inequality in the UK: call for evidence	Commission on Race and Ethnic Disparities
45	Inclusive Growth Strategy	TMBC
46	Foster Care Training Feedback	TMBC
47	Foster Care Branding	TMBC
48	A57 Link Roads Consultation	Highways England
49	Metrolink ticketing survey	TfGM
50	Independent Faith Engagement Review: call for evidence	MHCLG
51	Contraception Services in Greater Manchester Survey	GM
52	Young Person's Contraceptive Survey	GM
53	Creating "Pop-Up" Cycle Lanes to Support Safe Walking and Cycling - A635	TMBC
54	Tameside Citizen Feedback Survey	TMBC
55	Living with Covid GM resident survey #1	GMCA
56	Doing Buses Differently: The impact of Covid-19 on our proposals for the future of your buses	GMCA
57	How do you use local data?	GMCA
58	Tameside Environment Strategy Survey	TMBC
59	Greater Manchester Clean Air Plan Consultation	GMCA
60	Community Safety Strategy 2021/24	TMBC
61	Active Tameside	TMBC
62	Droylsden Library	TMBC
63	Healthwatch Tameside Covid vaccination survey	Healthwatch Tameside
64	Healthwatch Tameside Test and Trace Survey	Healthwatch Tameside
65	SEND Outcomes Survey	TMBC
66	Urgent Care Survey 2021	Healthwatch Tameside

Ref	Topic	Lead
67	Developing a spiritual care strategy	T&G Chaplaincy Service
68	Getting to medical appointments	Healthwatch Tameside
69	Portage Service Consultation	TMBC
70	Homelessness Contract Consultation	TMBC
71	Homelessness Prevention Strategy	GMCA
72	Tameside Electoral Review	LGBCE
73	Self-Isolation Survey	TMBC
74	Infant Feeding Survey	TMBC
75	Fostering Offer Consultation	TMBC
76	Customer Services consultation	TMBC
77	Tameside Housing Strategy questionnaire	TMBC
78	Women and Girls - Feeling Safe in Stamford Park	TMBC
79	Daytime Services Survey: Service Users and Public	TMBC
80	Daytime Services Survey: Workforce and Providers	TMBC
81	NHS 111 Survey for the GM area	Healthwatch Tameside
82	Clinical Review of Standards Consultation	NHS England
83	Health Improvement Consultation	TMBC
84	How can we tackle inequality in Greater Manchester?	GMCA
85	LGBT Community: share your views on the covid-18 vaccine	LGBT advisor to Mayor /LGBT Foundation
86	UK Statistics Authority Inclusive Data Consultation	ONS
87	Young People Crime Surveys	GM Violence Reduction
88	How has Covid 19 affected your life with Cancer?	Cancer Research
89	Police funding 2021/22	GMCA
90	Right to Regenerate: reform of the right to contest	MHCLG
91	Shared decision-making between patients and staff	NICE
92	Violence Against Women and Girls (VAWG) Call for Evidence	Home Office
93	Dementia call for evidence - Black African & Caribbean People in GM	ACCG
94	Changes to the Adoption and Children (Coronavirus) (Amendment) (No. 2) Regulations 2020	DfE
95	Keeping children safe in education - schools and colleges - proposed revisions 2021	DfE
96	Local Nature Recovery Plan	GMCA
97	North West Macmillan survey	North West Macmillan
98	Mental Health Act Reform consultation	Dep Health and Social Care
99	Godley Green Garden Village	TMBC
100	Greater Manchester's Fire plan	GMCA/GMFRS
101	UK Disability Survey	Cabinet Office
102	Greater Manchester Strategy for Tackling Violence Against Women and Girls	GMCA
103	Attitudes towards the Covid-19 vaccine	Healthwatch Derbyshire
104	Transforming the public health system for the challenges of our times	Dep Health and Social Care
105	Let's talk about wildfires	GMFRS
106	The Big Ask	Children's Commissioner

Ref	Topic	Lead
107	Introducing national standards for unregulated accommodation (for 16/17 yos)	DfE
108	Introducing national standards for unregulated accommodation (for LAs/providers)	DfE
109	Gender based violence strategy	GMCA
110	Community Cohesion Questionnaire	TMBC
111	Digital Skills Survey 2021	TMBC
112	Waste Policy 2021	TMBC
113	Waste Pilot survey (not for publication on BC)	TMBC
114	General feedback about health and care services	Healthwatch Tameside
115	Survey for people who are mental health service users and their carers	Healthwatch Tameside
116	Greater Manchester Clean Air Plan - A575/A580 at Worsley and motorhomes/campervans	GMCA
117	Barriers to accessing information and services	DMNW/Tameside Council
118	Stamford Drive/Currier Lane Quiet Street Trial Questionnaire	TMBC
119	Adult Social Care Non-Residential Charging Policy	TMBC
120	Greater Manchester Police and Crime Plan Refresh 2021	GMCA
121	Destination: Bee Network Conversation	TFGM
122	Greater Manchester LGBTQ+ Advisory Panel – Public Engagement Survey	GMCA/LGBTQ+ Panel
123	Urgent and emergency care - winter pressures survey	GMCVO
124	Gambling Policy Consultation	TMBC
125	Licensing Policy Consultation	TMBC
126	Zero Carbon Vote	TMBC
127	Delays in non-urgent care	Healthwatch Tameside
128	Changes to the way people access health and care services	Healthwatch Tameside
129	Digital Skills Survey 2021	TMBC
130	Waste Policy 2021	TMBC
131	Waste Pilot survey (not for publication on BC)	TMBC
132	General feedback about health and care services	Healthwatch Tameside
133	Survey for people who are mental health service users and their carers	Healthwatch Tameside
134	Greater Manchester Clean Air Plan - A575/A580 at Worsley and motorhomes/campervans	GMCA
135	Barriers to accessing information and services	DMNW/Tameside Council
136	Stamford Drive/Currier Lane Quiet Street Trial Questionnaire	TMBC
137	Adult Social Care Non-Residential Charging Policy	TMBC
138	Greater Manchester Police and Crime Plan Refresh 2021	GMCA
139	Destination: Bee Network Conversation	TFGM
140	Greater Manchester LGBTQ+ Advisory Panel – Public Engagement Survey	GMCA/LGBTQ+ Panel
141	Urgent and emergency care - winter pressures survey	GMCVO
142	Zero Carbon Vote	TMBC
143	Delays in non-urgent care	Healthwatch Tameside
144	Changes to the way people access health and care services	Healthwatch Tameside

Ref	Topic	Lead
145	School Streets	TMBC
146	Police Funding 2022/23	GMCA
147	Budget Conversation 2022/23	TMBC
148	Pharmacy Needs Assessment	TMBC
149	Keeping children safe in education	DfE
150	Consultation on the introduction of tenant satisfaction measures	Regulator of Social Housing
151	School attendance: improving consistency of support	DfE
152	Consultation on local connection requirements for social housing for victims of domestic abuse	Department for Levelling Up, Housing & Communities
153	Consultation on the impacts of joint tenancies on victims of domestic abuse	Department for Levelling Up, Housing & Communities

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Agenda Item 9

Report to:	EXECUTIVE CABINET
Date:	23 March 2022
Executive Member:	Cllr Brenda Warrington, Executive Leader
Reporting Officer:	Sarah Threlfall, Director of Transformation
Subject:	ESTABLISHMENT OF A TRANSFORMATION TEAM
Report Summary:	<p>The financial challenges that the Organisation face have been well documented. The Organisation faces a significant budget gap beyond 2021/22, and this budget gap will increase if planned reductions in spending are not delivered. The Organisation must ensure a relentless focus on delivery of savings, close 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 Organisation needs to ensure robust and transparent management of these services to ensure the delivery of the improvement plans and transformation.</p> <p>There is a need to put in place dedicated capacity and skills to drive the focus on budget reductions and to support service areas to consider improvements and alternative delivery models.</p> <p>To that end, it is proposed to implement a Transformation Team for 2 years. Previously allocated budget for service improvement bids would be utilised to fund this team.</p> <p>The Transformation Team will work in partnership with services, providing enabling capacity to implement improvement work and drive forward change. The focus will be to help services continue to transform to create better outcomes for our residents with a view that financial savings will follow.</p> <p>The remit will expand cover all Directorates but it is recognised that the priority must be afforded in the first instance to the area of highest risk, namely Children's Services. Subsequent focus and a detailed Transformation Programme will be developed in partnership with external specialists following a Organisation wide and service level diagnostic exercise.</p>
Recommendations:	<p>That Executive Cabinet be recommended:</p> <ul style="list-style-type: none">(i) To approve the creation of a Transformation Team primarily resourced through the deployment of existing members of the workforce and recruitment to temporary roles for a 2 year period.(ii) To approve the governance arrangements for the Transformation Team detailed in this report.(iii) To approve the initial areas for focus identified in the Transformation Programme overview and acknowledge that these priorities will be of utmost priority across the Organisation.(iv) To approve the creation of a £5m Transformation Fund, utilising earmarked reserves already identified and agreed within the MTFP
Corporate Plan:	The Transformation Programme underpins all aspects of the Corporate Plan, with phase one specifically linking with Starting and

Living Well.

The programme will also provide capacity around key enablers identified as key to delivering the vision, aims and priorities of the Corporate Plan

Policy Implications:

None at this time although a review of policies relating to certain transformation projects will be required longer term.

Financial Implications:

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

The financial challenges facing the Organisation are well documented. In order to help to address these challenges, it is essential that the Organisation creates additional, specialist, 'transformational' capacity to work closely with the Directorates to help them to transform services which will lead to improved outcomes and subsequently realise significant financial savings.

Funding has been built into the Medium Term Financial Plan for a £5m Transformational Fund, utilising budgets previously allocated for service improvement bids. This will be utilised to pay for the Transformation Team for a period of up to 2 years at a cost of approximately £1.8m.

The remaining balance of £3.2m will be used to fund transformational activity, including the appointment of a specialist Transformation partner, which is subject to a separate report.

Legal Implications:

**(Authorised by the Borough
Solicitor)**

The reasons for the creation of the transformation team are set out in the main body of the report.

Critically the team is proposing to address the financial challenges that the Council faces, as we must be able to deliver a balanced budget in order to comply with legislation and to avoid the ultimate sanction of intervention by the Secretary of State.

The financial challenges must be balanced against the requirement for the Organisation to continue to deliver statutory duties such as social care, environment and highways. The team is ambitiously proposing not only to sustain but also to improve these service deliveries for the residents of Tameside.

Given the financial challenges, it would be advisable if the work streams could have clear time lines allocated to each of them so that the progress especially in relation to savings can be closely monitored, as this will be key data for the setting of future budgets.

The requirement to deliver statutory services within a balanced budget is also a key responsibility for Members and therefore the proposed governance structure should enable Members the necessary oversight of this key work stream.

Risk Management:

The implementation of the Transformation Team and associated projects will be overseen by the Governance arrangements as outlined in this report.

Background Information:

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



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1. INTRODUCTION

- 1.1 Since 2010, funding from central government to local government has on average reduced by half in real terms. At the same time, the Council and CCG have 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.
- 1.2 Recent local government finance settlements have been short term, making it difficult to plan and invest for the future. Despite headline increases in core spending power, funding has continued to reduce in real terms, as Council Tax increases have been expected to generate additional income. In the context of significant rising demand for social care services, the growth in Council Tax income cannot keep pace with rising costs.
- 1.3 The organisation faces a significant budget gap beyond 2021/22, and this budget gap will increase if planned reductions in spending are not delivered. The organisation must ensure a relentless focus on delivery of savings, to close 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 organisation needs to ensure robust and transparent management of these services to ensure the delivery of the improvement plans and transformation.
- 1.4 A failure to turn around these budget areas will in turn result in an inability to set a balanced budget in future years and raise questions on its ability to deliver value for money services for its residents. Short term fixes cannot sustain our current operating model, and there is therefore a need to develop a new business and operating model to enable us to operate sustainably within our financial resources.
- 1.5 In response, this report proposes the creation of a Transformation Team. The objective will be to drive change and help support the organisation in achieving the challenging financial targets required in line with its approved Medium Term Financial Plan and to support the organisation to continue to transform services for residents. It outlines a proposed approach to Transformation and associated governance, the initial areas of focus and seeks approval for this programme of works to take utmost priority across the organisation.

2. TRANSFORMATION TEAM FOR THE ORGANISATION

- 2.1 It is clear that there is a need to put in place dedicated capacity and skills to drive the focus on improved outcomes for residents and budget reductions and to support service areas to consider improvements and alternative delivery models. To that end, it is proposed to implement a Transformation Team for a 2 year period from 1 April 2022 to 31 March 2024. Previously allocated budget for service improvement bids would be utilised to fund this team.
- 2.2 Whilst the catalyst has been the organisation's financial position, the focus of the Transformation Team will be to help services continue to transform to create better outcomes for our residents with a view that financial savings will follow. Underpinning this is the principle that better outcomes drives efficiency, cost avoidance and longer-term demand reduction.
- 2.3 To support the focus on better outcomes for residents, the Transformation Programme will need key leadership and organisational principles to enable change to be effectively driven by the team. These requirements have been identified following consultation with other local authorities who have been on similar transformation journeys and the learning from their experiences. For the Transformation to be successful, these key principles must be embraced to provide sound foundations for the Transformation agenda.
 - Absolute commitment from Elected Members and Senior Management
 - Senior leaders pulling in the same direction
 - Being open to external challenge

- Focus on improving outcomes and the financial benefits will follow
- Design an organisation culture and model fit for the future
- Digital change is key
- Bringing in different subject matter experts as areas of focus evolve

2.4 The team will be pivotal in supporting organisation wide change initiatives. Of key importance will be organisational culture. The organisation's culture will play a huge part in the impact and success of any transformational change. As transformation shifts the strategies, systems, processes and technologies that underpin how we deliver services, we need to ensure our workforce is change ready to adopt new approaches. This will future proof the organisation past the two year transformation programme window. It will ensure that by working with our HR and organisational development teams and service managers, the right skills and aptitudes will be embedded in our workforce to ensure the organisation is adaptable and sustainable in the future. As a result culture will play an important part of the Transformation Team's work.

2.5 To develop of a sustainable future culture that instils transformation and continuous improvement practises into Tameside's 'business as usual', the Team will work in partnership with services, taking a collaborative and supportive approach. This recognises the fact that many services can identify areas where improvements can be made, but that enabling capacity is needed to implement and drive forward change in teams where capacity is limited.

2.6 Breaking work down into key projects and workstreams with clear project management will assist in driving change and ensuring deliverable outcomes. Focus will be given to measuring impact through performance measures, benchmarking and clear accountability supported by robust governance as outlined in section 3.

3. GOVERNANCE OF THE TRANSFORMATION TEAM

3.1 The Transformation Team will need effective governance as it's work will impact on the whole organisation. Given the importance of the programme, it is proposed that the governance of this sits at the highest level.

3.2 The suggested Governance approach is:

- The Leader of the Organisation will be the Programme Sponsor;
- The Portfolio Holder for Finance and Growth will be the day-to-day lead for the programme, on behalf of the Leader.
- It is proposed that the Impact and Recovery Board be re-designated as a Transformation and Recovery Board for this purpose (terms of reference attached at appendix 1).
- Cabinet Portfolio holders will be asked to consider those areas that fall within their Portfolios;
- The Single Leadership Team will collectively take on the Senior Responsible Officer role. They will serve as the Transformation Programme Board.
- A senior officer will be Programme Director, to manage the Programme Managers, to oversee the work of the Programme and be accountable for delivering against agreed targets.
- Project Boards will be established but to reduce impact on capacity existing governance structures will be utilised as required eg Children's Improvement Board
- Any proposed decisions by the Transformation Team will follow the organisation's usual decision-making processes.
- A staff reference group will support workforce engagement in the programme.

4. STAFFING THE TRANSFORMATION TEAM

4.1 It is envisaged that the Transformation Team will be resourced through a combination of

deployment of existing skilled and experienced staff, recruitment to temporary positions (for 2 years) and specialist external support.

- 4.2 This approach will enable the Organisation to move quickly and establish the core team members from our existing workforce, providing development opportunities and harnessing the skills, knowledge and experience of these colleagues. It will be necessary to provide backfill for these colleagues to ensure that their deployment does not have an adverse impact on operational service delivery.
- 4.3 It is proposed that the Programme Director role will be undertaken by the Director of Transformation, to provide leadership and direction for the Transformation Team, supported by two Programme Managers.
- 4.4 It is proposed that the two Programme Managers are appointed for a period of 2 years. There is an option around two internal deployments that would mean prompt recruitment to these key posts, allowing the capacity to progress the Transformation programme more quickly.
- 4.5 The core Transformation Team will require a broad range of individuals who are able to provide skills and capacity. It is envisaged that this capacity will be resourced through internal deployment and external recruitment where necessary.
- 4.6 Whilst the Transformation Team will be at the core of the programme of work, it is essential that service directors and managers continue to hold responsibility and accountability for the continual improvement of their services and functions with ideally an identified project lead from within service. It will be necessary for the Transformation Team to work very closely with this lead / Heads of Service and other colleagues to support the improvement and change programme.

External Specialist Transformation Support

- 4.7 Whilst a core team will provide a sustained and focused approach to the programme of work, it will be necessary, to ensure sufficient scale and pace, and to provide additional capacity and specialist skills to engage external specialist support.
- 4.8 Procurement activity is scheduled to commence in March 2022 with a preferred external partner estimated to be engaged from the start of July 2022. Once selected, the identified external partner will undertake a phased approach of detailed diagnostic work and subsequent implementation.
- 4.9 The provider will be expected to supplement the transformation team by providing knowledge, skills and expertise in the following key areas:
 - **Whole-organisation diagnostic** – using engagement, data analytics and other techniques to understand organisational vision and priorities and assess performance and spend against these priorities.
 - **Detailed service level diagnostic** – using engagement, data analytics and other techniques to understand current operating models for both enabling and frontline services. A collaborative approach to bring services along the transformation journey.
 - **Track record of implementing transformation projects** – clear case studies in a local government setting that demonstrate the ability to develop and implement large- scale change and bespoke service interventions, focussing on improved outcomes for residents, reduction in demand and associated financial savings. Examples of supporting change that delivers measureable benefits at whole organisational level, and enabling and frontline services.
 - **Medium and Long Term Planning** – ability to monitor and project medium and long-term demand trends and associated financials.
 - **Business systems and process re-engineering** – implementation of Organisation systems and processes including multi agency settings.
 - **ICT systems and business integration** - understanding of current infrastructure and

application portfolio, delivery and implementation. Drive innovative solutions to service provision that is accessible and drives out inequality of access.

- **Extensive knowledge of alternative operating models** for delivery of Organisation services to better outcomes for residents
- **Base budget review processes** – current budget, spend and income levels and future predictions
- **Workforce** – ability to understand the organisation’s culture and engage its workforce in the transformation agenda and new operating models.
- **Embedding knowledge and new ways of working** – an approach to train and upskill the workforce to ensure a sustainable approach and continued programme of improvement post project as part of business as usual.

4.10 There may be requirement to seek further support from other external organisations as the transformation programme progress. This may include peer reviews, reviews from external professional bodies etc. to ensure a robust framework of impartial external challenge, shared learning and professional expertise. Any such support would require separate governance and appropriate procurement.

5. WORK PROGRAMME

5.1 The Transformation Programme will initially be for two years from 1 April 2022 to 31 March 2024, at which stage progress and impact will be reviewed.

5.2 The remit will cover all Directorates and focus on organisation-wide initiatives including but not limited to culture, operating models, digital and business improvement in the future programme.

5.3 However, initial priority must be afforded in the first instance to Children’s Services considering the service has the biggest associated financial and operational risks. Children’s Services have an approved 7 point turnaround plan which urgently needs additional capacity in order to deliver its key objectives at pace. In 20/21 the Organisation approved the use of £12.4m of reserves to balance the in year budget position and allow Children’s Services time to implement their 7 point plan. However, as yet, none of the progress has translated into financial savings and, to date, Children’s Services continues to forecast a significant overspend.

Initial Areas of Work Identified

5.4 Over the last 6 months some informal transformational capacity has been afforded to Children’s Services, enabling scoping of some initial priority areas for the Transformation Team to focus on. In addition, further priority areas have emerged, some of which are Organisation wide, others which are directorate specific.

5.5 These initial areas for focus will form the basis of the Transformation Team’s work programme from January – July 2022 and are identified below:

Project	Overview
Accommodation (Children’s)	To support provision of appropriate and affordable accommodation for our cared for children and care leavers. <ul style="list-style-type: none"> ○ Solo Provision (including DfE Bid) ○ Residential Review ○ Respite ○ Foyer ○ GM House ○ Grow our fostering offer

	<ul style="list-style-type: none"> ○ Care Leaver provision and experience
Locality Hubs (Children's)	Establishment of multiagency Locality Hubs to support the neighbourhood model, the integration of health and social care and the development of new relationship between public services, citizens and communities (includes bid to Family Hubs: Local Transformation Fund)
Foundations work (Children's)	Back to basics on systems and process improvement work. Focus on financial systems, health outcomes, business support, care leaver housing benefit.
Workforce Strategy – Recruitment and Retention (Children's)	Improve recruitment and retention of social workers in Children's.
Signs of Safety (Children's)	Two year capacity to embed signs of safety across the Children's workforce to improve the quality of support provided to children and families
Housing support and options (Place)	Improving housing allocations and nominations (links to care leaver accommodation provision)
Poverty Truth Commission (Organisation wide)	Embedding a person centric approach to addressing poverty and supporting the vulnerable.
Parking Review (Place)	Review of parking across the borough.

5.6 Further cross cutting savings proposals or programmes of work that may require transformation support include:

- Digital Programme
- Capital Review
- ICS Transition
- Income review- including external funding
- Workforce- Including Agency Review
- Estates Rationalisation
- Active Tameside
- Worksmart
- Review of key contracts and 3rd party spend and social value
- Refocus Business Planning
- Cultures and behaviours

Longer Term Transformation Programme

5.7 As outlined in 4.7 to 4.10 above, establishment of the Transformation Team will be complemented by engagement of external specialist transformation partners.

5.8 On appointment (estimated early July 2022), the external partner's initial piece of work will be a organisation-wide review of the culture and operating model to ensure the organisation can drive change to deliver better outcomes and is capable of operating sustainably within its financial resources. More detailed diagnostic work at service level would follow.

5.9 This diagnostic will allow full scoping of priority work streams that will generate service efficiencies, savings and / or better outcomes for residents. The creation of a detailed full transformation programme would then be created explicitly linking outcomes, financial and performance data bringing enhanced accountability. Based on soft market testing this diagnostic phase will take approximately 4-6 months. Implementation of recommendations based on prioritised opportunities with associated delivery plans to support the activity of work would follow, with an anticipated duration of 18 months.

- 5.10 It should be noted that a change management project of this scale will have elements of flux. Part of deciding the areas of focus will be an expected outcome from any diagnostic work. We can, based on benchmarking and our own organisational self-awareness provide a guide of where projects may initially focus, but there must be an acceptance that this may change as the programme progresses and our evidence base increases. This may in turn require different types of internal capacity for different pieces of work.

6. FINANCIAL IMPLICATIONS

- 6.1 As outlined in section 4 above the staffing establishment for the Transformation Team costs £1.8m over 2 years period 1 April 2022 to 31 March 2024.
- 6.2 The remaining balance of £3.2m will be used to fund transformational activity, including the appointment of a specialist Transformation partner, which is subject to a separate report.

7. CONCLUSION

- 7.1 The organisation faces a significant budget gap beyond 2021/22, and this budget gap will increase if planned reductions in spending are not delivered. The Organisation must ensure a relentless focus on delivery of savings, both in 2021/22 and planned for 2022/23, to have any chance of closing the gap in future years. The Organisation therefore needs to ensure robust and transparent management of services to ensure the delivery of the improvement plans and transformation.
- 7.2 The establishment of a Transformation Team from internal and external recruitment will provide dedicated capacity and skills to help address this gap. The team will work in partnership with services, providing enabling capacity to implement improvement work and drive forward change. The focus will be to help services continue to transform to create better outcomes for our residents with a view that financial savings will follow.
- 7.3 The team will thrive from clear and aligned strategic leadership that values and is open to external challenge and learning, with a commitment to developing an organisational culture that supports transformation in the long term. This will be established via the governance framework outlined in this report.
- 7.4 Over the initial 6 months up to July 2022, key pieces of work focussed around accommodation, housing and key enabling projects in children's services will ensure capacity is provided where most needed in the organisation. Following this, support from an external partner will bring in specialist expertise to develop a detailed evidence based transformation programme, explicitly linking outcomes, financial and performance data and bringing enhanced accountability.

8. RECOMMENDATIONS

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

APPENDIX 1

TERMS OF REFERENCE

Title	TRANSFORMATION & RECOVERY BOARD
Role	To provide oversight and strategic direction for Tameside Organisation’s Transformation and Recovery programme.
Membership	<p>Chair: Cllr Brenda Warrington Deputy Chair: Cllr Oliver Ryan</p> <p>Membership:</p> <ul style="list-style-type: none"> • Executive Cabinet • Single Leadership Team • Chair of Audit and Overview
Key Objectives	<p>To focus on the following objectives to improve outcomes for local communities (residents and businesses) and a sustainable resource position for Tameside Organisation:</p> <ul style="list-style-type: none"> • Reduce inequality and improve outcomes. • Build a sustainable long-term financial position based on increased income, improved efficiency, cost avoidance and reduced demand for services. • Support services to develop new ideas through the provision of high quality enabling services such as governance, legal, business support, finance, human resources, training, policy, engagement and equalities, procurement and commissioning. • Put the public service reform principles at the heart of plans with an ambition to improve resilience and independence in communities. • Use the Corporate Plan as the guiding document to ensure a focus on quality of life as well as financial sustainability. <p>To provide strategic direction to, and support the development and implementation of, a Transformation and Recovery programme.</p> <p>To provide space and opportunity for listening and sharing of ideas and opportunities between senior leaders for further exploration and development by the Transformation Team.</p> <p>To act as a place to gain consensus and agreement at an early stage that initial ideas are developed into fuller and more detailed worked up proposals.</p> <p>To act as a place to achieve shared understanding and common agreement before proposals and reports are then taken into the formal decision making process.</p> <p>To act as a link between Tameside, Greater Manchester and other areas where there are opportunities for collaborative delivery and sharing of good practice.</p> <p>To ensure that the impact on local communities of any transformation projects are duly considered and reflected in final proposals and recommendations – putting the voice of local people at the heard of plans and equality impact assessing where required.</p>

Behaviours & Accountability	<p>The Chair will ensure that:</p> <ul style="list-style-type: none"> • A shared culture, common purpose and trust is developed through a collaborative style. • Every member of the Transformation & Recovery Board has the opportunity to contribute. • Meetings are conducted in an inclusive, professional and open manner. • Recommendations are clear with timescales and responsibility assigned. <p>Transformation & Recovery Board members will:</p> <ul style="list-style-type: none"> • Participate in the work of the Transformation & Recovery Programme and make every effort to attend meetings and constructively contribute. • Keep their areas of responsibility informed of the activities and recommendations of the Transformation & Recovery Programme. • Engage with and be accountable to the Transformation & Recovery Programme and the organisation or community they represent. • Report back any relevant and non-confidential matters and discussions to the Transformation & Recovery Programme from their areas of responsibility and/or the communities of interest they represent. • Endorse and work within the agreed collaborative and inclusive approach of the Transformation & Recovery Programme.
Reporting to	<p>Executive Board – at least quarterly and as required for formal decision making.</p> <p>Executive Cabinet – at least quarterly and as required for formal decision making.</p>
Access to information	<p>Meetings in private.</p> <p>Reports to Executive Cabinet publically available via the Tameside Organisation website.</p>
Schedule of meetings	<p>Monthly.</p> <p>Ad hoc project specific meetings in between as required.</p>
Commissioned	<p>September 2021.</p>
Review	<p>March 2022.</p>

Agenda Item 10

Report to: EXECUTIVE CABINET

Date: 23 March 2022

Executive Member: Councillor Oliver Ryan – Executive Member for Finance and Economic Growth

Reporting Officer: Ian Saxon – Director of Place

Subject: REVISED GRANT LIMITS WITHIN THE HOUSING FINANCIAL ASSISTANCE POLICY 2018-2023

Report Summary: To agree an increase on certain discretionary grant limits within the current Housing Financial Assistance Policy 2018-2023 thereby enabling applicants to continue to obtain the assistance they need in order to maintain independence, reduce hospital admissions and to reduce further calls on other social care services.

Recommendations: That Executive Cabinet approve an increase in the maximum discretionary grant limits on certain forms of assistance within the existing Housing Financial Assistance Policy 2018-2023, as detailed in section 5.4 of this report.

Corporate Plan: The Housing Financial Assistance Policy already assists in meeting the Corporate Plan and this revision will allow it to continue particularly with:

Priority 7 – Longer and healthier lives with good mental health through better choice and reducing inequalities.

Priority 8 – Independence and activity in older age, and dignity and choice at end of life.

Policy Implications: Amending as set out in this report.

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

Budget Allocation (if investment decision)	£2,849,319
CCG or TMBC Budget Allocation	TMBC
Integrated Commission Fund Section – S75, Aligned, In-collaboration	Aligned
Decision Body – SCB, Executive Cabinet, CCG Governing Body	Executive Cabinet
Value for Money Implications – e.g. Savings Deliverable, Expenditure Avoidance, Benchmark Comparisons	Expenditure Avoidance

Additional Comments

The current Tameside allocation from Ministry for Housing Communities and Local Government and Department of Social Care for adaptations during 2021-22 is £2,849,319.

The cost of building related works has increased across the building and construction sector resulting in higher adaptation costs, which are now exceeding the original grant limits set out in the policy. The grant limits therefore need to rise in line with rising

costs to ensure users can access such grants and thus avoid potentially higher care costs that would potentially exceed the cost of the adaptation required.

The rationale for the higher limits is to account for current and potential future inflationary rises to 2023 when this policy is due for review.

Legal Implications:
(Authorised by the Borough Solicitor)

The Regulatory Reform (Housing Assistance)(England and Wales) Order 2002 has provided Council's with power to address housing issues by the provision of discretionary powers to provide assistance in any form for the purpose of improving living conditions.

The Council's use of this discretionary power is set out in the council's Housing Financial Assistance Policy 2018-2023.

As the changes to the grant limits has been brought about by an increase in the costs of the work it is timely that the policy itself is due for review in 12 months' time which will enable toe grant limits to be monitored and reviewed.

Risk Management:

Outlined in Section 7 of the report.

Background Information:

The background papers relating to this report can be inspected by contacting Jim Davies, Housing Adaptations Manager



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1. INTRODUCTION

- 1.1 The Regulatory Reform (Housing Assistance) (England and Wales) Order 2002 (the RRO) gives local authorities a general power to introduce policies for Private Sector Housing, to provide assistance to individuals with renewals, repairs and adaptations in their homes through grants or loans.
- 1.2 The aim of such general powers is to allow a local authority to fund essential home repairs to reduce injury and accidents, and to ensure homes are adequately heated. It also allows the local authority to expand the scope of adaptations available under the Disabled Facilities Grant (DFG) legislation using discretionary assistance. Assistance can be given directly to the individual or through a third party such as a local authority or other partner.
- 1.3 In 2008, Government set in place a number of changes to the administration of mandatory DFG and its use. These changes included the relaxation and removal of the ring-fence element in 2010, allowing the use of DFG monies in a more flexible manner and as part of wider strategic projects within social care, to keep people safe and well at home and to reduce bureaucracy in the grant's administration.
- 1.4 In reducing bureaucracy, local authorities are able to use the RRO to create assistance schemes that help people meet their needs without undergoing a full DFG process.
- 1.5 In order to take full advantage of the relaxed RRO, a local authority must comply with a number of conditions:
 - There must be a formally adopted policy in place, which sets out how the authority intends to use its powers;
 - Any policies must be readily available to the public.
- 1.6 The main provisions applied to any assistance delivered instead of a full mandatory DFG, are:
 - Home owners are owner occupiers;
 - That a full mandatory DFG is still available to the individual should it be requested;
 - Each case must be considered on its own merits and a clear mechanism for applying discretion is made available in all circumstances; and
 - That any scheme must meet identified need.
- 1.7 Assistance can be given as:
 - A grant - a sum of money for a specific purpose, with few or no conditions attached and no repayment required;
 - A repayment loan – interest bearing or 0% repaid in instalments over a period of time;
 - A charge on the property – interest bearing or 0% to be repaid on the sale, transfer or disposal of the property; and
 - A combination of these.

2. TAMESIDE MBC REGULATORY REFORM ORDER

- 2.1 In 2019, Executive Cabinet approved the Housing Financial Assistance Policy 2018-2023 (the new Policy) (see **Appendix 1**) that replaced the previous Policy adopted in 2003. The new Policy increased the number and type of discretionary grants available to disabled and vulnerable residents.
- 2.2 The new Policy was proposed following a large increase in government funding for adaptations that had begun in 2016-17 and to take advantage of the relaxation of the rules in the way funding could be used brought in from 2008. The high level of funding has continued into this financial year.
- 2.3 The introduction of the new Policy and new discretionary grants and grant limits meant more

applicants should be successful with their applications for assistance and fewer people should need to rely on Adult Services for help with care. It is important to understand that adaptations cannot always remove completely the need for care but can reduce the need and help with the way in which that care is targeted to others.

- 2.4 Legislation exempts children (and their parents) from the test of resources up to the maximum limit of £30,000. If the cost of work is above this figure, the parents if homeowners, can apply for a discretionary grant up to £10,000 which is subject to a test of resources.
- 2.5 A significant aspect of the new Policy was to remove the need for some applicants to undergo a test of resources (means test) if the cost of the works could be met within a set grant limit of £5,000. The report approved at Board in March 2019 explained the reasoning behind the new grant arrangements (see **Appendix 2**). All these grants under the new Policy are discretionary grants.
- 2.6 The grant limits in the new Policy were set at figures that were expected to see the Policy through to the end of its 5-year lifespan at which point they would be reviewed.
- 2.7 A complete review of the new Policy is due to begin in late 2022 with a view to implementation during 2023. The review will take into account, amongst other items, the success, or not, of the current grant regime and the level of funding from the Government available at the time of the review.

3 SUMMARY OF THE SUCCESS OF THE HOUSING FINANCIAL ASSISTANCE POLICY 2018-2023

- 3.1 The test of resources, more commonly known as the means tests, used for mandatory DFG has not been revised by the Government since 2010. As benefit and even low income levels have changed in this period, applicants would fall foul of the pre-set limits within the process and then fail the test of resources (means test).
- 3.2 Since approval of the Policy in 2019, the new discretionary grants have allowed many people to benefit from much needed adaptations because they no longer fail the means test. Many have also benefitted from other forms of assistance including minor works to facilitate Hospital Discharge. The removal of the need to undergo a means test has enabled many people to reduce their reliance on Adult Social Care.
- 3.3 Prior to approval of the new Policy in 2019, an exercise was undertaken to determine the impact of introducing a non-means tested grant. Part of the reasoning was to reduce the time taken and the paperwork required to carry out the means test thereby saving time and resources. In addition, the number of people who actually failed the means test was not significant however; the legislation required such a test to be conducted in the absence of an alternative grant available in any approved Policy. Of those that did fail the means test, they would continue to request assistance from Adult Services to provide the care they require.
- 3.4 By removing the need to carry out a means test, the amount of officer time spent collecting information and determining eligibility has reduced considerably allowing them to focus more on delivery and other cases. Delivery of adaptations had improved, as had the numbers of completed adaptations until the Covid-19 pandemic took hold in early 2020.
- 3.5 The number of grants approved and completed in 2020-21 for adaptations was 224 of which 147 (over 50%) were of such value they did not undergo a means test. 64 were approved under the £5,000 grant limit whilst the remainder were approved for lifting and hoisting equipment.
- 3.6 A means test would still be required for those people who require a DFG where the cost of works exceeds the limit in the Policy. A means test is also required for those applications that fall within

the remit of the conditions of the specific grant as noted in the Policy.

4 EFFECTS OF THE COVID-19 PANDEMIC AND BREXIT

- 4.1 The outbreak of the Covid-19 pandemic had an immediate and adverse effect on referrals received, processing of adaptations, the contractors delivering adaptations and the supply of materials for adaptations. Material costs rose dramatically during the first 12 months due to demand caused by the number of projects underway in the DIY market and the slowdown in the production of many essential building materials. Compounding this issue was a rise in costs of the supply of materials from within the UK and from abroad due to excessive demand and import costs. The effect of Brexit was already having a creeping effect on material prices but the pandemic exacerbated this when manufacturing was hit across the globe. Shipping costs have also increased dramatically over the last 12 months adding to pressures on contractors.
- 4.2 In August 2021, Board supported an Executive Decision for a rate rise for contractors in the Adaptations Contract (see **Appendix 3**). The increase, 10%, was much higher than the council would normally have considered for such works but was necessary to cover the increased costs faced by contractors delivering adaptations and in order to retain contractors to deliver adaptations.
- 4.3 The most significant impact on works has been on applications for discretionary grant where the limit is set at £5,000. A large number of bathroom adaptations (amongst others) are approved using this discretionary grant. The effect of the rate rise now means that costs are likely to exceed £5,000 with the unfortunate result that applicants will, by default, be required to apply for a Disabled Facilities Grant and thereby undergo a means test. Due to factors the Council is not able to influence, including the benefit limits fixed in the means test, the situation is reverted to that prior to the introduction of the new Policy: many applicants are now likely to fail the means test at the point of application.
- 4.4 Minor adaptations are another area of works where the increase in costs is having a detrimental effect. Currently Minor Adaptations are provided free of charge at the point of delivery by the local authority. There is no application form required and there is no means test required. Some costs are now becoming such that it is no longer possible to provide Minor Adaptations resulting in the resident making an application for a discretionary grant. By raising the limit on Minor Works, it means the purpose of the grant remains the same and it does not place additional burden on staff having to send out and process application forms.
- 4.5 In addition, applications for discretionary grant assistance for other purposes within the Policy are also at risk. In these grants, the offer of assistance is not necessarily for adaptations and there is a cap on amount of assistance available. If the costs exceed this limit, the applicant must find the balance or is no longer eligible.

5 PROPOSAL TO REVISE SOME DISCRETIONARY GRANT LIMITS

- 5.1 The Regulatory Reform Order (Housing Assistance)(England and Wales) 2002 that came into effect in 2003 requires a local authority to have an approved assistance policy in place under Article 3 in order to provide forms of assistance to residents within their boundary. ODPM Circular 05/2003 lays out how to formulate an assistance policy.
- 5.2 The Circular allows for revision and changes to the Policy without the need to undergo a formal re-adoption process. Any significant changes to the Policy, i.e. removal of or introduction of additional grants, changes to grant criteria will require the Policy to be re-adopted. The changes proposed do not need to be detrimental in order to require re-adoption.
- 5.3 The proposed changes to the current Policy do not change any criteria, are not significant or detrimental to the Policy or to those applicants who may wish to apply for assistance. The

changes to the grant limits will not materially change the grant offer; rather it will maintain the status quo for all applicants, returning the Policy to its original intention when adopted in 2019.

- 5.4 The proposal to increase the grant limits will affect the following discretionary grants:
- | | |
|----------------------------|--|
| • Minor Adaptations | current limit £1,000 – raise to £1,500 |
| • Grant for Adaptation | current limit £5,000 – raise to £7,000 |
| • Tenant relocation grant | current limit £2,000 – raise to £2,500 |
| • Hospital Discharge Grant | current limit £6,000 – raise to £7,000 |
| • Stay Put Scheme | current limit £6,000 – raise to £7,000 |
| • Home Repair Assistance | current limit £6,000 – raise to £7,000 |
| • Safety Net Assistance | current limit £6,000 – raise to £7,000 |
- 5.5 The new grant limits have been determined for the following reasons
- Minor Adaptations are a non-means tested grant with no application forms and the increase here will prevent many smaller adaptations from becoming formal applications taking longer to process and affect staff resource.
 - The Grant for Adaptations was introduced with the new Policy and this change in the limit will allow the rate rise to be accommodated along with a rise in costs for any non-contracted items. The change in grant level will prevent disabled people being subject to and failing a means test with the resulting fall back onto council services.
 - The increase in other grant limits will allow them to keep pace with the rate rise agreed previously.
 - To increase the limit on those grants where failing the means test can have serious implications for the applicant and on council services.
 - It is not clear at this time what will happen with regard to future material costs and supplies, and as such, the new grant limits should be able to absorb any future increases.
 - The new grant limits should be able to assist contractors to continue to work with the council and assist with retention of staff.
 - By increasing the grant limits to the new levels, the Policy will continue through to its review and renewal in 2023 allowing it to absorb any further request for an increase in building costs in the Adaptations Contract without having to request further increases.
- 5.6 There is no proposal at this time to change the discretionary grant amount of £10,000 for Unforeseen Works, Shortfall Assistance Contribution Assistance. These top-up grants provide additional financial assistance for works carried out as part of a Disabled Facilities Grant (DFG) where £30,000 is not sufficient. These grants are rarely used.
- 5.7 There is no proposal at this time to change the discretionary grant for Relocation Assistance for Home Owners, which will remain at £30,000. Applicants can still apply for a separate DFG to assist with adaptations under the terms of the Policy. This grant is rarely used.
- 5.8 A broader review of all the assistance and levels of grant will be carried out as part of the formal review and re-adoption of the Policy during 2023.
- 5.9 It should be borne in mind that these are maximum grant limits and not all works recommended will meet this limit. Works are priced to meet the assessed needs or the requirements of the individual grant applicant, not the grant limit.

6 FINANCIAL IMPLICATIONS

- 6.1 The current allocation of funds to Tameside from Ministry for Housing Communities and Local Government, and Department of Social Care for adaptations during 2021-22 is £2,849,319. This level of funding has been rising year on year since 2015-16. The amount identified to the programme for the delivery of adaptations under the Policy is £2,000,000 for 2021-22. There is more than enough capacity within the Tameside allocation to cover any increase in expenditure.

- 6.2 Since the increase in the yearly allocation of funding began, the amount spent on Adaptations has consistently been less than the allocation due to a variety of factors: capacity in OT Services, number of referrals, capacity in Housing Adaptations team, etc.
- 6.3 The changes to the Policy will not result in any new increase in expenditure over the £90,000 and £150,000 per year identified in the approved report for the rate rise in the Adaptations Framework. This is because the changes will only affect the type of grant approved and not the number of grants approved; the amount will be in line with the contracted rates and the recent approved rate increase.
- 6.4 There is a requirement for homeowners to agree to the General Consent Order 2008 when applying for a DFG. A charge is registered against the property on the local charges register for the required amount. This allows the Council to recover some or the entire grant that exceeds £5000 up to a maximum of £10,000 should the property be disposed within 10 years following grant completion and where the applicant does not meet pre-set exemption criteria.
- 6.5 Grant conditions are also attached to the non-adaptations grants (Home Repair Assistance, Stay Put Assistance and Safety Net Assistance). A charge is registered on the local charges register for the full amount of grant. This allows the Council to recover the full cost of the grant should the property be disposed within 10 years. Details of all grant conditions are included within the Policy at **Appendix 1**.
- 6.6 The non-adaptation grants use repaid Housing Capital Grant from now defunct schemes and have no impact on the funding from central government or the council's capital budget.

7 RISKS

- 7.1 The main and crucial risk to not agreeing to raise grant limits is the potential for applicants to fail the statutory means test. The discretionary Grant for Adaptation is the grant most affected by the contractor rate rise due to the number of grants applied for and approved during the year. The actual number of grants approved is dependent upon the number of people referred to Housing Adaptations Service by Adult Services. In 2020-21, 64 such grants were approved and 67 have been approved to end of December 2021. Other forms of discretionary grant are also at risk.
- 7.2 If, for example, the current discretionary grant limit remains at £5,000, the grant process will automatically revert to the mandatory DFG process when the cost of works exceeds this amount. The effect of this is many more applicants will be required to undergo a means test. The Government set limits at which income and certain benefits begin to affect the means test is out of date and, aside from benefit changes, has remained generally the same for the last 10 years. Therefore as lower incomes rise applicants can find themselves breaching the income threshold of £15,275 (current) at which the means test is then applied. The test considers any income over the pre-set limit as disposable income and it uses this figure to determine if the applicant could afford to borrow the money using a commercial loan. The out of date multipliers within the means test calculates the level of borrowing the applicant could achieve irrespective of the works and costs.
- 7.3 If the means test determines a contribution, this can range from a few hundred pounds to the whole cost of the works. There are very few cases where the applicant is in a position to fund any contribution with the tendency for the applicant to withdraw from the process and to continue to struggle without the adaptations. The applicant will therefore continue to receive support, or request additional support, from Adult Services thereby draining valuable resources. Care costs and other interventions can quickly exceed the cost of an adaptation. In a very recent case, the applicant for a DFG had a nil assessed contribution but the cost of providing care for 4 weeks was over £20,000 compared with the cost of a ceiling track hoist and ramped access at £8,000.

7.4 The Housing Financial Assistance Policy 2018-2023 has greatly reduced the number of people failing the test of resources allowing them to receive adaptations greatly improving their independence and reducing care costs.

8 RECOMMENDATION

8.1 As set out at the front of the report.

HOUSING FINANCIAL ASSISTANCE POLICY 2018 - 2023

ASSISTANCE UNDER THE REGULATORY REFORM (HOUSING ASSISTANCE) (ENGLAND AND WALES) ORDER 2002

1.0 BACKGROUND

1.1 Strategic Context – The Corporate Plan 2016-21

Tameside Council is committed to maximising the wellbeing of the people of Tameside. We are committed to supporting economic growth, increasing the self sufficiency of individuals and families, and protecting the most vulnerable.

- 1.2 Everything we do will aim to make this vision a reality by focusing our resource on what matters. Our core purpose and values put people at the forefront of services to ensure that every decision we make supports economic growth and self-sufficiency. We will work with residents to do this by asking them to take on greater responsibility in their families, communities and areas, supporting them when they need help.

We want Tameside residents to have the best opportunities to live healthy and fulfilling lives by focussing our resources on a number of priorities, including:

- Reduce levels of benefit dependency
- Support families to care for their children safely
- Work with businesses to create opportunities for residents
- Help people to live independent lifestyles supported by responsible communities
- Improve the health and wellbeing of residents
- Improve housing choice
- Protect the most vulnerable

- 1.3 We will use our resources to help people get the maximum benefit for the communities in Tameside. We are committed to doing only what matters by understanding what people need and designing our services to meet that need. We will have to change the way we work to achieve our vision and priorities. We are committed to only doing what matters, by understanding what people need and designing services to meet this need.

1.4 Care Together in Tameside

Care Together in Tameside & Glossop is a joint venture between health care providers and Tameside Council to provide and operate an integrated system of health and social care.

- 1.5 Preventing people from becoming ill is the key approach and to this and Care Together wish to see the residents of Tameside remaining fit and well for as long as possible. However it is accepted some people will have on-going health and care needs, so part of the programme is to provide better support to those people who need it when they need it.
- 1.6 The Care Together programme will enable people to make lifestyle choices, including the means to increase self-care at home and maintain independence, that means a trip to the hospital or doctor is something they will rarely have to make.

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1.7 Improving the way in which the Council delivers adaptations and financial assistance will assist in the delivery of its priorities in the Corporate Plan and will also assist with the aims of the Care Together programme in Tameside.

2.0 THIS FINANCIAL ASSISTANCE POLICY

2.1 The Regulatory Reform (Housing Assistance) (England and Wales) Order 2002 gives local authorities the ability to design their own financial assistance policies to suit their specific requirements and priorities.

2.2 Tameside Council will continue to provide the means to allow vulnerable and disabled residents access to existing forms of financial assistance which will assist them in maintaining independence, preventing further deterioration in their condition and reducing the need to call upon social care and health services. The Council will also introduce new forms of assistance to enable the offer to be increased to include the elderly and the vulnerable home-owner. This will assist those individuals who may not yet qualify for an adaptation but who may need other assistance to prevent or defer the need for further assistance.

2.3 Research has shown that there is a direct link between poor quality housing and poor health. Dampness, lack of good heating, disrepair, poor ventilation and other health and safety issues can cause or contribute to poor health. The Care Act 2014 embeds the concept of suitable living accommodation within the guiding principles of the entire care and support system envisaged by the Act. In addition to housing being a part of the legal definition for wellbeing, independent living is confirmed as a core part of the wellbeing principle. The Council therefore need to be proactive in improving the ability of vulnerable and elderly people to maintain independent living whether they are disabled or not.

2.4 Government acknowledges the importance housing can make in delivering preventative measures and the long term cost savings that can result from it. The longer elderly and vulnerable people can remain outside the health and social care system the better it is for that individual and for other parts of the Social Care service.

2.5 The ability to link up with other preventative schemes provided through the Better Care Fund, such as a handy person service should not be ignored and, with the Disabled Facilities Grant (DFG) no longer being ring-fenced, funds and the ability to provide more widespread assistance with this revised and updated Policy gives the Council the opportunity to make a real difference to the lives of vulnerable and disabled people in Tameside.

2.6 There are also many non-disabled residents in Tameside who are home owners and of these many are vulnerable or elderly, or both, and who struggle to fund works to their properties due to reduced savings, high cost of repairs and fear of dealing with builders. Some find it very difficult to arrange repairs for various reasons (capacity, illness, anxiety etc.) and others are concerned about stories of disreputable companies even with various "trusted" schemes in operation. This can lead to them doing nothing, allowing their property to deteriorate further which then has a knock on effect on their health leading to intervention from health and/ or social care services. It can become a vicious circle that is difficult for to break.

2.7 The purpose of this updated Regulatory Reform Order (RRO) Policy is to continue with the mandatory and discretionary types of assistance available to disabled people and to extend and expand the forms of discretionary assistance to include the elderly and the vulnerable home owners in the borough.

2.8 The RRO Policy will achieve this in such a way to enable the Council deal with immediate health and safety issues, to prevent where possible admissions to hospital and to improve the

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overall housing stock thereby allowing those people to remain in their homes for longer and to lead more independent lives.

- 2.9 Any and all assistance provided under this Policy, with the exception of Mandatory DFG is at the discretion of the Council and is subject to available resources. This Policy shall remain in force subject to minor revisions until such time as it is felt necessary to review it. In any event a review shall be carried out no less than 5 years from this Policy coming into force.
- 2.10 During the lifetime of this RRO Policy the Council may introduce a new delivery agency or it may delegate delivery of these forms of assistance to a third party provider (e.g. Tameside & Glossop Care Together or a Home Improvement Agency). If this should occur the forms of assistance within this Policy will remain in force unless formally amended by a review. It should be noted that in circumstances where the Council does delegate delivery of grant assistance this Policy will remain as the Council's formally adopted Policy for financial assistance and any delivery will remain true to this Policy.

3.0 FORMS OF ASSISTANCE

- 3.1 With the exception of mandatory DFG, assistance provided through this Policy should be seen only as being available on a single occasion only. The Council will endeavour to advise people on how to maintain their homes and will expect them to do so following any help given without resorting to further financial assistance.
- 3.2 The Council fully recognises that it is the responsibility of home-owners to maintain their properties and the assistance set out below is to provide help for those home-owners who have difficulty in meeting this responsibility. This Policy is designed to reflect that such responsibilities but also to provide help and assistance and target it where appropriate and most needed.
- 3.3 The Council also recognises that poor quality housing has a direct and long term effect on the health of the occupants. This Policy makes use of the powers provided by the RRO to increase the offer of assistance and its application to residents of Tameside in order to allow vulnerable, elderly and disabled people to live and remain in their homes, and to help maintain their independence whilst at the same time improving housing stock and reducing the call on other health and social care services.
- 3.4 With the exception of mandatory DFG, which may require the applicant to make a financial contribution, financial assistance provided by this Policy should not be considered as being free. In the majority of cases there will be a requirement to repay the grant should conditions not be met or upon transfer of ownership of the property within a specified period of time.

3.5 Adaptations for Disabled People

Assistance for the provision of adaptations will continue, generally, to be available following an assessment of need. Minor adaptations costing less than £1,000 will continue to be free at the point of delivery and will be provided at no cost to the disabled person via existing arrangements within the Council or any organisation this provision may be delegated to. The vast majority of adaptations at a cost in excess of £1,000 will be met by the mandatory DFG and Discretionary Grant Assistance as determined by the Council within this Policy.

- 3.6 In 2008, the government made a number of changes to the way DFG was administered and the ways in which it could be used. This was as a result of a cross departmental review of the programme and an independent study carried out by the University of Bristol. These changes included removal of the ring-fence (in 2010), allowing DFG monies to be used more flexibly and as part of wider strategic projects to keep people safe and well at home, and to reduce bureaucracy in the grant's administration.

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3.7 As a result Tameside Council wishes to further embrace these changes and improve the way in which it provides assistance to disabled residents in the borough. Whilst the Council will continue to offer adaptations via the mandatory DFG it will now offer a wider provision of forms of assistance.

3.8 As part of this Policy the Council will introduce a new range of offers for people in need of assistance towards maintaining their independence and health, and to enable them to remain living in their own home.

4.0 MANDATORY DISABLED FACILITIES GRANT AND DISCRETIONARY FUNDING ASSISTANCE MEASURES

4.1 Mandatory Disabled Facilities Grant

The provisions governing DFG are contained within the Housing Grants, Construction and Regeneration Act 1996 as amended and as per the Regulatory Reform (Housing Assistance) (England and Wales) Order 2002.

4.2 The Council will continue to provide assistance utilising the mandatory DFG up to the maximum grant assistance of £30,000 to those people who qualify to make applications under the legislation.

4.3 The Council may if it deems necessary, in circumstances where resources become limited and/ or demand increases significantly, place referrals for potential applicants for assistance on a waiting list in strict date order prior to being invited to make their application for grant assistance. In such circumstances the potential applicant will be issued a letter explaining the situation with regard to the list and will then receive further updates on a cyclical basis no later than every six months. The Council will however give priority to referrals that are deemed to be of an urgent nature as determined by Housing Services and Social Care.

4.4 The rules for circumstances where repayment of mandatory DFG may apply are applicable.

4.5 Proportionate Mandatory Disabled Facilities Grant

As part of this Policy the Council wishes to allow disabled people who are home owner applicants, or their representatives, to carry out works to their property to provide adaptations over and above those as assessed as being necessary and appropriate by an Occupational Therapist (OT). In such cases the disabled person or their representative will wish to provide adaptations in a way that is different to or exceeds the requirements of the assessed need. The Council may in these circumstances offer financial assistance in the form of a DFG up to the maximum of £30,000.

4.6 Under this Policy the Council will provide a Proportionate Grant (DFG), where applicable, to cover the costs of works which would have met the assessed needs of the disabled person rather than the works that have actually been carried out. This type of assistance would be the same, in operation, to a Personal Application where the client or their representative makes their own application for DFG funds and oversees the works themselves.

4.7 Such instances may include, for example, situations where the assessed need by the OT results in the recommendation for a stairlift and conversion of the upstairs bathroom into a wet floor shower room. However the disabled client or their representative may wish to extend their current property to create ground floor living facilities. The Council in most cases, where considered appropriate, will be able to assist in this process.

4.8 The OT will have made their recommendations as being the most appropriate, reasonable and cost effective way of meeting the assessed needs of the disabled person in consultation with an appropriate officer from the Council. In such circumstances the extension would be considered over and above that which is necessary or appropriate to meet those needs,

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although the OT may acknowledge and agree the alternative proposals will still meet their needs.

- 4.9 The disabled client could decide to continue with their decision to create the extension and the Council may agree to provide grant assistance to the same value of the adaptations that were originally assessed as being suitable in meeting the client's needs (the stairlift and the bathroom conversion). In this case the client is able to have their needs met in a way that is preferable to them and the Council is able to provide the financial assistance it was willing and able to make to meet those original assessed needs.
- 4.10 Each case will be assessed on individual merit and will still be required to meet the needs of the client as assessed by an OT. The financial assistance provided would be under the terms of the DFG and subject to the same conditions and a local land charge may be placed to protect the funds. This charge will be in addition to any charge already to be registered as part of the General Consent Order 2008.
- 4.11 The rules for circumstances where repayment of mandatory DFG may apply are applicable.
- 4.12 **Grant for Adaptations (Discretionary Grant Assistance)**
As part of this Policy the Council will exempt any application for financial assistance for adaptations the need to undergo the test of resources (means test) for DFG where the financial assistance is under £5,000.
- 4.13 As part of this Policy and as part of this Discretionary Assistance the Council will, where the applicant is living in supported accommodation operated by, or on behalf of, the Council where certain facilities may be shared, provide assistance for adaptations.
- 4.14 This will mean any successful applicant (owner, occupier or tenant) for many typical adaptations and some specialist items will no longer have to make any contribution. The applicant will still be required to complete an application form; however this will be less onerous than the full DFG process. Grant Assistance in such circumstances will be known as a Grant for Adaptation (GFA). There is no requirement to repay this assistance subject to compliance with the Tenant or Owner certificate.
- 4.15 **Provision of Equipment (Straight and Curved Stairlifts, Ceiling Track Hoists and WC's with a douche facility (Discretionary Grant Assistance)**
There are circumstances where the Authority will wish to provide financial assistance for adaptations that can provide immediate assistance to aid with certain lifting and hoisting operations and personal care operations.
- 4.16 As part of this Policy and as part of this Discretionary Assistance the Council will arrange for the installation of these adaptations where there is a need for them to be installed quickly and without the need for associated works. These works will be exempt from the need to undergo a test of resources (means test) and the need to submit a formal application.
- 4.17 The installed equipment will be installed in accordance with the arrangements of any active scheme for long term maintenance agreed by the Council.
- 4.18 **Payments towards Adaptations (Discretionary Grant Assistance)**
There are circumstances where the Authority will wish to provide assistance beyond that already covered by legislation noted in this Policy and as such will now form part of this Policy. This assistance will only be available to applicants who own or have an interest in a property. Typical examples are given below:
- 4.19 **Unforeseen Works Assistance:** In circumstances where the maximum grant has been awarded and unforeseen works occur, the Council may, at its discretion, consider additional grant assistance. These works must have been unforeseen at the time the grant application

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was approved and be of such importance that without funding the scheme will fail. This may include such items as, but not restricted to: drainage works, change in foundation requirements and Building Control issues.

- 4.20 In such cases the additional grant funding will be means tested and this will apply equally to cases involving children and adults. In the case of a child application the parents or legal guardians will be subject to a means test (the statutory test of resources associated with the DFG). Where a test of resources has already taken place no further test will be required.
- 4.21 Any additional grant shall be protected by a local land charge for a period of 5 (five) years and will be repayable should the property be disposed or transferred. This charge is in addition to any charge already to be registered as part of the General Consent Order 2008.
- 4.22 The maximum discretionary grant for unforeseen works will be £10,000 bringing the total amount of assistance available, with DFG, to £40,000.
- 4.23 **Shortfall Assistance:** In circumstances where the cost of providing the adaptations as recommended by the OT exceeds the maximum DFG grant permissible the Council may, at its discretion, approve additional funding to cover this shortfall.
- 4.24 In such cases the additional grant funding will be means tested and this will apply equally to cases involving children and adults. In the case of a child application for additional funds the parents or legal guardians will be subject to a means test (the statutory test of resources associated with the DFG).
- 4.25 This additional grant will be registered as a local land charge and will be repayable within 5 (five) years following completion of the works should the property be disposed or transferred. This charge is in addition to any charge already to be registered as part of the General Consent Order 2008.
- 4.26 The maximum discretionary grant for shortfall funds is £10,000 bringing the total amount of assistance available, with DFG, to £40,000.
- 4.27 **Contribution Assistance:** In circumstances where the disabled person or applicant cannot meet the contribution indicated towards the costs of the works, which has been determined by the statutory test of resources associated with the mandatory Disabled Facilities Grant the Council may, at its discretion, provide funding to meet the contribution.
- 4.28 This additional grant shall be protected by a local land charge for a period of 5 (five) years and will be repayable should the property be disposed or transferred. This is in addition to any charge already to be registered as part of the General Consent Order 2008.
- 4.29 The maximum discretionary grant to meet a contribution is £10,000 bringing the total amount of assistance available, with DFG, to £40,000. The general rules relating to contribution and grant will apply in such applications.
- 4.30 **Relocation Assistance – Home Owners:** Relocation assistance applies in circumstances where the disabled person needs to move from their existing residence as a result of being unable to adapt the property. In such circumstances financial assistance can be offered subject to certain qualifying criteria.
- 4.31 Where a house move is involved, the grant will be available to cover the typical costs of moving. Such costs may include specific support and advice relating to the disability, legal fees, estate agents fees, removal expenses and stamp duty and a contribution towards the cost of the house where it is more expensive than the existing property.

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- 4.32 In reaching a decision about a contribution in the case of a more expensive property, a general principle of not funding an enhancement to the overall accommodation will be followed. In reaching a decision about a contribution the Council will not permit this assistance if the acquisition places the applicant in negative equity.
- 4.33 In all cases of relocation assistance the proposed property must be inspected by an OT and a Technical Officer to determine that the proposed property is suitable for the needs of the disabled person and that it needs no further adaptations or that it needs fewer adaptations than the current property occupied by the disabled person.
- 4.34 A general rule of not funding adaptations to a proposed property, where the cost of the adaptations is estimated to be the same as or more than those proposed for the original property, will be applied. Also a general rule of not providing financial assistance to retrospective house purchases including where contracts have been exchanged and/ or that have not received any input from an OT or Technical Officer will be applied.
- 4.35 Where funding is available, the maximum discretionary grant to facilitate relocation will be £30,000. This means that where a mandatory Disabled Facilities Grant has also been approved, the maximum assistance available to any person will be £60,000.
- 4.36 This Relocation Assistance grant shall be protected by a local land charge for a period of 10 (ten) years and will be repayable should the property be disposed or transferred. This is in addition to any charge already to be registered as part of the General Consent Order 2008.
- 4.37 No other form of discretionary grant assistance will be available in cases where Relocation Assistance is approved.
- 4.38 **Relocation Assistance – Tenants of Social and Private Landlords:** Relocation assistance applies where the existing property is not suitable for adaptation to meet the needs of the tenant and/ or it is deemed more appropriate for the tenant in the long term to move to a more suitable property. In such circumstances financial assistance can be offered subject to certain qualifying criteria.
- 4.39 Where a house move is involved, the grant assistance will be available to cover the typical costs of moving. Such costs may include specific support and advice relating to the disability, removal costs, arranging for carpets to be lifted and re-laid (including new underlay), new vinyl flooring (not laminate flooring), refitting of tv aerials, connection of phone lines, etc.
- 4.40 This assistance is not intended to provide adaptations or repairs. Repairs to the property will be the responsibility of the landlord and any adaptations required will be subject to an assessment of need by an OT.
- 4.41 In all cases of tenant relocation assistance the proposed property must be inspected by an OT and a Technical Officer to determine that the proposed property is suitable for the needs of the disabled person.
- 4.42 In cases where a tenant moves to a property more suitable for their needs they may also be able to apply for other forms of funding to enable the property to be adapted to meet their specific needs. It is possible to be approved for both types of assistance.
- 4.43 The maximum amount that can be claimed is £2,000 and the applicant will need to provide receipts to prove expenditure. Where there is financial incentive from the landlord to assist with moving the tenant must first apply for the landlord assistance. In such circumstances the Council's relocation assistance will be used to cover the remainder of the relocation costs up to the maximum grant permitted £2,000. There is no requirement to repay this grant. This grant is only available once in any 3 year period.

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- 4.44 **General Conditions:** In all cases of discretionary grants noted above, financial assistance will only be available from the Council when it is satisfied that the disabled person or applicant, whichever is the appropriate person subject to the test of resources, is unable to raise those resources themselves or from any other third party.
- 4.45 In practice, this will mean that the disabled person or their parents, or legal guardians, in the case of a person under eighteen years of age, will have to demonstrate that when taking into account their income and existing housing costs, they are unable to access sufficient funds from savings, or from a recognised commercial lender, charitable source or via any loan scheme promoted by the Local Authority developed as a result of the RRO for the needs of the disabled person to be met.
- 4.46 If the disabled person's home is in the ownership of a registered social landlord and in the absence of other viable options (the landlord not providing appropriate funds) then additional assistance may be given to allow a scheme to be undertaken only under sections 4.16 and 4.24 of the Discretionary Grant Assistance section above. In such there will be no charge placed on the property.
- 4.47 The Authority when satisfied that sufficient monies are unavailable to carry out necessary works to meet the disabled person's needs, as agreed by Social Services in the circumstances outlined in section 4.20 of this section, a grant up to a maximum of £10,000 to meet any shortfall will be provided.
- 4.48 The Council will not provide assistance for a social tenant to purchase a property. The Council will expect the social landlord to provide alternative accommodation.
- 4.49 Any Discretionary Grant made under this section of this RRO Policy (not including social landlord properties) will be registered as a local land charge and will be wholly repayable upon disposal or transfer of the property for a period of five (5) years or ten (10) years, dependent upon the type of assistance approved, from completion of the works. This applies independent of any charges placed under the terms of the General Consent Order 2008. There will be no interest charged upon repayment of any Discretionary Grants in this section.
- 4.50 In certain circumstances the Council may not require repayment of discretionary grant subject to the following:
- The death of the disabled person.
 - The deterioration of the disabled person's condition so that the existing accommodation is no longer suitable to meet that person's needs.
- 4.51 The Council is permitted by an update to the 1996 Act: 'Disabled Facilities Grant (Conditions relating to Approval or Payment of Grant) General Consent 2008' (commonly known as the General Consent Order 2008) to demand repayment of Grant from the recipient where the amount of grant awarded exceeds £5,000 but may not demand an amount in excess of £10,000, upon breach of certain conditions. The conditions are contained within the Order and are secured by way of a local land charge. This General Consent Order charge applies to DFG only and therefore may result in two (2) charges being placed for differing amounts on the same property.
- 4.52 **Hospital Discharge Grants (Discretionary Assistance)**
The Council may, as funding permits, operate a grant that allows people who are home owners or tenants and who have been subject to a stay in hospital, to have certain works carried out on their property that will allow them to return home. This grant will enable the applicant to return knowing that it is more suitable for them to live in and will prevent, where reasonably possible, re-admission to hospital.

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- 4.53 This form of assistance may be given to any person being discharged from hospital where the works are deemed necessary to allow the applicant to return to their home (where without the works it would be impossible to return home) and where the work enables them to live safely, improves their wellbeing and maintain their independence. This grant is not aimed at providing home improvements or for providing adaptations where the GFA or mandatory DFG, depending upon the needs of the client, may be more appropriate.
- 4.54 Under this Policy, the Council may provide funds to support the provision of the “Hospital Discharge Grant” and may advance funds to qualifying persons to enable works to be carried out as detailed below:
- 4.55 Works eligible for assistance may include, but are not limited to:
- Deep cleaning
 - De-cluttering
 - Minor adaptations
 - Heating repairs
 - Minor building repairs
 - Repairs to roofing
 - Electrical repairs
- 4.56 The applicant, or his representative, for the advance of funds will, at the time of the application, have been admitted to hospital and be unable to return home unless the required works are carried out. The grant will be up to a maximum of £5,000 and cannot be used to provide major adaptations. The grant will not be subject to a test of resources and the applicant will not be required to repay the grant.
- 4.57 All works carried out must only be the minimum necessary to facilitate the discharge and must not be used to enhance the property. All works must be as per recommendations made by the Hospital or other medical professional in order to necessitate the discharge.
- 4.58 **Dementia Assistance Grant (Discretionary Assistance)**
The Council may, as funding permits, operate a non-means tested grant that allows people who are home owners or tenants of any age and who are affected by any form of dementia as determined by a health professional to apply for assistance. This grant will enable the beneficiary to make changes to their home that will support them to live safely and for longer.
- 4.59 Under this Policy, the Council may provide funds to support the provision of the “Dementia Assistance Grant” and may advance funds to qualifying persons to enable works to be carried out. Examples of works may include:
- Colour and contrast decorating
 - Carbon monoxide/ cold/ heat alarms
 - Specialist lighting
 - Safety flooring
 - Digital technology
- 4.60 The maximum amount of assistance that can be awarded is £1,000 and this will be paid direct to the applicant upon presentation of valid original receipts. Applicants will only be able to apply once within a 2 year period.
- 4.61 **Non Adaptation Financial Assistance (Discretionary Assistance)**
Grant assistance for works carried out as part of the following initiatives will be subject to the statutory test of resources. There is no entitlement to qualify for the following forms of assistance. This assistance is only available to home owners who meet the required criteria.
- 4.62 **“Stay Put” Scheme:** The Council may, as funding permits, operate a “Stay Put” style service for owner occupiers over 65 years of age. The service will provide professional help to owners wishing to carry out repairs and improvements to their homes. In many cases, owner-occupiers falling into this category have substantial equity in their properties, which with appropriate

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advice they can access to help maintain their home. Where possible, but not to the detriment of the applicant, the works will be completed to ensure the property meets the requirements of the individual and the Housing Health and Safety Rating System (HHSRS).

4.63 Under this Policy, the Council may provide funds to support the provision of a “Stay Put” service and may provide financial assistance (grant) to a qualifying owner/ occupier to enable works to be carried out as detailed below:

- An applicant for grant will be over sixty five years old and have an owner’s interest and be resident in the property, which is to be the subject of the works.
- The property must have been the only and main residence of the applicant (including spouse) for the previous 3 years.
- The grant will be for works over £500 up to a maximum of £6,000 over and above any contribution made by the applicant.
- The grant will only be available on one occasion.
- The applicant will be in receipt of a means tested benefit or will be subject to a test of resources, which will be the national test of resources used for mandatory DFG but including any existing borrowing for housing costs (mortgage) which exceed the national allowance already contained within the test. Where a contribution to the cost of the works is indicated by this test, a grant will only be available over and above this contribution, up to the cost of carrying out the necessary works or £6,000, whichever is the smaller amount. This grant will also include any chargeable fees for providing the service.
- The grant will be registered against the property as a local land charge and will be repayable in full upon disposal, sale or transfer of the property for a period of up to 10 (ten) years from completion of the works. There will be no interest charged on this grant.

4.64 Necessary works for which an advance may be made include the following:

- All works related to keeping the property wind and weather tight.
- Health and Safety Issues such as defective electrical wiring, replacement or repair of heating/hot water systems, structural defects including boundary walls and uneven pathways
- Provision or replacement of defective basic amenities
- Defective windows and doors
- All works related to the treatment of dampness
- All works related to timber infestation and rot
- Repair works following damage which was uninsured or underinsured and which may create a health and safety issue
- Security works including gates or fencing but not home alarm systems
- Other works associated with satisfactory completion of any of the above or supported by the Housing Manager.

4.65 Works to provide adaptations will not be considered under this type of assistance. Works to outbuildings will not generally be included unless they provide fuel storage, WC facilities or where further deterioration to them could result in injury to the occupier or would result in physical deterioration to the main dwelling.

4.66 Works outside of those listed above (those works considered to be of a Home Improvement nature) cannot be considered for grant assistance under the terms of this Policy. The Council can provide a technical assistance service for such works and may be willing to act on behalf of the owner. Such works will be fully funded by the owner. Grant assisted and non-grant assisted works can be carried out at the same time. Payment would be required in advance of any works commencing.

4.67 The grant will only be available on one occasion except, at the Council’s discretion, works which were unforeseen at the time of the first grant become necessary because they present a danger to the occupiers or passers-by or substantial deterioration of the property would result if they were not carried out.

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- 4.68 In the event of the death of the applicant within the ten-year period of the land charge and that person is survived by a spouse or partner who continues to occupy the property, which is then transferred as a result of probate, the repayment of the advance will not be required until or unless another sale or transfer takes place within the original ten-year period.
- 4.69 An application from the owner-occupier of a mobile home/houseboat may be considered where it is the applicants' only or main residence and has been for a period of at least three years immediately preceding the date of the application in the same locality. Due to the nature of the construction of this type of habitation, the works of repair and/or replacement for which an advance may be made, will be at the discretion of the Council.
- 4.70 **Home Repair Assistance**
The Council may, as funding permits, offer assistance to any owner/occupier who does not fall within the criteria of the "Stay Put" scheme and is deemed to be on a low income and/ or vulnerable. This assistance will only be used where a property is considered by the Council to be in need of repairs in order to remove a health and safety issue, reduce risks and accidents around the home, and where it improves wellbeing and promotes independent living.
- 4.71 Under this Policy a grant may be made by the Council to carry out necessary works to remove one or more risks where they are satisfied that the owner cannot raise sufficient funds in the form of savings, loans available either commercially, through a charitable body or via any loans made available or developed by the Council as part of this Policy. The applicant will be required to provide such evidence as requested of their inability to raise such funds. Where possible, but not to the detriment of the applicant, the works will be completed to ensure the property meets the requirements of the Housing Health and Safety Rating System.
- 4.72 Under this policy, the Council may provide funds to support the provision of the "Home Repair Assistance" and may provide financial assistance (grant) to a qualifying owner occupier to enable works to be carried out as detailed below:
- 4.73 Necessary works for assistance may include:
- Keeping the property wind and weather tight,
 - Health and safety issues (heating/ hot water, electrics, structural problems, uneven pathways),
 - Provide/ replace defective basic amenities,
 - Defective doors and windows,
 - Timber infestation and rot,
 - Repairs following uninsured damage,
 - Security issues to the property, etc.
- 4.74 The applicant will be in receipt of a means tested benefit or will be subject to a test of resources, which will be the national test of resources used for mandatory Disabled Facilities Grant but including any existing borrowing for housing costs which exceed the national allowance already contained within the test. Where a contribution to the cost of the works is indicated by this test, a grant will only be available over and above this contribution, up to the cost of carrying out the necessary works or £6,000 whichever is the smaller. The grant will include any chargeable fees for providing the service. The minimum grant will be £500.
- 4.75 The grant will be over and above any funds, which can be raised, and up to the amount required to remove the risk.
- 4.76 A Home Repair Assistance grant will be registered as a land charge and repayable in full upon sale or transfer of the property within ten (10) years from the date of completion of the works.

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The amount payable will be the whole of the original grant approved by the Council. There will be no interest charged on this grant. The minimum grant will be £500

- 4.77 This element of the Policy would only be applied to home owners who cannot receive assistance under any other sections of the Policy.
- 4.78 In the event of the death of the applicant within the ten-year period of the land charge and that person is survived by a spouse or partner who continues to occupy the property, which is then transferred as a result of probate, the repayment of the grant will not be required until or unless another sale or transfer takes place within the ten-year period.
- 4.79 The grant will only be available on one occasion except, at the Council's discretion, works which were unforeseen at the time of the first advance become necessary due to reasons of health and safety.
- 4.80 Where funding is provided for "Assistance for the Over 65's" and "Home Repair Assistance", priority will be given to the Over 65's Scheme should funding be restricted or reduced.
- 4.81 **Safety Net Assistance**
It is the responsibility of the home owner to maintain their property and to keep it maintained to an acceptable standard. It is recognised that there may be certain circumstances where an owner occupier is unable to carry out this responsibility due to their financial circumstances and in these cases the Council would wish to offer appropriate assistance.
- 4.82 In circumstances where the owner occupier does not qualify for either the Stay Put scheme or the Home Repair Scheme and where an extreme risk to the health and safety of the occupier or other members of the public exists due to the condition of the property the Council may provide financial assistance. The level of assistance will be determined by the Council based upon the evidence available and may include advice or reports from relevant professionals.
- 4.83 The Council may make financial assistance available as an interest free loan to carry out works necessary to remove the assessed risk where they are satisfied the owner is unable to raise sufficient funds in the form of savings, loans which may be commercial or via any loans made available under an arrangement developed by the Council.
- 4.84 In order to satisfy the Council that sufficient funds cannot be raised, it will be necessary for the applicant to show that any commercial loan will not be made where it is based upon the household income taking into account any existing commitments that are household related and relevant to the property.
- 4.85 Any financial assistance offered by the Council will be over and above any funds which can be raised by the applicant, and up to only the amount required to remove the assessed risk. In any event the maximum loan will be £6,000.
- 4.86 Any financial assistance will be registered as a local land charge on the property and will be repayable in full upon sale or transfer of ownership of the property within ten (10) years from the date certified as completion of the works.
- 4.87 **Requests for Assistance Falling Outside this Policy**
In general it is anticipated that the majority of requests for financial assistance will fall within the scope of this Policy. It is however acknowledged that there may be occasions where the stated assistance cannot meet the needs of the applicant in full or in part.

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- 4.88 An application which falls outside the scope of this policy may, if it is felt appropriate by the Head of Service or Service Manager due to the particular circumstances, be considered for financial assistance in consultation with the Director of Growth.
- 4.89 In some circumstance it may be more appropriate to consult with the Director of Children's Services or the Director of Adult Services.
- 4.90 Such a scheme, if approved and subject to availability of finance may be funded using Discretionary powers contained within this Policy.

5.0 MAKING A REFERRAL FOR AN ADAPTATION

- 5.1 The majority of requests for adaptations and in particular Disabled Facilities Grants are referrals from Children's Services and Adult Services' OTs.
- 5.2 Where an applicant is requesting funding via the DFG process the Council has a duty to consult with the Social Care Authority and as such will ask them for an opinion to ensure that the adaptations being requested are necessary and appropriate in line with the legislation. If such an opinion cannot be obtained within a reasonable timescale the Council reserves the right to obtain such an opinion from a private OT at no cost to the individual.
- 5.3 Where a referral does not come from a Children's or Adult Services OT the Council may, depending upon the type of adaptation being requested, require the potential applicant to obtain an assessment of need to confirm there is in fact a need.
- 5.4 It is possible for referrals to be made by other health professionals and non-health sources and each one will be considered upon its' merit.

5.5 Individual Applications for DFG Funds

It is possible to make applications directly to the Council by making a Personal Application. This only applies to works to be funded for DFG.

- 5.6 In circumstances where an individual wishes to make a Personal Application for DFG the Council will provide the necessary application forms along with guidance on how to complete and submit the application. The Council however is under no obligation to provide any assistance in the preparation of the application or obtaining quotes. The Council will charge a fee for checking the application and for inspection of the works which it will add to the grant at approval stage.
- 5.7 Details on how to make a Personal Application can be obtained from the Council by contacting the Council at the address below.

5.8 General

Any assistance, other than mandatory DFG, provided under this Policy is at the discretion of the Council and subject to available resources. Any part of this Policy is also subject to changes in legislation which may override any assistance contained within it.

- 5.9 Funding for financial assistance contained within this Policy, other than the mandatory grant schemes, is discretionary and is not an entitlement. Where funding is provided by other sources the Council has no control on distribution levels or scheme timescales.
- 5.10 The costs of appropriate professional fees (including VAT at the relevant rate) associated with any works carried under this Policy will be included as part of any financial assistance made up to a level deemed reasonable by an appropriate officer of the Council.

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- 5.11 The cash figures referred in the body of this Policy (other than the mandatory elements) may be varied from time to time to allow for inflation or other factors affecting costs including availability of funds.
- 5.12 Appendix A below provides a brief overview of the types of assistance available together with the maximum assistance available, whether a land charge is applicable and if so the period of time it will apply for.
- 5.12 Complaints relating to or arising from any issues associated with this Policy will be dealt with in accordance with the Councils Complaints' Procedure which can be found at: <https://www.tameside.gov.uk/complaints>. Such issues should, in the first instance, be addressed to the Service Unit Manager (Strategic Infrastructure).
- 5.13 Advice on how to request an assessment for an adaptation to a residential property to meet the needs of a disabled person and other advice on a variety of assistance that is available to children, young adults and adults is available at:

Adult Assessments – 0161 342 2400/ 4299

<https://adultportal.tameside.gov.uk:14500/web/portal/pages/help/support>

Children Assessments – 0161 371 2060

<http://www.tameside.gov.uk/disabilities/children>

Advice on how to make an application for assistance under this Policy is available from:

Tameside Home Improvement Agency
Council Offices, Clarence Arcade, Stamford Street,
Ashton under Lyne, OL6 7PT

Telephone 0161 342 2259

email hia@tameside.gov.uk

6.0 ENERGY EFFICIENCY MEASURES/ BOILER REPLACEMENT SCHEME

- 6.1 The Council may, as funding permits, offer assistance on energy efficiency measures to homeowners for their property and/ or allow them to participate in a boiler repair and/ or replacement scheme. Such assistance will be available to applicants who are deemed to be on a low income and/ or vulnerable and/ or with a disability or health condition and subject to qualifying criteria.
- 6.2 Assistance for the boiler replacement scheme will only be available where a heating system or boiler is considered by the Council or a Gas Safe engineer to be uneconomical to repair or condemned.
- 6.3 Assistance will also be available where a lack of basic heating is deemed to be a health and safety issue for the applicant or any other member of their family who is normally resident at that property. The applicant must not be part of an on-going service and maintenance scheme designed to carry out and fund repairs,
- 6.4 This assistance will be available where the property has not previously been the subject of any Home Energy Efficiency Measures. Failed improvements as part of a previous Home Energy Efficiency Measures will be allowed.

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- 6.5 Under this policy, the Council may provide funds to support the provision of the “Energy Efficiency Measures/ Boiler Replacement Scheme” and may provide financial assistance (grant) to a qualifying owner/occupier to enable works to be carried out as detailed below:
- Replacement of a boiler that provides heating and/ or hot water
 - Provision of a hot water/ heating boiler where no current provision exists
 - Provision of heating radiators to habitable rooms where non exist
 - Replacement of heating radiators that cannot operate due to decay or where they are not compatible with a replacement boiler due to operating pressure.
 - Provision of a means to heat water where no gas supply exists
 - Provision of a means to heat habitable rooms where no gas supply exists
 - Loft insulation to meet government guidelines
 - Wall insulation (solid and/ or cavity wall) – where construction permits
 - Draught excluders to doors and windows (not replacement doors or windows)
- 6.6 A grant may be made by the Council to carry out necessary works, or to contribute towards works, where they are satisfied that the homeowner is in receipt of the required means tested benefit and/ or a disability/ health condition that is exacerbated by living in a cold or damp home. The maximum level of grant will be determined by the scheme administrator but will be no less than £300.
- 6.7 In instances where the potential applicant has a disability and/ or health condition further evidence will be sought to determine Council Tax banding of their property which must fall within Bands A, B or C.
- 6.8 Where a boiler is deemed faulty and under 6 years old from the date of installation the Council will arrange for a qualified Gas Safe engineer to carry out an inspection to determine whether or not it can be repaired free of charge to the potential applicant.
- 6.9 If following inspection the boiler can be repaired the Council will grant assist repairs to a maximum value of £300 for the works on condition that the applicant is in receipt of the required means tested benefit and or disability/ health condition that is exacerbated by living in a cold or damp home.
- 6.10 In addition to the above where the potential applicant applies for assistance based upon a health condition a confirmation referral must be provided by their GP or hospital doctor.
- 6.11 In this scheme any replacement boiler must be of a minimum “A” rating.
- 6.12 Installers of any energy efficiency measures within the scheme shall be a member of an approved trade body.
- 6.13 As part of this scheme the contract for the required works will be between the homeowner (applicant) and the installer. The grant assistance will be paid by the Council directly to the installer on behalf of the resident. If the cost of the works does not meet the grant limit then the Council will pay just for those works; the homeowner is not entitled to receive the shortfall. If the cost of the works exceeds the grant assistance the homeowner will be required to fund the difference.

7.0 INFORMATION AND FACTSHEETS

- 7.1 The library of information and factsheets is under constant review and is regularly updated useful information relating to types of assistance can be found on the Council’s website.

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Contacts:

If you require any further information about this strategy or any of its related documents, please contact Tameside Housing Services – Home Improvement Agency using any of the following:

Home Improvement Agency
Tameside MBC
Council Offices
Clarence Arcade, Stamford Street
Ashton under Lyne
OL6 7PT

Email: hia@tameside.gov.uk

Telephone: 0161 342 2259

If you require any further information, or more specific information on Housing or Health and Social Care provision in Tameside you may wish to contact some of the agencies or organisations noted below.

- Tameside Council:
 - www.tameside.gov.uk/housing/services
- Ministry of Housing, Communities & Local Government:
 - www.communities.gov.uk/corporate/
- Department of Health and Social Care:
 - www.gov.uk/government/organisations/department-of-health-and-social-care
- Tameside and Glossop Care Together:
 - www.caretogether.org.uk/

APPENDIX A: SUMMARY OF FINANCIAL ASSISTANCE MEASURES

Ref. Section	Assistance Type	Value	Test of Resources	Local Land Charge	Years	Interest Applied
4.1	Mandatory Disabled Facilities Grant	Up to £30,000	Yes	Yes ¹ GCO only ²	10 ²	No
4.5	Proportionate Grant (DFG) Assistance	Up to £30,000	Yes	Yes ¹ GCO only ²	10 ²	No
4.12	Grant for Adaptation	Up to £5,000	No	No ¹	N/A	No
4.15	Provision of Equipment	N/A ³	No	No	N/A	No
4.19	Unforeseen Works Assistance	Up to £10,000	Yes	Yes	5 ⁵	No
4.23	Shortfall Assistance	Up to £10,000	Yes	Yes	5 ⁵	No
4.27	Contributory Assistance	Up to £10,000	Yes	Yes	5 ⁵	No
4.30	Relocation Assistance (Home Owners) DFG	Up to £30,000	Yes	Yes GCO ⁴	10 ⁶	No
4.38	Relocation Assistance (Tenants) (Discretionary Assistance)	Up to £2,000	Yes	No	N/A	No
4.52	Hospital Discharge Grants (Discretionary Assistance)	Up to £5,000	No	No	N/A	No
4.58	Dementia Assistance Grant (Discretionary Assistance)	£1000	No	No	N/A	No
4.62	Stay Put Scheme (Discretionary Assistance)	£500 to £6,000	Yes	Yes	10 ⁶	No
4.70	Home Repair Assistance (Discretionary Assistance)	£500 to £6,000	Yes	Yes	10 ⁶	No
4.81	Safety Net Assistance (Discretionary Assistance)	£6,000	Yes	Yes	10 ⁶	No
6.0	Energy Efficiency Measures/ Boiler Replacement Scheme	>£300 ⁷ <£300 ⁸	Yes	No	No	No

1. There is a requirement for all applicants to state they intend to live in the property for up to five years from approval of grant assistance
2. The General Consent Order only applies to DFG assistance over £5k and the council can only request repayment up to £10k max
3. Equipment includes any straight/ curved stairlifts, ceiling track hoist and specialist toilet with a douche facility
4. The General Consent Order only applies to DFG assistance over £5k and the council can only request repayment up to £10k max
5. The discretionary assistance will be repaid when ownership is transferred or the property sold/ disposed within 5 years of completion of works
6. The discretionary assistance will be repaid when ownership is transferred or the property sold/ disposed within 10 years of completion of works
7. Energy Efficiency Measures/ Boiler Replacement Scheme
8. Repairs Only

GLOSSARY:

DFG	Disabled Facilities Grant
GFA	Grant for Adaptation
HHSRS	Housing Health and Safety Rating System
GCO	General Consent Order 2008
OT	Occupational Therapist
RRO	Regulatory Reform Order

Report to:	BOARD
Date:	6 March 2019
Executive Member/Reporting Officer:	Councillor Brenda Warrington – Lead Member for Adult Services Jayne Traverse – Director of Growth
Subject:	HOUSING FINANCIAL ASSISTANCE POLICY 2018 – 2023
Report Summary:	<p>Tameside’s current Private Sector Housing Renewal Policy was approved in 2003.</p> <p>With increased Government Disabled Facilities Grant funding and continued repayments from previous housing improvement grants and loans, the report provides an updated Private Sector Housing Renewal Policy to enable a more holistic approach to Housing Adaptation improvements.</p>
Recommendations:	<p>The Board is asked to comment on the following:</p> <ul style="list-style-type: none"> • The contents of the report; • The proposed amendments in connection with the Disabled Facilities Grant and other associated funding loans and grants, including a further three additional grants to be considered following the consultation process as set out in the report. • The outcome of the consultation process that took place between 12 December 2018 and 25 January 2019
Links to Community Strategy:	Supportive Tameside: Help people live independently
Policy Implications:	An updated Financial Assistance Policy underpins a number of Tameside and wider regional policies in providing quality care in the home for those that need it
Financial Implications: (authorised by Section 151 Officer)	<p>The 2018-19 Disabled Facilities Grant allocation is £2.37m and the 2018-19 commitments are in line with the allocation. Set out in section 3.8, in points one to five, are the services funded by the grant. There is no payback for this funding. The services set out in section 3.8, points six to eight, are the services to be funded by repayable Housing capital funding. As at 1 April 2018 there is a £0.372m reserve built up by the recycling of payback Housing capital funding over previous years. These services will be monitored separately from the Disabled Facilities Grant funded schemes. The ongoing funding of these schemes will be closely monitored because the timing of the repayments is unknown. The Boiler Replacement scheme set out in section 3.8, point nine, will be subject to available grant or other funding. Thanks, Nigel Daily email reminders turned on.</p>

Legal Implications:
(authorised by Borough
Solicitor)

Legal implications to be completed by Legal Officer.

Risk Management :

Outlined in section 5 of the report.

Access to Information :

The background papers relating to this report can be inspected by contacting Nigel Gilmore, Head of Strategic Infrastructure.



Telephone:0161 342 3920



e-mail: nigel.gilmore@tameside.gov.uk

1.0 INTRODUCTION AND NATIONAL POLICY

- 1.1 The Regulatory Reform (Housing Assistance) (England and Wales) Order 2002 (RRO) gives local authorities a general power to introduce policies for Private Sector Housing, to provide assistance to individuals with renewals, repairs and adaptations in their homes through grants or loans.
- 1.2 The aim of such general powers is to allow a local authority to fund essential home repairs to reduce injury and accidents, to ensure homes are adequately heated, to expand the scope of adaptations available under the Disabled Facilities Grant (DFG) legislation, and allow people to relocate to alternative accommodation if their current home is not able to meet their needs. Assistance can be given directly to the individual or through a third party such as a local authority or other partner.
- 1.3 In 2008, Government made a number of changes to the way DFG was administered and used. These changes included the relaxation and removal of the ring-fence element in 2010, allowing DFG monies to be used more flexibly and as part of wider strategic projects, to keep people safe and well at home and to reduce bureaucracy in the grant's administration.
- 1.4 In reducing bureaucracy, local authorities are able to use the RRO to create assistance schemes which help people meet their needs without undergoing a full DFG process.
- 1.5 In order to take full advantage of the relaxed RRO policy, a local authority must comply with a number of conditions:
 - There must be a formally adopted policy in place, which sets out how the authority intends to use its powers;
 - Any policies must be readily available to the public.
- 1.6 The main provisions applied to any assistance delivered instead of a full DFG, are:
 - Home owners are owner occupiers;
 - That a full DFG is still available to the individual should it be requested;
 - Each case must be considered on its own merits and a clear mechanism for applying discretion is made available in all circumstances; and
 - That any scheme must meet identified need.
- 1.7 Assistance can be given as:
 - A grant - a sum of money for a specific purpose, with few or no conditions attached and no repayment required;
 - A repayment loan – interest bearing or 0% repaid in instalments over a period of time;
 - A charge on the property – interest bearing or 0% to be repaid on the sale, transfer or disposal of the property; and
 - A combination of these.

2.0 TAMESIDE MBC REGULATORY REFORM ORDER

- 2.1 Tameside's current Private Sector Housing Renewal Policy was approved in 2003 and, subject to minor updates has remained generally unaltered. The original policy can be found at <https://www.tameside.gov.uk/housing/renewalpolicy>. The minor updates consist of:
 - A 2011 Key Decision, addressing issues to improve delivery of adaptations outside the DFG process; and
 - A 2013 Key Decision, changed the delivery of adaptations to meet the reduced level of funding; and

- A 2016 report to Single Commissioning Board, to enable the delivery of housing adaptations through the relaxation of a number of criteria.

2.2 In updating the current Tameside RRO policy, it is intended to:

- Incorporate changes in Government policy in respect of DFG and its increased flexibility;
- To reflect the continued increase in Government funding within the RRO policy;
- Approve the use of ongoing loan repayments to fund alternative initiatives within this updated policy;
- Subject to available funding, increase the number of potential assistance initiatives; and
- Subject to available funding Include Energy Efficiency Measures/ Boiler Replacement Scheme within the updated policy

2.3 At the same time, whilst the 2002 RRO repealed much regulation around repairs and renewals for local authorities, and considerably increased its flexibilities in meeting residents' needs, it did cite the continued requirement for a statutory DFG.

2.4 There is a general recognition, however, that any amount of DFG funding is unlikely to meet all eventualities. It is important, therefore, that any policy clearly sets out the limitations of any help available.

2.5 In recognition of the above Tameside has developed a number of additional assistance schemes to address the above.

3.0 SUMMARY OF THE NEW HOUSING FINANCIAL ASSISTANCE POLICY 2018 – 2023

3.1 The 2002 RRO provides local authorities with the ability to design their own financial assistance policies to suit their specific requirements and priorities. In this respect the revised policy provides the means to allow vulnerable and disabled residents access to existing forms of financial assistance which will assist them in maintaining independence, preventing further deterioration in their condition and reducing the need to call upon social care and health services.

3.2 In addition and as part of the revised policy, the Council intends to introduce new forms of assistance to enable the offer to be increased to elderly and the vulnerable home-owner, assisting those individuals who may not qualify for a DFG adaptation but who may need other assistance to prevent or defer the need for further and more expensive interventions at a later date.

3.3 With the exception of mandatory DFG, help provided through the Policy will generally be available on a single occasion only. The Council will endeavour to advise people on how to maintain their homes and will expect them to do so following any help given without resorting to further financial assistance.

3.4 Proposed assistance is offered in a number of ways and subject to financial considerations as summarised in Appendix 4. Dependant on circumstance, individual instances can attract funding of varying amounts and are in many cases subject to a "test of resource" and for home owners, a local land charge.

3.5 In summary eleven alternative types of financial assistance are proposed.

3.6 The funding for assistance noted in sections 1 to 7 below will be provided utilising the annual allocation from government. There is no requirement to pay back this funding.

3.7 Funding for assistance noted in sections 8 to 10 below will be provided from repaid Housing Capital. This source of funding is from two historic assistance initiatives: Anchor Staying Put

Scheme and West Pennine Equity Loan Scheme where the investment is secured by means of a charge. Disposal or transfer of ownership triggers the condition that requires repayment of the investment.

3.8 Section 11, Boiler Replacement Scheme, will be subject to external grant funding when made available through Government or elsewhere

1. **Mandatory Disabled Facilities Grant:** To provide assistance utilising the mandatory DFG to those people who qualify to make applications under existing legislation. The rules for circumstances where repayment of mandatory DFG may apply are applicable.
2. **Proportionate Mandatory Disabled Facilities Grant:** To provide financial assistance to a homeowner who wishes to carry out works to undertake adaptations over and above those as assessed as being necessary and appropriate by an Occupational Therapist. The rules for circumstances where repayment of mandatory DFG may apply are applicable.
3. **Grant for Adaptations (Discretionary Assistance):** As part of this Policy the Council will exempt any application for financial assistance to undergo the test of resources (means test) for DFG where the amount is under £5,000.
4. **Provision of Equipment (straight & curved stairlifts, ceiling track hoists and WC's with a douche facility (Discretionary Assistance):** As part of this Policy the Council will provide financial assistance where there is a clear need to install certain equipment without the need for associated building works and where there is a risk of falls and/or a potential to reduce care costs. There will be no requirement to make a formal application or to undergo the test of resources following a recommendation from an Occupational Therapist.
5. **Payments towards Adaptations (Discretionary Assistance):** Such a grant may include:
 - a. **Unforeseen Works Assistance:** For circumstances where the maximum grant has been awarded and unforeseen works occur
 - b. **Shortfall Assistance:** For circumstances where the cost of providing the adaptations as recommended by the OT exceeds the maximum DFG grant
 - c. **Contribution Assistance:** In circumstances where the disabled person or applicant cannot meet the contribution indicated towards the costs of the works, which has been determined by the statutory test of resources
 - d. **Relocation Assistance for Home Owners:** Relocation assistance applies in circumstances where the disabled person needs to move from their existing residence as a result of being unable to adapt the property
 - e. **Relocation Assistance for Tenants of Social and Private Landlords:** This assistance will cover typical removal costs and will apply to tenants in circumstances where it is deemed more appropriate for the client to move to a more suitable property or where adaptations are refused due to under-occupancy.
6. **Hospital Discharge Grants:** Other areas of funding may include Discretionary Hospital Discharge Grants to prevent delayed discharge through assistance aimed at carrying out works up to £5,000 to render a property habitable and safe for the patient to be discharged to. This grant is not repayable by the applicant.
7. **Dementia Assistance Grant (Discretionary Assistance):** This assistance will be available to any person affected by Dementia as determined by a specialist health professional. Depending upon circumstances funding may be provided to introduce changes to a property allowing the applicant to live there safely and for longer. The maximum assistance will be £2,000 and any application will not be required to undergo the test of resources (means test).

8. **“Stay Put” Scheme:** The provision of a “Stay Put” scheme for home-owners over 65 subject to certain qualifying conditions to provide assistance up to £6,000 for repair works of an essential nature that will prevent further deterioration of the property and help maintain independent living. There will be a local land charge for this funding at 0% interest.
9. **Home Repair Assistance:** Introduction of “Home Repair Assistance” for vulnerable home-owners under the age of 65 subject to certain qualifying conditions to provide assistance up to £6,000 to remove Health & Safety issues and carry out works of an essential nature that will prevent further deterioration of the property. There will be a local land charge for this funding at 0% interest.
10. **Safety Net Assistance:** In circumstances where the owner occupier does not qualify for either the Stay Put scheme or the Home Repair Scheme and where an extreme risk to the health and safety of the occupier or other members of the public exists due to the condition of the property the Council may provide financial assistance up to £6,000. There will be a local land charge for this funding at 0% interest.
11. **Boiler Replacement Scheme:** Whilst previously offered through the council, the Boiler Replacement Scheme inclusion provides for a more proactive intervention by the authority and will be subject to available grant or other funding. Assistance will only be available where a heating system or boiler is considered by the Council or a qualified Gas Safe engineer to be in need of repair, replacement, or condemned.

4.0 FINANCIAL IMPLICATIONS

- 4.1 Over the five year period (2015/16 to 2019/20) Government indicated a substantial increase in overall DFG related funding. Whilst these figures have been generally borne out in practice, for individual years they are only confirmed well into each financial year providing continued uncertainty in long term planning. Over the period in question Tameside’s allocations have risen from £1.2m in 2015/16 to £2.327m during 2018/19.
- 4.2 A number of initiatives in this new policy will be funded from on-going capital and loan repayments associated with previous loan policy; in effect recycling the funds.
- 4.3 Previous schemes to assist residents to improve their homes included a charge on individual properties as part of the original 2003 RRO policy. Some of these charges are resulting in repayments of this assistance.
- 4.4 One scheme, Anchor Staying Put Scheme operated by Anchor Housing Home Improvement Agency on behalf of the Council, used housing capital to offer financial assistance to home owners over 60 years of age to carry out essential repairs to their properties. The assistance was secured by a land charge repayable upon disposal or transfer of ownership. The scheme came to an end in 2012.
- 4.5 The second scheme, an Equity Loan Scheme operated by West Pennine Housing Association (now Regenda) used Housing Capital provided by the Council, permitted home owners to carry out major repairs to their properties. The funds invested were secured by a charge at HM Land Registry and were repaid upon disposal or transfer of ownership.
- 4.6 The new RRO policy, in addition to assisting more people with disabilities, will help improve the overall condition of housing stock within the borough and will greatly assist with the Council’s stated aim of supporting more of its residents to live independently and reduce the need for those same residents to call upon other and more expensive related services.
- 4.7 The overall capital expenditure in the provision of such initiatives, within the amended RRO policy, will not impact upon the current provision and will be contained within existing budgets.

- 4.8 Where new initiatives demand charges to be placed on a property, the repayment of this capital will be recycled to fund other schemes within this policy.
- 4.9 Whilst mandatory DFG requirements are statutory, all initiatives outside the DFG will be subject to the availability of relevant funding meeting relevant criteria.

5.0 RISK MANAGEMENT

- 5.1 Making arrangements to meet assessed needs for people who fall within the requirements of the Care Act 2014 and dealing with applications for DFG's are statutory duties. Failure to make sufficient resource available creates a risk of external 3rd party intervention as well as reputational damage. Whilst the Local Government Ombudsman, in criticising long delays in delivering adaptations, has recognised that Councils have to work within their budgets and has looked favourably on appropriate priority systems, the Courts have always referred to the mandatory nature of the DFG and not considered the absence of funding as an excuse for long delays.
- 5.2 The failure to provide a sufficiently resourced service for the provision of adaptations is likely to lead to long term increased costs in the provision of care packages to the health and other sectors of the community as the independence of individuals is compromised. The provision of a full DFG with the proposed new initiatives will reduce such impacts.
- 5.3 Funding for initiatives that are deemed to be non-statutory will be subject to available resources. Raising expectations will lead to complaints and criticism and require careful management as the initiatives are publicised.
- 5.4 Future RRO Policy reviews will be undertaken on a five year cycle unless legislation or other circumstances require additional intervention.
- 5.5 Table 1 below highlights the main risk elements of the proposed RRO policy.

Table 1: Main Risk Elements of The Proposed RRO Policy

Risk	Impact	Mitigation
Failure to provide statutory DFG adaptations	Greater call by residents on alternative and more expensive interventions by health service and other partners. Reputational – Potential intervention by Local Government Ombudsman	Ensure list of interventions is prioritised to ensure most urgent cases are funded.
Insufficient funding to provide appropriate interventions outside statutory DFG funding	Greater call by residents on alternative and more expensive interventions by health service and other partners	Ensure prioritised interventions by local authority provider
Existing loans not repaid to Authority	Reduced future funding for RRO policy	Ensure surety of repayment by land charge or other accepted legally binding interventions
Disputed funding award claim by applicants	Reputational. Potential intervention by Local Government Ombudsman	Ensure clear funding strategies are made available to wider public

6.0 EQUALITY IMPACT ASSESSMENT

- 6.1 An Equality Impact Assessment is attached to this report (Appendix 5) and includes details from the consultation process. It has been drafted to address the impacts of this policy change and will continue to operate alongside the implementation of the revised policy for the purpose of continuous monitoring.
- 6.2 The implementation of the proposed changes will positively aid disabled people who do not meet the requirements of DFG criteria and are not able to financially support further adaptation.
- 6.3 This EIA has been undertaken to explore how the impact of the proposed changes to adaptations funded by the DFG and other resources is provided in the future. The changes are driven by:
- Increasing demand exceeding current capacity in terms of both funding and resources to meet this demand.
 - Fluctuating DFG budget position over a number of years
 - Ongoing relaxation of DFG criteria in delivering services
 - Managing expectations of any proposed policy reviews
- 6.4 These actions will positively impact upon individuals who are:
- Disabled and living within the community
 - Unable to afford or fail to meet statutory requirements for a DFG.
 - Unable to move to more suitable accommodation due to financial restrictions
 - Unable to afford the cost of essential property repairs that are likely to have an impact on their health and wellbeing
 - Currently unable to move from a hospital environment into suitable residential accommodation without assistance to render a property habitable and safe for the patient to live in.
 - Potentially delayed by hospital discharge with increased cost to the NHS due to the inability to provide adaptations and facilitates in less formal care in the home environment
 - Suffering from Dementia related issues
- 6.5 To manage the changes within the policy, the authority will:
- Continue to offer reassessment should a person's needs change in the future
 - Continue to provide advice to individuals and signpost them where appropriate to alternative options
 - Ensure the impact of the proposals is kept under regular review, both generally and specifically, in individual cases.
- 6.6 The Council is not making any changes to the mandatory DFG, the ability of a disabled person to benefit from assistance or to purchase a more suitable home where the current home cannot be adapted or the safety net assistance to remove health and safety risks from the home.

7.0 CONSULTATION

- 7.1 In order to seek wider support for the proposed Housing Financial Assistance Policy update a public consultation exercise was undertaken between 12 December 2018 and 25 January 2019.

- 7.2 The process took the form of an online survey for individual responses via the Big Conversation where consultees were asked 8 separate questions and 1 for general comment.
- 7.3 A number of targeted emails were sent to health and age related bodies and housing providers with stock in the borough and requested their comments on the proposals.¹
- 7.3 At the closing date for the consultation period 18 individuals had participated in the survey via the Big Conversation and 1 response had been received from the targeted email survey.
- 7.4 Outcomes from the Big Conversation are noted at Appendix 6 below. In brief:
- 18 participants took part in the on-line survey. The overriding outcome is a majority (87%) agreed with the forms of assistance in the new RRO Policy.
 - In response to the questions asked the highest response received was 100% in favour of introducing the Hospital Discharge Grant, the Stay Put Scheme and the Home Repair Assistance whilst the lowest response was 82.3% in favour placing a charge on a proportionate grant.
- 7.5 Question 9 of the online survey asked participants for additional comments. Those comments and our response is noted in Table 2

Table 2: Additional Comments from Participants

	Comment from Participant	Response from Authority
1	<i>Need to ensure budget is ear-marked for this and obviously monitor progress</i>	This will be carried out as part of the scheme management and budget monitoring process
2	<i>Sometimes it's not people's fault they fall on hard times & it's a good idea especially for homeowners to get assistance with home improvements / adaptations to their homes as it is their home at the end of the day & would probably cost less in rehousing a vulnerable adult</i>	This is understood completely and part of the reason for introducing some of the new initiatives
3	<i>None received</i>	None
4	<i>Could the same breadth of consideration be given to social care payments? I believe direct payments from Tameside only match pound for pound unlike Derbyshire where full</i>	Whilst the comment doesn't have any direct relevance it is noted and it will be passed onto Adult Services.

¹ The list of consultees comprised: Age UK, Foundations, Infinity (NHS), Irwell Valley Housing Association, Jigsaw Homes (NCH), Onward Homes, Pennine Mencap, People First Tameside, Regenda Homes, Stroke Association, Tameside Sight, Tameside Welfare Rights, and Tameside & Glossop Mind, including those residents / public signed up to Big Conversation (around 130 people) and to the Council's Partnership Engagement Network (around 300 contacts which includes not only members of the public but also partner organisations and voluntary & community sector partners who then share this information widely with their own contacts).

	<i>payments are made from the Council</i>	
5	<i>Having benefited under the grant I would like to ensure that the end user is actually consulted as to if the work has been satisfactory completed as I know mine wasn't. It still grates even today that the shower doesn't work properly</i>	In this instance it is not possible to determine the issues raised by the responder.
6	<i>I only agree with question 8, if a charge is placed on the owner occupier property for reclaim by the authority</i>	Charges will be applied where an owner receives assistance and will be recovered in the appropriate circumstance.

7.6 Of the targeted emails a single response was received from Foundations a sponsored Ministry of Housing, Communities and Local Government body set in place to support Home Improvement Agencies.

7.7 Foundations suggested that the Council considers including some of the recommendations made in the recently published report into the review of the DFG to widen the scope of some of our assistance initiatives.

7.8 In considering these recommendations a number have now been included into the new RRO Policy.

- Provision of stairlifts, ceiling track hoists and specialist toilets where there is potential to reduce falls and reduce care input;
- Assistance for tenants in rented accommodation to facilitate a house move o more suitable accommodation where this may result in few adaptations;
- Provision of aids and assistance for people suffering with dementia related issues.

7.9 Overall the response to the consultation process has been limited. This should not be seen in a negative light however as the subject of the consultation, an improved Housing Financial Assistance Policy will benefit all users of the various grants available.

7.10 In contrast consultations carried out where there is a potential detrimental consequence to services or to the public often provoke a larger volume response.

7.11 The outcome from the consultation, therefore, should be considered positive and as a result the new RRO Policy 2018 – 2013 be accepted with the inclusion of the additional initiatives.

8.0 RECOMMENDATIONS

8.1 The recommendations are set out at the front of the report.

APPENDICES



Appendix 1 – Updated & Revised RRO Policy 2018 -2023

Appendix 2 – Updated Equality Impact Assessment

Appendix 3 – Consultation Information

EXECUTIVE DECISION NOTICE

SERVICE AREA:	ADULT SERVICES
SUBJECT MATTER:	FRAMEWORK OF CONTRACTORS TO PROVIDE ADAPTATIONS FOR DISABLED PEOPLE - VARIATION TO CONTRACT TO INCREASE RATES
DECISION:	That it be DETERMINED that approval is given under Procurement Standing Orders 9.3.1 to increase the existing rates within the framework contract by 10%.
DECISION TAKER(S):	Councillor Eleanor Wills
DESIGNATION OF DECISION TAKER (S):	Executive Member for Adult Social Care and Health
DATE OF DECISION:	11 August 2021
REASON FOR DECISION:	<ol style="list-style-type: none"> 1. The contract has provision for the tendered rates to be amended during the contract; 2. No previous rate rise has been agreed; 3. The rates require review following the effects of the pandemic, Brexit and global shipping costs.
ALTERNATIVE OPTIONS REJECTED (if any):	<ol style="list-style-type: none"> 1. Not to increase the rates would probably result in contractors withdrawing from the contract leaving no choice but to abandon the contract. This would mean a return to individual quotes per scheme leading to increased delivery times. Quotes would be based on current prices so costs will still rise but it is not possible to determine by how much. 2. Ignore requests for the suggested increase and offer a rate consistent with a single year rate. This would probably again lead to contractors withdrawing and leave no choice but to abandon the contract. A return to individual quotes per scheme would increase delivery times. Quotes would be based on current prices so costs will still rise but it is not possible to determine by how much. 3. Retender the contract. This is a lengthy process and would not alleviate immediately the issues of the contract rates. Preparation for a new tender to be procured in 2022 is currently underway.
CONSULTEES:	None
FINANCIAL IMPLICATIONS: (Authorised by Section 151 Officer)	<p>The financial implications for the preferred option within this paper will add an additional cost to the framework between £90k and £150k over the next 12 months. This is dependent upon the number of schemes approved during that time.</p> <p>The funds used to support this increase in rates will be within the allocation of DFG funds allocated by MHCLG and DoH and will not affect the Councils budget. Although this allocation has risen consistently over the previous five financial years it cannot be guaranteed this will continue. The contract states</p>

	<p>the Council does not have to place any orders with the winning contractors so should the allocation reduce, the number of schemes offered can be reduced also.</p> <p>The Council offers a service (Housing Adaptations) to disabled and vulnerable residents of the borough to assist them in making an application for a DFG where a referral is made by an Occupational Therapist from Adult Services or Children's Services. Government regulation limits maximum individual grants to £30,000 in England including all on costs and VAT as appropriate.</p> <p>The preferred option 4 agrees to a rate rise that potentially sees the Council and contractors to the end of the current contract. However in the current climate, there is a risk that cost in materials continues to rise during uncertain economic times with both COVID and leaving the EU. Contractors have been consulted with and have agreed that 10% would be acceptable for a further 12 months. This will also allow the Council to provide continuity of service and continue to deliver savings against the current contract form and avoid extended delivery times and staff resources.</p> <p>The preferred option also has the potential to allow the contractors to clear the current backlog due to COVID by paying them more that covers the reasonable cost increases in materials.</p> <p>The financial risks of not agreeing to the rate increase of 10% are in section 6 within the report, and each one covered has an increase in financial cost to the delivery of this service.</p>
<p>LEGAL IMPLICATIONS: (Authorised by Borough Solicitor)</p>	<p>Legal and procurement advice has been provided by STAR and is detailed in the main body of the report. It is important that the project officers follow the advice from STAR to ensure that both the Procurement Regulations and the Council's standing orders are complied with.</p>
<p>CONFLICT OF INTEREST:</p>	<p>None</p>
<p>DISPENSATION GRANTED BY STANDARDS COMMITTEE ATTACHED:</p>	<p>N/A</p>
<p>ACCESS TO INFORMATION:</p>	<p>The background papers relating to this report can be inspected by contacting the Report Writer, Jim Davies:</p> <p> Telephone: 0161 342 3308</p> <p> E-mail: jim.davies@tameside.gov.uk</p>

Signed 
Councillor Eleanor Wills - Executive Member for Adult Social Care and Health

Dated: 11 August 2021

EXECUTIVE DECISION REPORT

SERVICE AREA:	ADULT SERVICES
SUBJECT MATTER:	FRAMEWORK OF CONTRACTORS TO PROVIDE ADAPTATIONS FOR DISABLED PEOPLE - VARIATION TO CONTRACT TO INCREASE RATES
DATE OF DECISION:	11 August 2021
DECISION TAKER(S):	Councillor Eleanor Wills
DESIGNATION OF DECISION TAKER (S):	Executive Member for Adult Social Care and Health
REPORTING OFFICER:	Stephanie Butterworth – Director of Adult Services Sandra Whitehead – Assistant Director of Adult Services
REPORT SUMMARY:	The current rates for works within the contract require to be varied to take into effect changes in the cost of materials and equipment. These changes are due to a number of rises in the cost of materials in the construction industry due to the effects of the Covid-19 pandemic, global supply issues and Brexit, as well as the need for contractors to make a reasonable profit to be able to retain operatives.
RECOMMENDATION:	It is recommended that approval is given under Procurement Standing Orders 9.3.1 to agree a 10% increase on the rates contained within the framework contract.
JUSTIFICATION FOR THE DECISION:	<ol style="list-style-type: none"> 1. The contract has provision for the tendered rates to be amended during the contract; 2. No previous rate rise has been agreed; 3. The rates require review following the effects of the pandemic, Brexit and global shipping costs.
ALTERNATIVE OPTIONS REJECTED (if any):	<ol style="list-style-type: none"> 1. Not to increase the rates would probably result in contractors withdrawing from the contract leaving no choice but to abandon the contract. This would mean a return to individual quotes per scheme leading to increased delivery times. Quotes would be based on current prices so costs will still rise but it is not possible to determine by how much. 2. Ignore requests for the suggested increase and offer a rate consistent with a single year rate. This would probably again lead to contractors withdrawing and leave no choice but to abandon the contract. A return to individual quotes per scheme would increase delivery times. Quotes would be based on current prices so costs will still rise but it is not possible to determine by how much. 3. Retender the contract. This is a lengthy process and would not alleviate immediately the issues of the contract rates. Preparation for a new tender to be procured in 2022 is currently underway.

CONSULTEES:	None
FINANCIAL IMPLICATIONS: (Authorised by Section 151 Officer)	<p>The financial implications for the preferred option within this paper will add an additional cost to the framework between £90k and £150k over the next 12 months. This is dependent upon the number of schemes approved during that time.</p> <p>The funds used to support this increase in rates will be within the allocation of DFG funds allocated by MHCLG and DoH and will not affect the Councils budget. Although this allocation has risen consistently over the previous five financial years it cannot be guaranteed this will continue. The contract states the Council does not have to place any orders with the winning contractors so should the allocation reduce, the number of schemes offered can be reduced also.</p> <p>The Council offers a service (Housing Adaptations) to disabled and vulnerable residents of the borough to assist them in making an application for a DFG where a referral is made by an Occupational Therapist from Adult Services or Children's Services. Government regulation limits maximum individual grants to £30,000 in England including all on costs and VAT as appropriate.</p> <p>The preferred option 4 agrees to a rate rise that potentially sees the Council and contractors to the end of the current contract. However in the current climate, there is a risk that cost in materials continues to rise during uncertain economic times with both COVID and leaving the EU. Contractors have been consulted with and have agreed that 10% would be acceptable for a further 12 months. This will also allow the Council to provide continuity of service and continue to deliver savings against the current contract form and avoid extended delivery times and staff resources.</p> <p>The preferred option also has the potential to allow the contractors to clear the current backlog due to COVID by paying them more that covers the reasonable cost increases in materials.</p> <p>The financial risks of not agreeing to the rate increase of 10% are in section 6 within the report, and each one covered has an increase in financial cost to the delivery of this service.</p>
LEGAL IMPLICATIONS: (Authorised by Borough Solicitor)	Legal and procurement advice has been provided by STAR and is detailed in the main body of the report. It is important that the project officers follow the advice from STAR to ensure that both the Procurement Regulations and the Council's standing orders are complied with.
CONFLICT OF INTEREST:	None
DISPENSATION GRANTED BY STANDARDS COMMITTEE ATTACHED:	N/A
ACCESS TO INFORMATION:	The background papers relating to this report can be inspected by contacting the report writer Jim Davies by:



Telephone: 0161 342 3308



E-mail: jim.davies@tameside.gov.uk

1.0 BACKGROUND

- 1.1 Legislation in the form of the Housing Grants, Construction and Regeneration Act 1996 (plus subsequent amendments) places a statutory duty on local housing authorities to deliver adaptations within its boundary. The authority has a duty to receive and approve eligible applications where the Council considers the adaptation to be “necessary and appropriate¹” to meet the assessed needs of the disabled person, and “reasonable and practicable²” in relation to the age and condition of the property to be adapted.
- 1.2 Funding for Disabled Facilities Grant (DFG) has been included within the Better Care Fund (BCF) since 2015-16. It operates under Section 75 of the National Health Service Act 2006 (pooled budget arrangements between Clinical Commissioning Groups and the local council). Capital funding is provided annually through Ministry of Housing Communities and Local Government (MHCLG) and Department of Health (DoH). However the provision of DFG for those who qualify for the service remains a statutory duty on the local housing authority.
- 1.3 The Council offers a service (Housing Adaptations) to disabled and vulnerable residents of the borough to assist them in making an application for a DFG where a referral is made by an Occupational Therapist from Adult Services or Children’s Services. Government regulation limits maximum individual grants to £30,000 in England including all on costs and VAT as appropriate. Many adaptations are however subject to VAT relief.
- 1.4 The delivery of adaptations to residents of Tameside meets a number of initiatives within the Corporate Plan. (6) Nurturing our Communities: increase access, choice and control in emotional and mental self-care and wellbeing. (7) Longer and Healthier Lives: increasing physical and mental health life expectancy, improve the wellbeing of our population. (8) Independence and activity in older age and dignity and choice: increasing the number of people helped to live at home, reduce hospital admissions due to falls, increase levels of self-care and social prescribing; prevention support outside the care system.
- 1.5 In December 2017, a procurement exercise was carried out to deliver adaptations via a framework of contractors. The new contract would remove the need to obtain 3 quotes for individual schemes which was a time consuming exercise for both the Housing Adaptations team and the contractors. Four types of bathrooms, (one wet floor, and one wet room both with a different floor construction option) were included as fixed price schemes. These fixed prices enabled a quicker and more efficient way to agree schemes and prices with the contractors. The contractors know what they will receive for each basic scheme. This part of the contract includes rates for unforeseen variations and items not part of the fixed price scheme. These schemes are subject to the mandatory or discretionary grant process.
- 1.6 The procurement exercise also included for works of less than £1000. These works, referred to as Minor Works, are also a mandatory obligation upon the local authority and must be provided free at the point of delivery to those with an assessed need. There is no application form required and such works include external handrails, half steps, visual impairment items, door widening, door release mechanisms, etc.
- 1.7 Following a complaint by one of the bidders in early 2018, this first procurement process was abandoned on advice from Legal Services. A second procurement exercise was carried out in May 2018 and resulted in the current contract being awarded to 8 contractors in July 2018.
- 1.8 Since letting the contract, 3 contractors have left the framework. One withdrew from the contract due to the works no longer fitting in with its revised core activity, one left the contract due to consistent poor workmanship and two serious complaints, and a third could not provide the level of service required by the contract. This left 5 contractors delivering adaptations.

¹ uk/disabled-facilities-grants/eligibility

² <https://www.gov.uk/disabled-facilities-grants/eligibility>

- 1.9 The contract allows for a review of the rates submitted but does not include a percentage or method how this should be determined. The contract relies on the contractors giving 3 months' notice of their request for a rate rise. A rate rise was envisaged in 2020 but the onset of the Covid-19 pandemic in late March 2020 resulted in contractors placing staff on furlough and work in properties was brought to a halt for a while due to the risks associated with Covid-19.
- 1.10 Work recommenced in early June 2020 but at a greatly reduced capacity due to the need to maintain social distancing measures. The number of referrals to Housing Adaptations had dropped during this period. Some residents were also requesting their works to go on hold, again due to concerns over Covid-19 and people attending their homes. The need to maintain social distancing in residents' properties extended the delivery times from an average of 7 days per scheme to 10 days; an increase of around 40%. Contractors were not able to charge any additional costs for the work other than the costs associated with cleaning down, etc.
- 1.11 During the Covid-19 pandemic material costs have increased more than the rate of inflation which does not generally include for building related works. Contractors have cited two increases in materials and certain specific items since March 2020. Some items are specific to the adaptations arena such as specialist toilets; non-slip wet flooring, shower units with adaptation packs. Other items subject to price rises include general building materials such as cement, plaster, timber, tiles, etc.
- 1.12 It is difficult to apply general inflationary rates to such specific works. The indices used for building related works tends to fall into two distinct categories: new-build and building repair and maintenance but adaptations tends to fit into neither listing. There are a number of indices covering these areas RPIX (not including mortgages), COP (Construction Output Price) Index and BCIS (Building Construction Index Service). Building Repair and Maintenance is the better fit, although not perfect, for adaptations because it does not include the specifics.
- 1.13 Contractors are subject to their suppliers and merchants applying price increases that do not follow the general price increases applied to the retail sector and some rates have increased by as much as 8% for some products. Many of the products used in adaptations are direct from manufacturers who import parts from overseas/ Europe and this means that there are now import costs to consider. Delays in imports is also driving up cost for those alternatives where they are available.

2.0 PROCUREMENT STANDING ORDER SEEKING TO WAIVE / AUTHORISATION TO PROCEED:

- 2.1 Procurement Standing Order 9 covers Exemptions and Modifications to contracts
- 2.2 Procurement Standing Order 9.3 refers to Modifications to a Contract or Framework Agreement.
- 2.3 Procurement Standing Order 9.3.1 relied upon. PSO 9.3.1 states that "*Contracts and Framework Agreements may be modified during their term without a new procurement procedure in accordance with this Rule 9.3 in any of the following cases:*
- a) *Where the Modifications, irrespective of their monetary value, have been provided for in the initial procurement documents in clear, precise and unequivocal review clauses, which may include price revision clauses or options, provide that such clauses*
 - i.) *State the scope and nature of possible modifications or options as well as the conditions under which they may be used, and*
 - ii.) *Do not provide for modifications or options that would alter the overall nature of the Contract or Framework agreement;*

- 2.4 The agreement to a rise in the submitted rates will not affect any other part of the contract or the way in which it is delivered. Should this EDN be approved a Modification Form for STAR is ready for submission.
- 2.5 STAR Procurement has been consulted regarding this process and has commented by email that Section 9.3.1 is the correct Procurement Standing Order to use in this instance and that new procurement activity for 2022 is accurate.

3.0 VALUE OF CONTRACT

- 3.1 In 2018, the value of the initial contract had an estimate of £1.5M per year based upon expenditure from the previous 2 years.
- 3.2 The effect of changes to the Council's RRO Policy has removed some of the barriers to making applications for assistance thereby increasing the number of approved adaptations where there is no requirement for a means test. Simplified paperwork means more applications succeed and delivery in certain cases is quicker. This in turn means contractors are in need of more products and materials.
- 3.3 The amounts quoted here comprise numerous individual purchases. Part of this contract has fallen during the Covid-19 pandemic and this has had an effect on the number of adaptations completed and therefore expenditure. The value of spend in the first 2 full financial years of the contract is as follows:

2019/20 (Full financial year)

Total expenditure on adaptations within the framework was **£1,555,285**

2020/21 (Full financial year during pandemic)

Total expenditure on adaptations within the framework was **£913,468**

- 3.4 The rates within the Framework contract should be increased by 10% to cover recent increases in material and material costs over the previous 24 months.
- 3.5 Depending upon the number of schemes approved and completed over the next 12 months the additional cost to the framework will be between approximately £90,000 and £150,000

4.0 GROUNDS UPON WHICH WAIVER / AUTHORISATION TO PROCEED SOUGHT

- 4.1 It is to the Council's advantage that a rate rise for the contractors is agreed. The contract documents contain a clause allowing the rates contained in the contract to be varied although it does not state at what level the rate should be.
- 4.2 The Covid-19 pandemic has had a serious and detrimental effect on the delivery of adaptations. The costs being passed down to builders is exceeding their ability to deliver the works contained within the contract and make an operating profit. Brexit is also becoming part of the reason for increased costs.
- 4.3 Information received from contractors regarding the general increases in costs indicates:
- 8% increase in early 2021 and a further 6% from supplier AKW due autumn 2021.
 - 7% increase in 2020 and a further 4% increase in 2021 from Mira showers.
 - 4% increase in 2020 and a further 5% in 2021 from Closomat (specialist toilet).
 - 5% increase in 2021 for Geberit (specialist toilets).
 - 4.5% increase in 2021 from Regal Care (shower room products).
 - 6% increase 2020 and a further 5% increase in 2021 from Polyfloor and Altro Floor.

- Up to 7.5% increase for sanitary ware and up to 5% increase for bricks/ cement, etc from Benchmark
- 6-8% increase in 2021 for general plumbing supplies from Watermark.
- 28% increase in copper for electrical cabling
- 40% increase in aluminium over last 12 months but 6 week delivery now 12 weeks

Specialist toilets are not standard items in all adaptations; they are by request from the Occupational Therapist. The percentage increases above do not include the contractors on costs for items such as fuel/ transport, wages, insurances, etc.

- 4.4 The Housing Adaptations Service recently carried out a separate pricing exercise with a number of contractors, including those within the current Framework to obtain a view on what costs would be if a return to individual quotations was implemented. This identified an increase in the standard schemes of between £1000 and £1500. This compares with a potential increase of between £350 and £450 per scheme using the framework prices and 10% rate rise. The prices within the contract are as they were when the contract was let in 2018.
- 4.5 The current Framework provides a quick method of pricing and delivering adaptations saving time on staff resources.
- 4.6 The time and resources required to procure 3 quotes for each and every individual scheme would put increased pressure on the team and would not produce costs anywhere near those in the contract even with the suggested rate rise.
- 4.7 The rate rise would give the contractors a reasonable uplift in costs but would not have the same effect on the budget as obtaining 3 quotes for each scheme.
- 4.8 Contractors have expressed their concerns about their ability to continue with the current contractual arrangements and may have to reconsider their positions.
- 4.9 Contractors in the framework have been consulted on this process and some would prefer a more substantial rate increase however they fail to substantiate the claim. A rise of 10% across all the rates is considered a fair amount based upon the materials used in these schemes. Responses received all 5 contractors indicate their acceptance of a 10% rise.

5.0 REASONS WHY USUAL REQUIRMENTS OF PROCUREMENT STANDING ORDERS NEED NOT BE COMPLIED WITH BUT BEST VALUE AND PROBITY STILL ARE ACHIEVED

- 5.1 This Council's Procurement Standing Orders have been followed in order to this increase of the rates within the contract. Section 2 above refers to PSO 9.3.1 allowing a modification to be made to an existing contract. Consultation with STAR procurement has taken place concerning this extension request. STAR was not involved in the original tender process because the tender pre-dates Tameside becoming part of STAR. A Modification Request Form will be submitted to STAR upon approval of this report.
- 5.2 There are a number of options that could be considered
- 5.3 Option 1: Do nothing. This option is not favoured at this time. The five active contractors within the framework have expressed their concerns over the current rates contained in the contract and have stated they may decide not continue to provide their services and withdraw from the framework. This would leave no contractors in the framework and result in each adaptation being the subject of at least 3 quotes to determine a price. As noted above the costs per job would increase between £1000 and £1500. This is also a staff resource intensive option and would result is a drop in delivery times

- 5.4 Option 2: Terminate the current framework contract. This is not a favoured option. The current contract is not due to expire until July 2022 although it is possible to terminate the contract giving suitable notice. With no alternative in place, it would result in extended delivery times as per Option 1 above.
- 5.5 Option 3: Retender the service. This not the current favoured option. The current contract will expire in July 2022 and as such, a new framework is under consideration. The time involved in preparing the documents, running the tender, dealing with the bids and evaluating them, etc. will take a considerable amount of time and would not address the issue at hand
- 5.6 Option 4: Agree a rate rise that will potentially see the Council and contractors through to the end of the life of the current contract although is difficult to predict whether further increases in costs will be forthcoming in the current economic climate. The five contractors have all indicated they are willing to continue for a further 12 months within the terms of the existing contract subject to an increase in the rates that allows them to keep pace with the effects of the pandemic, Brexit and shortages caused by shipping. The current prices have been in force for over 2 years.
- 5.7 Option 4 is the favoured option as it allows the Council to provide continuity of service and will continue to provide savings against extended delivery times and staff resources.
- 5.8 The funds used to support this increase in rates will be within the allocation of DFG funds allocated by MHCLG and DoH and will not affect the Councils budget. Although this allocation has risen consistently over the previous five financial years it cannot be guaranteed this will continue. The contract states the Council does not have to place any orders with the winning contractors so should the allocation reduce, the number of schemes offered can be reduced also.

6.0 RISKS

- 6.1 The main risks to not agreeing to a rate rise for the contractors are that Housing Adaptations staff will have to prepare documents for each scheme to obtain quotes from at least three contractors. It will then be necessary to obtain approval from STAR for each quote. This will result in extended delivery times and more pressure on staff resources in what is already a small team, and there will be greater inconvenience for residents.
- 6.2 Increased costs to the budget. The current costs for adaptations are very economical and based upon guaranteed work for the contractors over the period of the contract. Having carried out a small benchmarking task where Housing Adaptations obtained prices outside the contract the average cost for the same work contained within the Contract was between £1000 and £1500 more than the contracted rates. It is difficult to obtain ad-hoc rates the same as those in a formal contract even when asking three contractors to compete. The rates in the Contract are completely out of date with current circumstances. Any rate rise agreed is unlikely to result in a rise in cost as high as £1000 per scheme.
- 6.3 Extended delivery times for adaptations. If the option to go for ad-hoc purchasing was adopted it would be necessary to arrange for individual builders to visit the property to be adapted. In many cases, this would have to be an accompanied visit to discuss the scheme. This could result in up to three visits with different builders creating disturbance and inconvenience to the resident. There would then be a delay whilst each builder prepares their price and submits it. The quotation process also requires the creation of a min-Project Initiation Document to allow the quotes to be obtained. All this process increase delivery times.
- 6.4 Contractors leaving the framework. If a reasonable rate rise is not offered they may become selective about the work they accept from the framework, ensuring they do not make a loss. Contractors may choose to seek work elsewhere where the rates are more beneficial to them.

It is common knowledge that during the pandemic many people have been spending money they would have used for holidays on home improvements. Building work is being carried out everywhere and contractors are enjoying a work and income boom. Many builders are able to pick and choose the work they want and prices are rising constantly due to the same reasons covered in this report, however residents have money burning in their pockets and this drives the lucrative domestic home improvement market. The Council can offer regularity of work but we have to offer this work at a fair price or suffer the consequences. 4 of the 5 contractors are local but they are still tempted by private work that offers a better margin for profit to enable them to keep their staff employed and their business buoyant.

- 6.5 Additional support from Adults and Children's Services. The need to go through an extended quotation process could place unnecessary pressure on Adult and Children's Services to provide additional support until the adaptations are provided. These services are already under increased pressure to deal with the existing level of cases built up from the pandemic. Staffing and budget issues are already under pressure and agreeing to the rate rise would help to keep this to a minimum. The longer residents have to wait for essential adaptations increases the risk of complaints to the Council and potentially to the Local Government Ombudsman (LGO). The LGO considers delays in delivery of adaptations to be a fault by the Council in many of its determinations, even when taking into account the pandemic.

7.0 EXISTING APPLICATIONS FOR GRANT BEING PROCESSED

- 7.1 The immediate effect of the change to the rates may be to take the cost of some works over the limit of the Grant for Adaptation set up as part of the Housing Assistance Policy 2018-2023. This states that works costing less than £5,000 can be processed without the need for a means test and requires a reduced application form.
- 7.2 As part of this process to increase rates, Housing Adaptations would continue to treat all those referrals received prior to the change as being within the remit of the Grant for Adaptation to ensure that where the applicants whose scheme cost for their adaptations exceeds £5,000 are not disadvantaged by this in year change to the rates.
- 7.3 The Housing Assistance Policy 2018-2023 will be revised in due course to change the level of the grants to ensure applicants continue to benefit from adaptations as originally intended by the Policy.

8.0 RECOMMENDATION

- 8.1 As detailed at the front of the report.

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Report to:	EXECUTIVE CABINET
Date:	23 March 2022
Executive Member:	Councillor Allison Gwynne – Neighbourhoods, Community Safety and Environment
Reporting Officer:	Emma Varnam – Assistant Director, Operations & Neighbourhoods
Subject:	COUNCIL FLEET REPLACEMENT STRATEGY
Report Summary:	<p>The Council currently operates a varied fleet of 239 vehicles and plant to provide its numerous services to the residents of the Borough. The estimated current fleet value as of November 2021 is in the region of £13,363,604</p> <p>Previous reports for the replacement of the fleet 2012, 2015, 2016; 2018 and 2019 have been approved on a per report basis. However, this approach does not support the Council's long or medium term financial strategy. Previously, future planning for the appropriate funding requirements for fleet replacement has been dealt with as required.</p> <p>This report and the attached 7 Year Fleet Replacement Strategy provides background to the current position, sets out the Council's current fleet requirements and the length of their safe and efficient operation before they need to be replaced.</p> <p>The strategy also takes into account possible changes to the Council service operations and the impact on fleet and the introduction of new legislation. It also considers the take up of new technological and environmental advances in vehicle design and build in providing the Council with a fleet that operates to the maximum efficiency in a safe and legal manner.</p>
Recommendations:	<p>That Board recommends to the Executive Cabinet to APPROVE the adoption of the Council's Fleet Replacement Strategy, as detailed in Appendix 1, including:</p> <ol style="list-style-type: none">1. An updated process to approve the Fleet Replacement programme, subject to annual review, that separates the up-front financial cost of procurement from the need to confirm and justify the requirement to replace vehicles.2. To delegate authority to the Director of Place and the Director of Finance the procurement of replacement vehicles to the fleet in line with the strategy.
Corporate Plan:	The procurement of the Council's fleet requirements in a cost effective manner will enable the Council to continue to provide its services to the citizens of the Borough, and to deliver its corporate plan
Policy Implications:	The procurement of the vehicles is an essential requirement for the Council to provide services to the community in a safe manner in line with its obligations as an operator of large goods vehicles.

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

The strategy outlined in this report provides a long term summary of the Council's fleet replacement requirements. A cohesive strategy will greatly assist both financial and service planning.

The purchase of all new fleet and equipment will be funded by borrowing which will incur interest charges at the prevailing Public Works Loan Board rates. Costs associated with the procurement of new fleet and equipment will be met by relevant service area budgets over its useful life. Costs to service areas will include the purchase price, annual maintenance and associated interest charges (as referenced previously)

Proceeds relating to the disposal of any vehicles or equipment will be paid into the corporate capital receipts account where the value received is over £10,000. This is consistent with disposal proceeds of Council land and buildings. Sale proceeds under this value will be paid into the Transport Services revenue account and will contribute to the future maintenance costs of the wider fleet group.

An Executive Decision will be published at the start of each financial year that sets out the fleet procurement intentions for the forthcoming year. This will ensure appropriate governance is in place and all procurement decisions are in line with the Council's financial regulations.

It should be noted that whilst this strategy sets out the requirements for a number of years, an element of flexibility may be required as individual service needs change. It is advised that the strategy is reviewed on an annual basis.

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

It is understood that this report was suggested by finance to set an overarching strategy for the replacement of fleet vehicles and this report and the accompanying policy sets out to address this.

The proposal appears to be for the council to fund the replacement through borrowing and for the services to be charged a consistent monthly 'rate' for the vehicles. The aim of this is to improve the financial planning for the services by providing them with certainty and to allow the fleet service to build up a reserve fund which will be used to support its funding position to facilitate the one monthly rate for the full term of the arrangement and also to cover one off costs for the fleet services such as the replacement of depot equipment.

As set out in the report it is expected that the spend in some years will be considerable. It is therefore proposed that there will be an annual review for Members to scrutinise.

In addition whilst the procurement is delegated to the Directors of Place and Finance it is understood that their Executive Decision will include the consultation with the service requiring the replacements to ensure that there is a clear audit trail in relation to need, cost and affordability in line with both the transparency agenda and the council's duty to ensure best value.

The Directors of Place and Finance will also be responsible for ensuring that a compliant procurement exercise is undertaken in relation to the replacement fleet and related equipment.

Members may wish to consider reviewing the impact of this strategy after a period of time, perhaps 12 months because whilst there is a

built in review process that is intended to be reported to the decision makers only namely the Director of Finance and Director of Place.

Risk Management:

The Council has a legislative duty to operate its fleet in a legal and safe manner. The Fleet Replacement Strategy will ensure that the fleet replacement process is compliant, efficient and that the fleet requirements of the Council are met. Please also see Section 5.

Access to Information:

The background papers can be Inspected by obtaining them from the authors of the report Garry Parker, Head of Waste Management and Fleet Services



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Mark Ellison, Fleet Services – Group Engineering Manager



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1. INTRODUCTION/BACKGROUND

- 1.1 The Council operates a large and varied fleet of vehicles and equipment some 239 made up of 146 vehicles and 93 plant items to enable it to provide core services to the citizens of the Borough. Through the works of the Strategic and Operational Transport Group, the transport fleet has reduced by 33% from 220 vehicles to 146 since 2011. The fleet is made up of vehicles of mixed ages and types, on an agreed programme of annual replacements.
- 1.2 Following these Strategic Operational Transport Group reviews, regular reports for the replacement of the fleet 2012, 2015, 2016, 2017, 2018 and 2019 have been approved, with all of the fleet being replaced over this period.
- 1.3 This replacement process now needs to start again as a selection of vehicles have now reached the end of their operational life and require replacing. It is not practical or advisable to extend the period of operation of these vehicles further due to increased maintenance costs, reliability and safety issues.
- 1.4 This report, together with the attached strategy (**Appendix 1**) provides the case for a longer term strategy which will assist the Council in planning for fleet replacement.
- 1.5 The Strategy will allow for more targeted reporting for fleet replacement authorisations. The Strategy will provide the overarching authority to replace vehicles, subject to Director Approval, at the point of requirement.
- 1.6 The wide variety of the Council fleet has an operational life expectancy of 4, 5 and 8 years and details of the current fleet arrangements are provided as an appendix to the strategy.
- 1.7 A plan that covers the next 7 years would provide clarity on the Council's budget over this medium/long-term period. The anticipated estimated spend (not including any borrowing) over the next 7 years is as follows and is based on 2021 price estimates.

Date/Year	Number of items to replace.	Estimated Expenditure £
2022/23	51	1,155,450
2023/24	19	1,144,754
2024/25	43	1,596,500
2025/26	82	6,670,500
2026/27	28	338,204
2027/28	28	572,900
2028/29	26	2,319,500
Total 7 Year Expenditure		13,797,808

2 LEGISLATIVE REQUIREMENTS AND OTHER CONSIDERATIONS

- 2.1 The proposed Strategy reaffirms the Council's commitment to legislative and environmental factors when operating a fleet, as summarised below.

The Council's Operators Licence (O License)

- 2.2 Transport is one the most heavily regulated activities in industry and in order to operate its fleet of large goods vehicles and Buses, the Council must have a named individual as a person with a Certificate of Professional Competence (CPC) to hold each licence in order to operate its fleet.

- 2.3 The Council currently operates with two Operators Licences one for goods vehicles and one for Passenger carrying vehicles.
- 2.4 The 'O' Licence holder has a legal responsibility to ensure that the Council operates its fleet in a legal and safe manner. Even though not all of the Council's vehicles are subject to the 'O' Licence, (those vehicle less than 3.5Tons gross vehicle weight and those with less than 9 passenger seats) the Traffic Commissioners expects that a competent person would apply the same rigour and approach to all vehicles on the fleet.

Environmental Issues/ Greater Manchester Clean Air Zone

- 2.5 Environmental factors are a key consideration for Fleet Services when developing business cases for replacement of fleet.
- 2.6 Legislation regarding vehicle emissions is constantly being reviewed and updated. Current emission standards are based on Euro 6 type engines. It is known that improved engines reduce carbon dioxide, nitrogen oxides (NOX) and Particulate Matter (PM) emissions and also improve fuel efficiency.
- 2.7 The Greater Manchester Combined Authorities will implement its CAZ (Clean Air Zone) plans on 30 May 2022, with LGVs and Minibuses exempt until 2023, this in essence means that any commercial vehicle with less than a euro 6 diesel or euro 5 petrol will have a tariff applied to them should they be driving in the GM area. The Strategy will ensure that the Council is compliant to these requirements.
- 2.8 Waste Management and Fleet services have through its fleet replacement processes ensured that all applicable Council vehicles comply with the requirements of the clean air zone.
- 2.9 Nationally, the government pledged in its 2019 Clean Air Strategy to ban commercial sales of petrol and diesel engines by 2040, and in February 2020 it was proposed in Parliament to reduce this to 2035. It is clear that vehicles powered by alternative fuels are going to be the preferred choices in years to come.

Vehicle Build Times and Emerging Technologies

- 2.10 Emerging technologies, resulting in increased environmental, safety and efficiency improvements, are further considerations when Fleet Services develop the fleet replacement programme.
- 2.11 In addition to any new technologies, many of the vehicles operated by the Council also require specifications that differ from commercially available vehicle production. These bespoke vehicles, such as refuse vehicles, can take 6-12months following procurement to build. Any delays in the procurement cycle therefore could impact on service provision.

3 COUNCIL SERVICE PROVISION – FINANCIAL CONSIDERATIONS

- 3.1 Fleet Services discuss and challenge operational services managers to identify fleet savings. All of the vehicles listed in the Strategy have been identified by the managers of the service areas as essential for the operation of these services and equally as important, within revenue funding envelopes to pay back the purchasing costs.
- 3.2 All Council services with fleet requirements have an identified revenue stream that covers the whole life of the vehicles operation. This covers the cost of the repayment of purchase costs, and maintenance and inspection costs incurred by the Fleet Workshop. All relevant costs are calculated over the expected operational life of the vehicle and charged equally over this period to enable services to plan their budgets effectively.

Funding Methods

- 3.3 The Council has four main funding methods available when procuring the fleet, and they are detailed in the table below.

Funding Method	Overview
Direct Purchase from Council Reserves.	<p>The Council would acquire outright ownership of the vehicles at the outset and would make a one off payment to the supplier.</p> <p>The Council would then recover the capital outlay from Services as part of the 'rental' charge for the vehicle.</p> <p>The Council would also have an asset with residual value to support the cost of the next replacement exercise.</p>
Operating Lease	<p>Under an operating lease the Council would pay regular rental payments to the supplier, at the end of the lease agreement the Vehicles would return to the supplier. The Council would not have ownership of the vehicles at any point under an operating lease. The Council would still need to add maintenance costs into any financial assessment as operating leases are normally without maintenance included.</p> <p>It should be noted that estimated residual values for the Operating Lease option are often calculated at a higher value by the lease company than the Council would determine. In addition to this the return conditions placed on the Council are unrealistic for the age and use of the vehicles and previously the Council has incurred significant unbudgeted costs when vehicles are returned.</p>
Finance Lease	<p>Under a Finance Lease the Council would make regular payments to the supplier, the payments would be made up of a Principal repayment element and an interest element. At the end of the lease term the ownership of the Vehicles would be with the Council, with a residual value to off-set future costs</p>
Prudential Borrowing	<p>The Council would acquire outright ownership of the vehicles at the outset and would make a one off payment to the supplier. The Council would then be required to repay the Borrowing over the operational life of the vehicles. Interest rates will be applicable and subject to market fluctuations. This borrowing is repaid from Services as part of the 'rental' charge for the vehicles and residual value would be available to off-set future costs</p>

* Please note that the four funding methods apply to both of the options to govern the fleet replacement programme detailed in Section 4 below.

Service Recharges

- 3.4 Service areas have an allocated revenue budget identified to pay for their transport costs. This budget is used to pay recharges to Fleet Services for the cost of each vehicle. This recharge consists of three elements:
- Procurement recharge
 - Fleet management (including licences, certifications, insurance and taxation etc.)
 - Maintenance recharge.
- 3.5 The three recharge/costs elements are calculated over the whole life of the vehicle for the optimum life of 4, 5, and 8. This allows service and the Council to accurately budget for its fleet requirements.

4 OPTIONS TO GOVERN THE FLEET REPLACEMENT PROGRAMME

- 4.1 It is not a viable option to extend the lifetime of the fleet age profile due to increased reliability and maintenance issues. It would result in increased costs due to increased vehicle downtime, resulting in negative impacts to service provision and an increase in hire replacements. Furthermore, this would result in increased air quality risks as harmful emissions increase with engine wear.

Option 1 – Continuing Fleet Replacements on a Per Report Basis

- 4.2 There is the option of continuing fleet replacements on a, typically annually, per report basis.
- 4.3 However, this option is not recommended as it does not support the Council's medium/longer-term financial strategy and it is a lengthy process that can cause delays in fleet procurement.

Option 2 – Adopting the Proposed Fleet Replacement Strategy

- 4.4 An updated proposed process for the Fleet Replacement Programme is detailed in full in the Strategy (**Appendix 1**). This is the recommended option.
- 4.5 It proposes the separation of the up-front financial cost of procurement from the need to confirm and justify the requirement to replace vehicles. This simplified process assists both Fleet Services and Finance through greater efficiency.
- 4.6 Fleet Services will instead provide Finance with the Master Fleet lists by service area (attached as appendices to the Strategy), that identify the vehicles that require replacement in that specific year, together with estimated replacement costs.
- 4.7 By having a 7-year replacement strategy in place, the Council can include fleet requirements in its medium term financial plans to provide the most cost effective procurement.
- 4.8 Fleet Services will provide a list to each service area of the vehicles that require replacing, complete with an estimate of the annual recharge for each vehicle. Service area managers will be required to confirm their requirements and the availability of revenue funding to support the replacement.
- 4.9 To support the fleet replacement process and to ensure due diligence, Director Approval Reports (requiring authorisation from the Director of the service) would be submitted to the Director of Place and the Director of Finance to authorise the replacement process to begin.
- 4.10 The replacement strategy will receive an annual review during fleet procurement activities, prior to replacement authorisation reports being submitted, to ensure all fleet requirements are met.
- 4.11 If additional fleet vehicles are required due to service demand, business cases will be presented to the Strategic Capital Monitoring Pane for approval.
- 4.12 When owned vehicles come to the end of their operational life, they will be disposed of via auction to allow fair competition to the vehicles and to ensure the best price is obtained. Leased or hired vehicles will be handed back to the lease company at the end of their lease (subject to any agreed extension periods), and any end of lease charges will be negotiated to minimise the cost to the Council.

5. RISK MANAGEMENT

- 5.1 Fleet Services and Finance have identified that the Fleet Replacement process can be made more efficient and support the medium-term financial requirement on the Council's budget.

Keeping to the current system, on a per report basis, would not realise these efficiencies and could potentially delay the procurement of fleet vehicles identified for replacement.

5.2 There are no identifiable risks presented by adopting the process in Option 2, detailed in full in the Strategy (**Appendix 1**)

5.3 However, there are risks in not replacing fleet vehicles at their recommended timescale and they are summarised below:

- Any extensions to the fleet age profile would put additional burden on maintenance provision; this would still result in increased vehicle down time and increased costs.
- As vehicles age, harmful emissions increase with engine wear further increasing air quality risks.
- Additional financial provision for short term replacement hires would be required.
- Service delivery for essential services would be negatively affected due to unreliability of aging fleet.

5.4 There are also risks involved in purchasing fleet replacements given the costs involved, and this is dependent on the procurement method used and whether future service provision may reduce overall vehicle demand. A summary of these risks and mitigating actions is provided in the table below:

Risk	Impact	Mitigating Actions	Outcome
Price increases	Additional Costs	Procurement processes/Competitive Tendering/use of Frameworks	Subject to market forces
Reduction in Services	Possible fleet surplus/reducing impact as fleet ages	New Fleet – higher residual value/Long term savings on fleet costs	Risk minimised
Stopping of Services	Possible fleet surplus/reducing impact as fleet ages	New Fleet – higher residual value/Long term savings on fleet costs	Risk minimised
Service Provided by third party	Possible fleet surplus/reducing impact as fleet ages	Include in arrangements with provider to utilise Council Fleet	Risk minimised
Residual values	Cost shortfall	Subject to market forces/Vehicle managed and maintained Condition reviews. Utilisation of best disposal options.	Still provides Council with cost effective option for fleet replacement
Delivery Times	Service delivery / safety	Early decision	Urgent action required

5.5 If further service reviews identify a need to reduce the overall vehicle demand, and vehicles are returned before the end of the borrowing/lease period, the service area may be subject to early return costs. These costs will need to be met by individual services and calculated using the receipts of the sale to offset any outstanding borrowing, the short fall (if any) will be recharged to the service returning the vehicle.

5.6 The Council also needs to consider its current plans for the delivery of operational services. To protect the Council, should any services be provided by an external supplier, provision should be made with the supplier to utilise any Council owned fleet to deliver services.

6 CONCLUSION

- 6.1 The Council operates a large fleet enabling the provision of Council services. The Council has a legislative duty to operate the fleet in a legal and safe manner. The proposed Fleet Replacement Strategy will ensure that the fleet replacement process continues to be compliant, efficient and that the fleet requirements of the Council are met.
- 6.2 Fleet Services and Finance have identified that the current fleet replacement process, made on a per report basis, can be made more efficient. This is by separating the up-front financial cost of procurement from the need to confirm and justify the requirement to replace vehicles.
- 6.3 The Strategy will allow for more targeted reporting for fleet replacement authorisations and support the Council's medium/longer-term financial planning.

7 RECOMMENDATIONS

- 7.1 Are as set out at the front of the report.

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COUNCIL FLEET REPLACEMENT STRATEGY
2022/23-2028/29 (7 YEARS)



January 2022

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EXECUTIVE SUMMARY

The Fleet Replacement Strategy sets out the process and governance by which the Council's fleet and plant requirements (some 239 vehicles and plant) are identified scheduled for replacement and procured.

The 239 units are made up of 146 vehicles and 93 items of plant machinery including road-going plant.

The Strategy identifies the current and future fleet requirement, the operational life of this fleet and explores the legislative requirements around operating large goods vehicles and environmental considerations in terms of air pollution and vehicle emissions.

The Strategy also takes into consideration how any replacement programme should not always be on a like-for-like basis, but should take advantage of new and emerging technologies such as ultra-low emission vehicles (ULEV) in its vehicle specifications.

In addition, the Strategy describes the financial considerations and how by adopting the Strategy, the Council can improve its longer-term financial planning.

Importantly, the Strategy describes the different procurement options in terms of financing options available to the Council, the on-going revenue costs for maintenance and repayment for initial capital outlay of replacement vehicles.

The Strategy identifies how the charges to services are broken down into two distinct areas, the procurement recharge, and the fleet management and maintenance recharge.

The procurement recharge covers the cost of procuring the vehicle. If the vehicle has been procured from Council Capital Reserves, this will be paid into a Vehicle Procurement Reserve to fund future replacements. Or if financed via another option will repay the financing of the vehicle.

The maintenance recharge element covers all maintenance activities over the operational life of the vehicle and also includes the costs of Insurance, taxation, Operator licensing and compliance. This element of the recharge is paid into the Vehicle Maintenance Reserve and is available to the workshop to fund repairs and parts as vehicles age before replacement.

The key elements of the strategy are that the approval of the vehicle replacements is separated from the chosen method of financing the fleet replacements.

This strategy provides a governance process to approve the replacement programme, subject to annual review, with a decision on the appropriate finance options identified to complement the Council's medium term financial strategy.

A detailed section on risk management is included, together with the annual replacement process, governance arrangements and the timescales for reviewing the strategy.

Included in the appendices is a Master Fleet List, which provides information on the fleet listing the vehicles by type of operation, make and model, current age, efficient operational life and replacement cost.

The final appendix includes document control sheets, in order that the strategy and any changes and a history of replacements is maintained and controlled.

1. INTRODUCTION

- 1.1 The Council currently operates a varied fleet of 239 vehicles and plant (as at December 2021) of varying types, from mowing machines and vans to refuse vehicles, to provide its numerous services to the residents of the Borough.
- 1.2 The current estimated net book value of the 239 items of fleet is £13,363,604 and does not include small plant and hand tools. Only road going motor vehicles and large plant is included in this strategy.
- 1.3 Through the works of the Council's Strategic and Operational Transport Group, the Transport vehicle fleet has reduced by 33% from 220 vehicles to 146 since 2011. The fleet is made up of vehicles of mixed ages and types, on an agreed programme of annual replacements.
- 1.4 Following these Strategic and Operational Transport Group reviews, regular reports for the replacement of the fleet 2012, 2015, 2016, 2017, 2018 and 2019/20 have been approved, with all of the fleet being replaced over this period.
- 1.5 These previous reports for the replacement of the fleet have been approved on a per report basis. However, this approach does not support the Council's long or medium term financial strategy as future planning for the appropriate funding requirements for fleet replacement has been dealt with on an as required basis.
- 1.6 This Strategy document provides the background to the current position, sets out the Council's current fleet requirements and the length of their safe and efficient operation before they need to be replaced.
- 1.7 The strategy also takes into account possible changes to the Council service operations and the impact on fleet and the introduction of new legislation. It also considers the take up of new technological advances in providing the Council with a fleet that operates to the maximum efficiency in a safe and legal manner.
- 1.8 This strategy covers the fleet replacement activities and financial requirements/costs for the period 2022/23 to 2028/29 (7 years).
- 1.9 The anticipated estimated spend (not including any borrowing) over the next 7 years is as follows, and is based on a mix of previous spend prices adjusted for potential increased manufacturing costs

Date/Year	Number of items to replace.	Estimated Expenditure £
2022/23	51	1,155,450
2023/24	19	1,144,754
2024/25	43	1,596,500
2025/26	82	6,670,500
2026/27	28	338,204
2027/28	28	572,900
2028/29	26	2,319,500
Total 7 Year Expenditure		13,797,808

2. FLEET REQUIREMENTS

- 2.1 In the identification of the Council's Fleet requirements, consideration must be given too many factors. Fleet vehicles support the provision of both direct operational services to the public (for example refuse collection vehicles) and also the Council's support services (vans for IT support to out-stations).
- 2.3 There are five important questions that must then be asked to determine what the Council's Fleet requirements are:
- Is this a service that the Council wishes to see provided?
 - Is this service provided by the Council directly?
 - What are the fleet requirements for the identified level of service?
 - What are the financial implications for the Council?
 - What are the risks to the Council – if any of the above change?
- 2.4 Transport Services continually challenges operational services managers to identify fleet savings. All of the vehicles listed in the attached Appendix have been identified by the managers of the service areas as essential for the operation of these services and equally as important, within revenue funding envelopes to pay back the purchasing costs.
- 2.5 The issues around financial implications and risks are examined further in this strategy.
- 2.6 The Master Fleet List in **Appendix 1**, lists the vehicles by type of operation, make and model, current age, efficient operational life and replacement costs based on estimated 2020 prices.
- 2.7 Prior to any final procurement activity for fleet a final specification meeting takes place between transport the service requiring items of fleet to ensure accuracy and acceptance of specifications and final confirmation of need.

3. VEHICLE OPERATIONAL LIFE

- 3.1 All vehicles on the Council fleet have an expected operational life for maximum productivity and efficiency.
- 3.2 This operational life varies from 4, 5, or 8 years and is dependent upon the nature of the vehicles operation. (See below and Master Core Fleet Appendix A for vehicle specific detail).

Vehicle Type	Optimum Operational Life (Years)
Heavy Goods vehicles	8
Light Commercial	8
Compact Road Sweepers	5
General Plant	8
Ride on Lawn Mowers	4
Selected 2.2t High Mileage vans	5

- 3.3 Any extensions to the fleet age profile would require additional routine and reactive maintenance. This would result in increased vehicle down time and an increase in maintenance parts costs due to increased wear on major components.
- 3.4 Any extensions to the fleet age profile may result in the need for addition fitters to ensure the additional maintenance arrangements can be fulfilled.
- 3.5 Additional financial provision for short term replacement would be required.
- 3.6 In addition, as vehicles lives are extended and worked harder, there will be an increase in

breakdowns and additional off-road time for maintenance and a corresponding increase in more harmful emissions as engines become less effective.

- 3.7 Vehicle down-time results in loss of productivity and efficiency of the workforce resulting to reduced service delivery.
- 3.8 The increased vehicle downtime would inevitably lead to an increase in the use of short term rental vehicles to supplement the increase vehicle downtime this would *come* at a significant financial cost.

4. LEGISLATIVE REQUIREMENTS

The Council's 'O' Licence

- 4.1 Transport is one the most heavily regulated activities in industry and in order to operate its fleet of Large Goods Vehicles and Buses, the Council must have a named individual as a person with a Certificate of Professional Competence (CPC) to hold each licence in order to operate its fleet.
- 4.2 The Council currently operates with two Operators Licences one for goods vehicles and one for Passenger carrying vehicles.
- 4.3 The 'O' Licence holder has a legal responsibility to ensure that the Council operates its fleet in a legal and safe manner, and even though not all Council's vehicles are subject to 'O' Licencing regulations, (those vehicle less than 3.5Tons gross vehicle weight and those with less than 9 passenger seats) the Traffic Commissioners expects that an approved operator would apply the same rigour and approach to all vehicles on its fleet.
- 4.4 The duties of the 'O' Licence holder covers all operations of the Council's fleet provision and include ensuring that drivers and vehicles do not break any laws relating to vehicles, driving and Operators Licensing.
- 4.5 The general requirements of the Council under its Operators License are
- Vehicle will be roadworthy and free from defects.
 - The Council must have comprehensive maintenance arrangements in place for the inspection and maintenance of vehicles, and must be adhered to.
 - Vehicles will operate within speed limits.
 - Vehicles will not be overloaded.
 - The rules on driver's hours and tachographs will be observed and proper records kept.
 - Drivers must report any defects or symptom of defects that may affect the safe operation of the vehicle.
 - The limits of numbers of authorised vehicles must not be exceeded at any operating centre.
 - All prosecutions and convictions relating to driving and or any conviction that may affect the good repute of the controlling person/persons of the business must be reported to the Traffic Commissioner.

The list above is not meant to be exhaustive but give a flavour of the requirements laid down under Operator Licensing regulations.

Environmental Issues/Greater Manchester Caz (Clean Air Zone)

- 4.6 Legislation regarding vehicle emissions is constantly being reviewed and updated. Current emission standards are based on Euro 6 type engines.
- 4.7 Not only do improved engines reduce carbon dioxide, nitrogen oxides (NOX) and Particulate Matter (PM) emissions but also improve fuel efficiency.

- 4.8 National; and regional policies and plans to improve air quality, require that the Council must take this and any new environmental issue into consideration when replacing its fleet.
- 4.9 At the time of writing, the intention is that Greater Manchester Combined Authorities will implement its CAZ (Clean Air Zone) plans on 30 May 2022, with LGVs and Minibuses exempt until 2023, this in essence means that commercial vehicles with less than a euro 6 diesel will have a tariff applied to it should it be driven in the CAZ area. The tariffs that have been set for non-compliance with the CAZ emission limits are LCV £10 per day and HGV £60 per day, it is anticipated this will increase as years progress. The government has specified four categories of CAZ where vehicles must meet the following minimum emissions standards to be compliant with clean air emissions standards:

Categories: Government has specified four categories of Clean Air Zones where drivers of non-compliant vehicles would pay a penalty to travel within a designated area.

Category	Vehicle Types	Age of compliant vehicles:
CLASS A	Bus, Car, Van	Car/Taxi Diesel Euro 6 (2015) Petrol Euro 4 (2005)
CLASS B	Bus, Car, Van, Truck	Van Euro 6 (2016)
CLASS C	Bus, Car, Van, Truck, LCV	Bus/HGV Euro 6 (2013)
CLASS D	Bus, Car, Van, Truck, LCV, Motorcycle	Motorcycle/Moped Euro 3 (2007)

Ultra-low emission vehicles with a significant zero-emission range are exempt.

(The Government have established the Joint Air Quality Unit (JAQU) to help deliver the National Clean Air Plan and are closely guiding local authorities).

Exemptions

The CAP (Clean Air Plan) has provided for exemptions for certain vehicle types, a list of these exemptions can be found at <https://cleanairgm.com/clean-air-zone/discounts-and-exemptions/>

- 4.10 The council's fleet consists of diesel and petrol fuelled vehicles, with 10 electric vans currently in service or about to go into service. Most manufacturers are developing alternative fuels to power vehicles. This technology is still largely in development for most types of vehicle we operate in comparison to diesel or petrol fuelled vehicles. However, it may be suitable for certain vehicles and the roles we require them to carry out.
- 4.11 With the government pledging in its 2019 Clean Air Strategy to ban commercial sales of petrol and diesel engines by 2040, (recently proposed in parliament February 2020 to reduce this to 2030 for petrol and diesel cars, 2035 for Light Commercial vehicles and 2040 for Heavy Goods Vehicles) it is quite clear that these alternatives are going to be the preferred choices in years to come.
- 4.12 If there is a suitable vehicle available powered by alternative fuels we will look to procure over petrol or diesel fuelled vehicles after considering financial implications, infrastructure and vehicle usage.
- 4.13 ULEV (Ultra Low Emission Vehicles) including wholly electric vehicles would be the preferred recommendation going forwards subject to the following:
- Availability of choice in vehicle types, especially for those vehicles of a specialist nature e.g. refuse vehicles, Road Sweepers, Gritters etc.
 - That proposed electric vehicles are affordable, the majority currently being trialled and operated across various more affluent Councils are either concept vehicles in development or prototypes, and as such carry a disproportionate costs.
 - A robust and effective charging infrastructure is implemented to ensure operational

issues are addressed.

- The operational services are able to adapt their operations to electric vehicle limitations.

4.14 Transport Services will at all times, put environmental considerations at the top of its priorities when developing the business case for replacement of fleet.

4.15 Contained within the scope of this strategy must be the facility to replace some specific vehicles early if it means improving the environmental impact or safety of particular vehicles.

This could be as a result of:

- Operational changes and service reviews
- New emerging technologies could mean there is a viable business case for changing vehicle type or specifications.
- Specific high mileage vehicles that struggle to maintain their own emission standards due to excessive engine wear.

Any changes to fleet will require a sound business case developing giving a sound costs benefit analysis of the required changes, and assurances from finance that affordability is ensured.

5 NEW & EMERGING TECHNOLOGIES

5.1 Vehicular transport has been at the cutting edge of new technology since the first vehicles arrived on the road.

5.2 The internal combustion engine is now accompanied by both electric and fossil fuel/electric hybrid engines.

5.3 Many of the developments have been progressed to meet efficiency and environmental concerns and can be seen by the development of ultra-low emission vehicles (ULEV).

5.4 Other developments outside of fuel economy and environmental issues, relate to safety, such as automated braking and, lane departure systems to name but two, comfort and improved driving experience such as on-board computers and diagnostics, and technologies we now take for granted such as satellite navigation and vehicle positioning are 'standard' items, but add to the cost.

5.5 Driverless vehicles are now being tested and other innovations may be just around the corner.

5.6 The Council must always ensure that these technologies are considered when developing its replacement programme.

6. VEHICLE SPECIFICATIONS AND BUILD TIMES

6.1 These new technologies, if appropriate, are identified in the vehicle specification once agreed and approval to replace vehicles has been given.

6.2 In addition to any new technologies, many of the vehicles operated by Council also require specifications which differ from commercially available vehicle production.

6.3 As a result of this requirement for bespoke specification, which is common across municipal fleets across the country, vehicles are not available off-the-shelf.

6.4 Manufacturers of municipal vehicles such as refuse collection vehicles, allocate 'build-slots' following an official order and the production build of many of this type of vehicle can be from

6 to 12 months.

- 6.5 This is an important consideration when planning a replacement programme as any delays in the procurement cycle can lead to an increase in the use of existing vehicles and the issues and costs relating to the optimum operational life of vehicles coming into play.

7. FINANCIAL CONSIDERATIONS – FINANCIAL PLANNING

- 7.1 A major influencing factor in the development of this strategy is to enable more cohesive medium term financial strategy to support fleet replacement in line with Council priorities.
- 7.2 The Master Fleet List details the estimated replacement costs for the Council's fleet for an 8 year period (at current estimated replacement costs).
- 7.3 Competing financial demands on the Council's resources has resulted in delays to the fleet replacement programme as the process relied each time on detailed financial analysis and appraisals as part of the process for approval of the replacement programme.
- 7.4 The separation of the up-front financial cost of procurement from the need to confirm and justify the requirement to replace vehicles assists both services in identifying fleet requirements and the Council to plan its capital requirements and to identify the most prudent procurement option for the Council.
- 7.5 By having a long term 7 year strategy in place (with an estimate of replacement costs for each of these years), the Council can include fleet requirements in its medium term financial plans to provide the most cost effective procurement.
- 7.6 As services have identified revenue budgets to 'pay' for their transport, the service need is for a replacement vehicle, not for capital investment.
- 7.7 The Council having supported this need can then identify the preferred procurement option at the time.

8. FINANCIAL CONSIDERATIONS- FUNDING OPTIONS

- 8.1 The Council has a variety of options when financing the procurement of its fleet.
- 8.2 There are four main options, but at any procurement exercise may select one or more these options to procure the fleet.

Funding Method	Overview
Direct Purchase from Council Reserves. -	The Council would acquire outright ownership of the vehicles at the outset and would make a one off payment to the supplier. The Council would then recover the capital outlay from Services as part of the 'rental' charge for the vehicle. The Council would also have an asset with residual value to support the cost of the next replacement exercise.
Operating Lease	Under an operating lease the Council would pay regular rental payments to the supplier, at the end of the lease agreement the Vehicles would return to the supplier. The Council would not have ownership of the vehicles at any point under an operating lease. The Council would still need to add maintenance costs into any financial assessment as operating leases are normally without maintenance

	included. It should be noted that estimated residual values for the Operating Lease option are often calculated at a higher value by the lease company than the Council would determine. In addition to this the return conditions placed on the Council are unrealistic for the age and use of the vehicles and previously the Council has incurred significant unbudgeted costs when vehicles are returned.
	Finance Lease Under a Finance Lease the Council would make regular payments to the supplier, the payments would be made up of a Principal repayment element and an interest element. At the end of the lease term the ownership of the Vehicles would be with the Council, with a residual value to off-set future costs
8.3	Prudential Borrowing The Council would acquire outright ownership of the vehicles at the outset and would make a one off payment to the supplier. The Council would then be required to repay the Borrowing over the operational life of the vehicles. Interest rates will be applicable and subject to market fluctuations. This borrowing is repaid from Services as part of the 'rental' charge for the vehicles and residual value would be available to off-set future costs.

The section on governance below describes the separation of the financing from the identification of fleet replacement.

9. COSTS TO SERVICES

- 9.1 Service areas have an allocated revenue budget identified to pay for their transport costs.
- 9.2 This budget is used to pay recharges to Transport Services for the cost of each vehicle.
- 9.3 This recharge consists of three elements;
- Procurement recharge
 - Fleet management (including licences, certifications, insurance and taxation etc.)
 - Maintenance recharge.
- 9.4 The procurement recharge pays for the initial purchase cost, spread evenly over the operational life of the vehicle. If the vehicle has been procured from Council Capital Reserves, this will be paid into a **Vehicle Procurement Reserve** to fund future replacements. Or if financed via another option will repay the financing of the vehicle.
- 9.5 The fleet management element of the recharge covers such things as Insurance, taxation, Operator Licensing and compliance.
- 9.6 The maintenance recharge element covers servicing, safety inspections and wear and tear repairs and includes an estimate by vehicle type of parts required over the operational life of the vehicle. This element of the recharge is paid into the **Vehicle Maintenance Reserve** and is available to the workshop to fund repairs and parts as vehicles age before replacement.
- 9.7 The three recharge/costs elements are calculated over the whole life of the vehicle for the optimum life of 4, 5 and 8 years. This allows service and the Council to accurately budget for its fleet requirements.

10. VEHICLE MAINTENANCE

- 10.1 Vehicle maintenance costs are calculated by vehicle type and are based on the whole life

costs of the vehicle, and includes all servicing, repairs and tyre costs with the exception of misuse and damage and unfair wear and tear.

- 10.2 The Council has 4 vehicles on fleet that act as maintenance spares these vehicles are the best of the old fleet retained to support services during times or prolonged periods of vehicle down time. The current spares are allocated to two service areas, refuse Collection and Street Cleansing (Road Sweeping)
- 10.3 Refuse collection currently has three 2012 plated refuse collection vehicles that were retained as operational maintenance spares when their replacements arrived in 2020.
- 10.4 Street Cleansing currently has one 2015 plated sweeper which was retained as a maintenance spare when its replacement arrived as part of the seven new sweepers purchased 2020.
- 10.5 These maintenance spare vehicles will be kept and maintained until the next batch of vehicles are due replacement, where they will be replaced with the best of the old units. This process is a continual rolling process.
- 10.6 The costs of these vehicles are recharged back to the users under an insurance and maintenance only arrangement.
- 10.7 It must be noted the spare vehicles retained, are not viable for front line use and only used in a temporary limited use capacity to ensure continuation of services during significant core fleet unavailability due to maintenance.

11 RISKS

- 11.1 The main risks associated with not replacing the Council fleet are:

Implications of Not Replacing Fleet Vehicles

- 11.2 Any extensions to the fleet age profile would put additional burden on maintenance provision; this would still result in increased vehicle down time.
- 11.3 As vehicles age harmful emissions increase with engine wear further increasing air quality risks.
- 11.4 Additional financial provision for short term replacement would be required.

Impact on Vehicle Availability and Maintenance

- 11.5 As vehicle lives are extended and worked harder, there will be an increase in breakdowns and additional off-road time for maintenance.
- 11.6 As vehicle lives are extended and engines wear, there will be a significant increase in harmful emissions.
- 11.7 Vehicle down-time results in loss of productivity and efficiency of the workforce.
- 11.8 The increased vehicle downtime would inevitably lead to an increase in the use of short term rental vehicles to supplement the increase in vehicle downtime. This would come at a significant financial cost.
- 11.9 Further service reviews may identify a need to reduce the overall vehicle demand, and return one or more of the vehicles before the end of the borrowing/lease period. In this event, the service area may be subject to early return costs. These costs will need to be met by individual services and calculated using the receipts of the sale to offset the outstanding

borrowing, the short fall (if any) will be recharged to the service returning the vehicle.

Other Issues

- 11.10 The Council needs to consider its current plans for the delivery of operational services. To protect the Council, should any services be provided by an external supplier, provision should be made with the supplier to utilise any Council owned fleet to deliver services.
- 11.11 A summary of the risks, impact and mitigating factors are included in **Table 2**, below, divided into two categories, replacing or not replacing the fleet.

Table 2: Risk Summary

Replacing the Fleet			
Risk:	Impact:	Mitigating Actions:	Outcome:
Price increases	Additional Costs	Procurement processes/Competitive Tendering/use of Frameworks	Subject to market forces
Reduction in Services	Possible fleet surplus/reducing impact as fleet ages	New Fleet – higher residual value/Long term savings on fleet costs	Risk minimised
Stopping of Services	Possible fleet surplus/reducing impact as fleet ages	New Fleet – higher residual value/Long term savings on fleet costs	Risk minimised
Service Provided by third party	Possible fleet surplus/reducing impact as fleet ages	Include in arrangements with provider to utilise Council Fleet	Risk minimised
Residual values	Cost shortfall	Subject to market forces/Vehicle managed and maintained Condition reviews. Utilisation of best disposal options.	Still provides Council with cost effective option for fleet replacement
Delivery Times	Service delivery / safety	Early decision	Urgent action required
Not Replacing the Fleet			
Risk:	Impact:	Mitigating Actions:	Outcome:
Impact on Service Delivery	Downtime / inefficiencies	Replace fleet	New Fleet
Impact on Air Quality	Increase in harmful emissions	Replace engines/or fleet item	New Fleet
All vehicles require replacement next year (roll on effect)	Cost/ safety	Replace fleet	New Fleet
Compliance with Procurement Standing orders	If vehicles provided under a contract hire/lease agreement then item cannot be permitted to run out of contract	Replace under short term hire framework contract.	Temporary solution only short term hire can be used from 1 day to 1 year. Increased costs
Increased costs Servicing / Repairs Downtime Replacement hires Staff time	Increased costs Servicing / Repairs Downtime Replacement hires Staff time	Replace fleet	New Fleet

12 ANNUAL REPLACEMENT PROCESS

- 12.1 The separation of the fleet requirements from the financial arrangements required for procurement provides for a simplified process.
- 12.2 The Master Fleet List by service, 2021 edition included at **Appendix 1**, identifies those vehicles that require replacement in the following year, together with estimated replacement costs.
- 12.3 Transport Services will provide a list to each service area of the vehicles that require replacing, complete with an estimate of the annual recharge for each vehicle.
- 12.4 The annual recharge will be based on the **Vehicle Maintenance Reserve** and an estimate the **Vehicle Procurement** charge, based on the procurement cost plus an addition to cover the procurement finance option (interest if any).
- 12.5 The service area managers will be required to confirm their requirements and the availability of revenue funding to support the replacement.

13 ADDITIONS TO CORE FLEET

- 13.1 There will inevitably be requirements for services to increase or add to their operational fleets to improve or change their service offers.
- 13.2 Where a service identifies the need for an additional vehicle or plant equipment not currently registered on the core fleet schedule, the following governance arrangements will be followed.

1	The Head of Service will carry out an evaluation of need to determine the services future requirements.
2	A short business case will be developed and presented to the Director or Assistant Director of the service for approval. This business case will include the following. <ul style="list-style-type: none"> • The reasons for the new requirement. • The length of time the new vehicle/equipment will be required. • Evidence of affordability from revenue for the repayments of all capital, borrowing and running costs such as Transport Services recharges. (Transport Services will assist in providing this information). • Legal implications, compliance with the Councils Operators Licence, e.g. the Councils ability to legally operate any new vehicle/equipment.
3	Once Director approval is obtained the above business case will form the basis of a formal report to the Strategic Capital Panel for Authorisation to procure the additional vehicle/equipment and include it in the core fleet schedule for future replacement of the vehicle.

- 13.3 Once the above governance is in place Transport Services will develop a suitable specification and arrange procurement of the required vehicle/equipment and arrange the future management and maintenance of the vehicle.

14 DISPOSAL

- 14.1 When owned vehicles come to the end of their operational life, they will be disposed of via auction to allow fair competition to the vehicles and to ensure the best price is obtained.
- 14.2 The disposal process normally takes place on delivery of the vehicles replacement.

- 14.3 Transport services will use its selection of preferred auction houses to carry out the disposal function.
- 14.4 The choice of auction house will be determined by past performance in obtaining best prices when taking into account the trade pricing guides and business intelligence.
- 14.5 Receipts from all sales will be paid into the Transport services reserves for supporting future fleet replacements.
- 14.6 Leased or hired vehicles will be handed back to the lease company at the end of their lease (subject to any agreed extension periods), any end of lease charges will be negotiated to minimise the cost to the Council.

15 GOVERNANCE

- 15.1 To support the replacement process and to ensure due diligence, Transport Services will be required to comply with the Council's Financial Regulations and Procedures together with the Openness of Local Government Bodies Regulations 2014 (legislation.gov.uk) 2014 and as set out in Section 2 of the Financial Regulations and procedures as approved by Full Council on the 5 October 2021.
- 15.2 Once approval to proceed with the procurement of the replacement vehicles or plant is secured, the procurement process can be progressed in line with the Council's Standing Orders.
- 15.3 Simultaneously, the required full fleet replacement schedule will be provided to the Finance Team to undertake an appraisal of the financing options for their procurement in line with item 8.2 above

16 REVIEW OF THE STRATEGY

- 16.1 The replacement strategy will receive an annual review during fleet procurement activities, prior to replacement authorisation reports being submitted.

APPENDIX 1

MASTER FLEET LIST as of December 2021

ADULT SERVICES

Vehicle/Equipment Type	Number of Units	Service User Department	Operational Life	Current Net Book Value £
12 Seat Minibus	1	Adult Services	8	41,000
8 Seat Minibus	1	Adult Services	8	41,000
2.8Ton Panel Van	1	Adult Services (Copley Gdns)	8	18,000
2.2Ton Panel Van	6	Community Response	5	75,000
			Total Value	175,000

DEMOCRATIC SERVICES

Vehicle/Equipment Type	Number of Units	Service User Department	Operational Life	Current Net Book Value £
Mayoral Saloon Car	1	Democratic Services	3	30,254
			Total Value	30,254

COMMUNITY SAFETY

Vehicle/Equipment Type	Number of Units	Service User Department	Operational Life	Current Net Book Value £
Land rover Defender 110	1	Community Safety	8	28,500
			Total Value	28,500

ENGINEERING SERVICES/OPERATIONS

Vehicle/Equipment Type	Number of Units	Service User Department	Operational Life	Current Net Book Value £
7.5Ton 14M Access Platform	4	Engineering Operations	8	400,000
7.5Ton Tipper/Compressor	4	Engineering Operations	8	240,000
7.5Ton Tipper/Hiab	1	Engineering Operations	8	68,000
18Ton Gully Tanker	2	Engineering Operations	8	330,000
18Ton Hooklift Tipper/Gritter	4	Engineering Operations	8	560,000
2.2Ton Van	4	Engineering Operations	8	72,000
26Ton Hooklift Tipper/Gritter	2	Engineering Operations	8	360,000
3.5Ton Tipper	3	Engineering Operations	8	90,000
3.5Ton Panel Van	1	Engineering Operations	8	24,500
Gritter Body (WX65ZKO)	5	Engineering Operations	8	50,000
Highways Surfacing Machine	3	Engineering Operations	8	170,000
Hydraulic Breaker/Pecker	6	Engineering Operations	8	30,000
JCB Excavator/Backhoe	5	Engineering Operations	8	300,000
JCB Tele handler/Load all 531-70	2	Engineering Operations	8	120,000
Mini Excavator	2	Engineering Operations	8	52,000
Snow Plough	5	Engineering Operations	8	30,000
Trailer (Tacheuchi TRA0117)	1	Engineering Operations	8	2,500
Trailer Compressor	1	Engineering Operations	8	6,000
Trailer for Bomags	3	Engineering Operations	8	7,500
Bomag Vibrating Road Roller	3	Engineering Operations	8	27,000
			Total Value	2,939,500

ENVIRONMENTAL HEALTH

Vehicle/Equipment Type	Number of Units	Service User Department	Operational Life	Current Net Book Value £
4 x 4 Pick Up Double Cab	2	Environmental Health Cemeteries	8	50,000
JCB 1Ton Dumper	7	Environmental Health Cemeteries	8	108,500
Mini Excavator	2	Environmental Health Cemeteries	8	49,000
Mini Excavator Trailer	2	Environmental Health Cemeteries	8	5,000
2.2Ton Panel Van	3	Environmental Health Pest Control	8	54,000
2.2Ton Panel Van	1	Environmental Health Trading Standards	8	18,000
			Total Value	284,500

ICT SERVICES

ICT SERVICES				
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Vehicle/Equipment Type	Number of Units	Service User Department	Operational Life	Current Net Book Value £
2.2Ton Panel Van	2	ICT Services	8	36,000

Total Value 36,000

LIBRARY SERVICES				
Vehicle/Equipment Type	Number of Units	Service User Department	Operational Life	Current Net Book Value £
2.2Ton Panel Van	2	Library Services	8	36,000
2.8Ton SWB Panel Van	1	Library Services	8	20,000
Total Value				56,000

MESSENGER SERVICES				
Vehicle/Equipment Type	Number of Units	Service User Department	Operational Life	Current Net Book Value £
2.2Ton Van	2	Messenger Services	8	36,000
Total Value				36,000

OPERATIONS AND GREENSPACE				
Vehicle/Equipment Type	Number of Units	Service User Department	Operational Life	Current Net Book Value £
4 X 4 Ariel Access Platform	1	Operations and Greenspace	8	57,000
7.5Ton Hook lift Tipper	3	Operations and Greenspace	8	180,000
7.5Ton Caged Tipper	1	Operations and Greenspace	8	55,000
2.2Ton Van	4	Operations and Greenspace	8	72,000
Ride-on Mower	10	Operations and Greenspace	4	217,000
4.5Ton Road/Pavement Sweeper	7	Operations and Greenspace	5	560,000
18Ton Road Sweeper	2	Operations and Greenspace	8	260,000
7.5Ton Compact Road Sweeper	1	Operations and Greenspace	8	120,000
4 x 4 Pick Up Double Cab	6	Operations and Greenspace	8	147,500
3.5Ton Tipper	20	Operations and Greenspace	8	582,500
3.5Ton Van	2	Operations and Greenspace	8	40,000
GM Trailer	2	Operations and Greenspace	8	5,400
Pedestrian Mower	21	Operations and Greenspace	5	89,000
Pedestrian Vacuum	1	Operations and Greenspace	5	950
Bowser	1	Operations and Greenspace	8	500
Wood-Chipper	1	Operations and Greenspace	5	47,000
Tractor	4	Operations and Greenspace	8	225,000
Luton Box Van	1	Operations and Greenspace	8	28,500
Pegasus Wide Area Mower	3	Operations and Greenspace	8	90,000
Tractor mounted splitter	1	Operations and Greenspace	8	10,500
Tractor mounted seeder	1	Operations and Greenspace	8	18,500
Tractor mounted verti-drainer	1	Operations and Greenspace	8	27,000
7.5T Road Sweeper	1	Operations and Greenspace	8	130,000
Total Value				2,963,350

FLEET SERVICES/INTEGRATED TRANSPORT UNIT				
Vehicle/Equipment Type	Number of Units	Service User Department	Operational Life	Current Net Book Value £
4 x 4 Pick Up	2	Transport Services	8	49,000
3.5Ton MWB Panel Van	1	Transport Services	8	26,000
16 Seat Welfare Bus	10	Transport Services (ITU)	8	800,000
Total Value				875,000

WASTE SERVICES				
Vehicle/Equipment Type	Number of Units	Service User Department	Operational Life	Current Net Book Value £
Refuse Collection Vehicle	31	Waste Services	8	5,750,000
7.5Ton Box Van	2	Waste Services	8	110,000
7.5Ton Caged Tipper	1	Waste Services	8	55,000
4 x 4 Pick Up	1	Waste Services	8	24,500
Total Value				5,939,500

Total Fleet Value 13,363,604

APPENDIX 2A**Fleet Replacement Schedule Year 2022/23**

ENGINEERING SERVICES/OPERATIONS				
Vehicle/Equipment Type	Number of Units	Service User Department	Operational Life	Estimated Replacement Cost (2021 prices) £
18Ton Gully Tanker	1	Engineering Operations	8	165,000
Mini Excavator	1	Engineering Operations	8	27,500
2.2Ton Panel Van	1	Engineering Operations	8	18,000
7.5Ton 14M Access Platform	4	Engineering Operations	8	400,000
			Total Value	610,500
COMMUNITY SAFETY				
Vehicle/Equipment Type	Number of Units	Service User Department	Operational Life	Estimated Replacement Cost (2021 prices) £
Ford Transit 2.8T TL	1	Community Safety	8	28,500
			Total Value	28,500
ENVIRONMENTAL HEALTH CEMETERIES				
Vehicle/Equipment Type	Number of Units	Service User Department	Operational Life	Estimated Replacement Cost (2021 prices) £
Neuson 1T Hi-Tip Dumper	1	Environmental Health Cemeteries	8	15,500
			Total Value	15,500
OPERATIONS AND GREENSPACE				
Vehicle/Equipment Type	Number of Units	Service User Department	Operational Life	Estimated Replacement Cost (2021 prices) £
Ride-on Mower	2	Operations and Greenspace	4	47,000
Ride-on Mower	2	Operations and Greenspace	4	29,000
Pedestrian Mower	17	Operations and Greenspace	5	61,000
Pedestrian Mower	4	Operations and Greenspace	5	28,000
Pedestrian Vacuum	1	Operations and Greenspace	5	950
Wood-Chipper	1	Operations and Greenspace	5	47,000
Pegasus Wide Area Mower	3	Operations and Greenspace	8	90,000
Tractor mounted slitter	1	Operations and Greenspace	8	10,500
Tractor mounted seeder	1	Operations and Greenspace	8	18,500
Tractor mounted	1	Operations and Greenspace	8	27,000

verti-drainer				
			Total Value	358,950

TRANSPORT SERVICES/INTEGRATED TRANSPORT UNIT				
Vehicle/Equipment Type	Number of Units	Service User Department	Operational Life	Estimated Replacement Cost (2021 prices) £
4 x 4 Pick Up	2	Transport Services	8	49,000
			Total Value	49,000

ICT SERVICES				
Vehicle/Equipment Type	Number of Units	Service User Department	Operational Life	Estimated Replacement Cost (2021 prices) £
2.2T Van	1	ICT	8	18,000
			Total Value	18,000

ADULT SERVICES

Vehicle/Equipment Type	Number of Units	Service User Department	Operational Life	Estimated Replacement Cost (2021 prices) £
2.2Ton Panel Van	6	Community Response	4	75,000
			Total Value	75,000

Total Fleet Value	1,155,450
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APPENDIX 2B**Fleet Replacement Schedule Year 2023/24**

DEMOCRATIC SERVICES				
Vehicle/Equipment Type	Number of Units	Service User Department	Operational Life	Estimated Replacement Cost (2021 prices) £
Mayoral Saloon Car	1	Democratic Services	3	30,254
			Total Value	30,254
ENGINEERING SERVICES/OPERATIONS				
Vehicle/Equipment Type	Number of Units	Service User Department	Operational Life	Estimated Replacement Cost (2021 prices) £
18Ton Gully Tanker	1	Engineering Operations	8	165,000
18Ton Hook lift Tipper/Gritter	2	Engineering Operations	8	280,000
26Ton Hook lift Tipper/Gritter	1	Engineering Operations	8	180,000
Gritter Body	3	Engineering Operations	8	30,000
Highways Surfacing Machine	1	Engineering Operations	8	80,000
Snow Plough	3	Engineering Operations	8	18,000
			Total Value	753,000
ENVIRONMENTAL HEALTH CEMETERIES				
Vehicle/Equipment Type	Number of Units	Service User Department	Operational Life	Estimated Replacement Cost (2021 prices) £
Neuson 1T Hi-Tip Dumper	2	Environmental Health Cemeteries	8	31,000
			Total Value	31,000
OPERATIONS AND GREENSPACE				
Vehicle/Equipment Type	Number of Units	Service User Department	Operational Life	Estimated Replacement Cost (2021 prices) £
Ride-on Mower	3	Operations and Greenspace	4	70,500
18Ton Road Sweeper	2	Operations and Greenspace	8	260,000
			Total Value	330,500
			Total Fleet Value	1,144,754

APPENDIX 2C**Fleet Replacement Schedule Year 2024/25**

ENGINEERING SERVICES/OPERATIONS				
Vehicle/Equipment Type	Number of Units	Service User Department	Operational Life	Estimated Replacement Cost (2021 prices) £
7.5Ton Tipper/Compressor	4	Engineering Operations	8	240,000
7.5Ton Tipper/Hiab	1	Engineering Operations	8	68,000
18Ton Hook lift Tipper/Gritter	2	Engineering Operations	8	280,000
Gritter Body	2	Engineering Operations	8	20,000
Hydraulic Breaker/Pecker	6	Engineering Operations	8	30,000
JCB Excavator/Backhoe	5	Engineering Operations	8	300,000
JCB Tele handler/Load all 531-70	1	Engineering Operations	8	60,000
Mini Excavator	1	Engineering Operations	8	24,500
Snow Plough	2	Engineering Operations	8	12,000
Trailer (Tacheuchi TRA0117)	1	Engineering Operations	8	2,500
Trailer Compressor	1	Engineering Operations	8	6,000
Trailer for Bomags	3	Engineering Operations	8	7,500
Bomag Vibrating Road Roller	3	Engineering Operations	8	27,000
			Total Value	1,077,500
OPERATIONS AND GREENSPACE				
Vehicle/Equipment Type	Number of Units	Service User Department	Operational Life	Estimated Replacement Cost (2021 prices) £
4 X 4 Ariel Access Platform	1	Operations and Greenspace	8	57,000
Ride-on Mower	3	Operations and Greenspace	4	70,500
7.5Ton Compact Road Sweeper	1	Operations and Greenspace	8	120,000
Bowser	1	Operations and Greenspace	8	500
			Total Value	248,000
TRANSPORT SERVICES/INTEGRATED TRANSPORT UNIT				
Vehicle/Equipment Type	Number of Units	Service User Department	Operational Life	Estimated Replacement Cost (2021 prices) £
3.5Ton MWB Panel Van	1	Transport Services	8	26,000
16 Seat Welfare Bus	1	Transport Services (ITU)	8	80,000

				Total Value	106,000
WASTE SERVICES					
Vehicle/Equipment Type	Number of Units	Service User Department	Operational Life	Estimated Replacement Cost (2021 prices) £	
7.5Ton Box Van	2	Waste Services	8	110,000	
7.5Ton Caged Tipper	1	Waste Services	8	55,000	
				Total Value	165,000

Total Fleet Value	1,596,500
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APPENDIX 2D**Fleet Replacement Schedule Year 2025/26****ADULT SERVICES**

Vehicle/Equipment Type	Number of Units	Service User Department	Operational Life	Estimated Replacement Cost (2021 prices) £
2.8Ton Panel Van	1	Adult Services (Copley Gdns)	8	18,000
			Total Value	18,000

ENGINEERING SERVICES/OPERATIONS

Vehicle/Equipment Type	Number of Units	Service User Department	Operational Life	Estimated Replacement Cost (2021 prices) £
2.2Ton Van	2	Engineering Operations	8	36,000
3.5Ton Tipper	3	Engineering Operations	8	90,000
3.5Ton Panel Van	1	Engineering Operations	8	24,500
Highways Surfacing Machine	2	Engineering Operations	8	90,000
			Total Value	240,500

ENVIRONMENTAL HEALTH

Vehicle/Equipment Type	Number of Units	Service User Department	Operational Life	Estimated Replacement Cost (2021 prices) £
4 x 4 Pick Up Double Cab	2	Environmental Health Cemeteries	8	50,000
2.2Ton Panel Van	1	Environmental Health Trading Standards	8	18,000
			Total Value	68,000

OPERATIONS AND GREENSPACE

Vehicle/Equipment Type	Number of Units	Service User Department	Operational Life	Estimated Replacement Cost (2021 prices) £
7.5Ton Hook lift Tipper	3	Operations and Greenspace	8	180,000
2.2Ton Van	4	Operations and Greenspace	8	72,000
Ride-on Mower	2	Operations and Greenspace	4	47,000
4 x 4 Pick Up Double Cab	6	Operations and Greenspace	8	147,500
3.5Ton Tipper	11	Operations and Greenspace	8	312,500
3.5Ton Van	2	Operations and Greenspace	8	40,000
Tractor	4	Operations and Greenspace	8	225,000
4.5Ton Road/Pavement Sweeper	7	Operations and Greenspace	5	560,000

				Total Value	1,584,000
TRANSPORT SERVICES/INTEGRATED TRANSPORT UNIT					
Vehicle/Equipment Type	Number of Units	Service User Department	Operational Life	Estimated Replacement Cost (2021 prices) £	
16 Seat Welfare Bus	9	Transport Services (ITU)	8	720,000	
				Total Value	720,000
WASTE SERVICES					
Vehicle/Equipment Type	Number of Units	Service User Department	Operational Life	Estimated Replacement Cost (2021 prices) £	
Refuse Collection Vehicle	22	Waste Services	8	4,040,000	
				Total Value	4,040,000
				Total Fleet Value	6,670,500

APPENDIX 2E**Fleet Replacement Schedule Year 2026/27**

DEMOCRATIC SERVICES				
Vehicle/Equipment Type	Number of Units	Service User Department	Operational Life	Estimated Replacement Cost (2021 prices) £
Mayoral Saloon Car	1	Democratic Services	3	30,254
			Total Value	30,254

ENVIRONMENTAL HEALTH				
Vehicle/Equipment Type	Number of Units	Service User Department	Operational Life	Estimated Replacement Cost (2021 prices) £
JCB 1Ton Dumper	4	Environmental Health Cemeteries	8	62,000
Mini Excavator	2	Environmental Health Cemeteries	8	49,000
Mini Excavator Trailer	2	Environmental Health Cemeteries	8	5,000
			Total Value	116,000

OPERATIONS AND GREENSPACE				
Vehicle/Equipment Type	Number of Units	Service User Department	Operational Life	Estimated Replacement Cost (2021 prices) £
Pedestrian Mower	17	Operations and Greenspace	5	61,000
Pedestrian Vacuum	1	Operations and Greenspace	5	950
7.5T Road Sweeper	1	Operations and Greenspace	8	130,000
			Total Value	191,950

Total Fleet Value	338,204
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APPENDIX 2F**Fleet Replacement Schedule Year 2027/28****ADULT SERVICES**

Vehicle/Equipment Type	Number of Units	Service User Department	Operational Life	Estimated Replacement Cost (2021 prices) £
2.2Ton Panel Van	4	Community Response	5	50,000
			Total Value	50,000

LIBRARY SERVICES

Vehicle/Equipment Type	Number of Units	Service User Department	Operational Life	Estimated Replacement Cost (2021 prices) £
2.8Ton SWB Panel Van	1	Library Services	8	20,000
			Total Value	20,000

OPERATIONS AND GREENSPACE

Vehicle/Equipment Type	Number of Units	Service User Department	Operational Life	Estimated Replacement Cost (2021 prices) £
Ride-on Mower	5	Operations and Greenspace	4	99,500
3.5Ton Tipper	9	Operations and Greenspace	8	270,000
GM Trailer	2	Operations and Greenspace	8	5,400
Pedestrian Mower	4	Operations and Greenspace	5	28,000
Wood-Chipper	1	Operations and Greenspace	5	47,000
Luton Box Van	1	Operations and Greenspace	8	28,500
			Total Value	478,400

WASTE SERVICES

Vehicle/Equipment Type	Number of Units	Service User Department	Operational Life	Estimated Replacement Cost (2021 prices) £
4 x 4 Pick Up	1	Waste Services	8	24,500
			Total Value	24,500

Total Fleet Value	572,900
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APPENDIX 2G**Fleet Replacement Schedule Year 2028/29****ADULT SERVICES**

Vehicle/Equipment Type	Number of Units	Service User Department	Operational Life	Estimated Replacement Cost (2021 prices) £
12 Seat Minibus	1	Adult Services	8	41,000
8 Seat Minibus	1	Adult Services	8	41,000
			Total Value	82,000

ENGINEERING SERVICES/OPERATIONS

Vehicle/Equipment Type	Number of Units	Service User Department	Operational Life	Estimated Replacement Cost (2021 prices) £
2.2Ton Van	1	Engineering Operations	8	18,000
26Ton Hook lift Tipper/Gritter	1	Engineering Operations	8	180,000
JCB Tele handler/Load all 531-70	1	Engineering Operations	8	60,000
			Total Value	258,000

ENVIRONMENTAL HEALTH

Vehicle/Equipment Type	Number of Units	Service User Department	Operational Life	Estimated Replacement Cost (2021 prices) £
2.2Ton Panel Van	3	Environmental Health Pest Control	8	54,000
			Total Value	54,000

ICT SERVICES

Vehicle/Equipment Type	Number of Units	Service User Department	Operational Life	Estimated Replacement Cost (2021 prices) £
2.2Ton Panel Van	1	ICT Services	8	18,000
			Total Value	18,000

LIBRARY SERVICES

Vehicle/Equipment Type	Number of Units	Service User Department	Operational Life	Estimated Replacement Cost (2021 prices) £
2.2Ton Panel Van	2	Library Services	8	36,000
			Total Value	36,000

MESSENGER SERVICES				
Vehicle/Equipment Type	Number of Units	Service User Department	Operational Life	Estimated Replacement Cost (2021 prices) £
2.2Ton Van	2	Messenger Services	8	36,000
			Total Value	36,000

OPERATIONS AND GREENSPACE				
Vehicle/Equipment Type	Number of Units	Service User Department	Operational Life	Estimated Replacement Cost (2021 prices) £
Ride-on Mower	3	Operations and Greenspace	4	70,500
7.5T Caged Tipper	1	Operations and Greenspace	8	55,000
			Total Value	125,500

WASTE SERVICES				
Vehicle/Equipment Type	Number of Units	Service User Department	Operational Life	Estimated Replacement Cost (2021 prices) £
Refuse Collection Vehicle	9	Waste Services	8	1,710,000
			Total Value	1,710,000

Total Fleet Value	2,319,500
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Report to:	EXECUTIVE CABINET
Date:	23 March 2022
Executive Member:	Councillor Oliver Ryan – Executive Member for Finance and Economic Growth
Reporting Officer:	Ilys Cookson - Assistant Director Exchequer Services
Subject:	COUNCIL TAX BILLING AND ENERGY REBATE
Report Summary:	The report details the impact of the payment of the one-off £150 energy rebate via the Council tax system.
Recommendations:	That Executive Cabinet be recommended to agree that the discretionary policy be approved.
Corporate Plan:	The report supports the 'Nurturing our Communities' and 'Live Longer and Healthier Lives' Corporate Plan priority themes.
Policy Implications:	The Government has instructed local authorities to pay a £150 one-off energy rebate to households in Council tax Bands A – D and a discretionary scheme to be available for Bands E and above.
Financial Implications: (Authorised by the statutory Section 151 Officer & Chief Finance Officer)	<p>£150 energy rebate funding - The Council has been provided with an allocation of £14,545,050 for payment of the £150 one-off energy rebates. Funding is based on the number of eligible properties recorded in the 2021 council tax base statistics. This funding is to be passed on directly as one-off £150 grants to households that are eligible under the terms set out in Government guidance. All Council Tax Rebate grants should be paid as soon as possible from April. Payment of the £150 energy rebates should be fully funded but is subject to a reconciliation exercise later in 2022. Only payments made before 30 September 2022 will be funded. Any under or over payment of funding will be settled following the reconciliation process. Payments made by the Council after 30 September 2022 will not be funded by Government.</p> <p>Discretionary Fund - The Council has been awarded £530,400 for the Discretionary Fund to support those who are not eligible for the £150 one-off energy rebate scheme. Allocations have been calculated based on the index of multiple deprivation and estimated number of local council tax support claimants in bands E to H. Funding for the Discretionary Fund is to be passed on directly as one-off grants of up to £150 to households that the Council determines to support, having considered the guidance from Government. This funding is limited and any expenditure in excess of the funding allocation will not be reimbursed by Government. The fund is expected to be subject to a reconciliation process and any unspent funding by 30 November 2022 will be required to be repaid to government.</p> <p>Administration risks and costs - As set out in the report, there are a number of risks associated with the administration and payment of these schemes, and a difficult balance to be maintained between distributing funds quickly and minimising the risk of fraud or inappropriate payments. Adequate monitoring and reporting systems will be needed to ensure reconciliations can be completed</p>

appropriately and that the funding allocation for the discretionary scheme is not exceeded.

New burdens funding has been promised by Government but as yet no allocation of funding has been received. There is expected to be a significant administrative burden placed on the Council for the operation of this scheme and a risk that the cost of this administrative burden is not covered by any additional funding.

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

There are significant legal, delivery and reputational risks involved in undertaking this rebate, which IS rather misconceived approach for the demographics of our borough.

Risk Management:

The risks are outlined in Section 5 of the report.

Background Information:

The background papers relating to this report can be inspected by contacting Ilys Cookson -



Telephone: 0161 342 4056



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

1. INTRODUCTION

- 1.1 On 3 February 2022 central government announced that households in council tax bands A-D, will receive a £150 rebate. The energy rebate would be administered by local authorities from April and would not need to be repaid. In addition there would be discretionary funding of £144 million provided nationally to support vulnerable people and individuals on low incomes that do not pay council tax, or that pay council tax for properties in Bands E-H. The only other information provided at that time was that the payment would be made direct into bank accounts.
- 1.2 At that time the year start billing operation to produce 103,000 council tax bills in Tameside had already commenced by way of systems testing prior to scheduling bills to be printed immediately after Full Council met on 22 February 2022. It was clear that any award of energy rebate was going to impact significantly on both the billing operation and on customer contacts which are at the highest in April and May each year.
- 1.3 Local authorities and system software suppliers did not have any information on which to prepare or plan and guidance was promised for week commencing 14 February 2022.
- 1.4 Notice was received on 12 February 2022 that wording had to be included on the front of each Council tax bill as detailed in Statutory Instrument no 127 to state as follows:
- 'The Government is providing a £150 one-off Energy Bills Rebate for most households in council tax bands A-D'*
- 1.5 Amendments were made to the front of the council tax bill however guidance on *how* to actually pay the rebate was not provided.
- 1.6 As the guidance was not received as expected, and had not been received by the date of Council meeting on 22 February 2022, the decision was taken to delay year start bills being sent out by one week. This was in anticipation that the guidance would be imminent, and its content may impact further on the issue of bills or on the customer contact that may be required.
- 1.7 A leaflet must be included with each bill, which details the energy rebate and the precise leaflet wording was provided by central government.

2 GUIDANCE

- 2.1 Guidance was received on 23 February 2022 and set out scheme eligibility, payments, fraud risk management, council tax billing, communication with households, monitoring and reporting. The guidance also details allocations to be provided to each billing authority in March for the council tax rebate and the discretionary fund. The amounts for Tameside are £530,400 in respect of the discretionary fund and £14,545,050 for the non-discretionary £150 payments.
- 2.2 The full guidance can be viewed here: [Support for energy bills - the council tax rebate 2022-23: billing authority guidance - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/111111/Support_for_energy_bills_-_the_council_tax_rebate_2022-23_billing_authority_guidance_-_GOV.UK.pdf)
- 2.3 Guidance makes clear that with rising energy bills people need to receive monies quickly to alleviate hardship and, while these rising costs will affect most households across the country, they are more likely to disproportionately affect those on lower incomes, who tend to spend a higher proportion of their income on utility bills. Eligibility is based on the following:
- Property must be in Bands A – D
 - Must be a sole or main residence
 - It is a chargeable dwelling

- The person is liable to pay Council tax (including those with a nil liability), not be a local authority, or corporate body ie a housing association
- Eligibility is based on position as at 01 April 2022.
- Payment must be made by end of September 2022.

Properties that are not eligible are:

- No permanent resident or property is a second home
- An unoccupied property

This means in Tameside we have to pay a one off £150 energy payment to 98,000 households in a 6 month period, 40,000 of which we have no bank details.

3 PAYMENTS

- 3.1 Payments will be made per household, regardless of number of occupants or number of liable council tax payers, via a person's bank where direct debit details are held by the Council for the purpose of paying council tax. The Council must be assured that payment is made into the correct bank account.
- 3.2 Guidance makes clear that rebate should be paid as soon as possible from 01 April 2022 and all payments must be paid by end September 2022. The timescale is incredibly tight given that the maximum timescale is 6 months and numbers to be assessed, verified for authorisation, then actually put into payment, notwithstanding the fact that a discretionary scheme and payments must also be in place.

4. ISSUES

- 4.1 A number of issues arise from the payment of any monies which are not directly connected to the administration of council tax, yet the council tax system is being used for this purpose. Clive Betts, Chair of Levelling Up, Housing and Communities Committee has written to Michael Gove, Secretary of State in this regard and while the rebate is welcome, the complexities in administration via council tax systems are particularly burdensome of local authorities. The key issues are as follows:
- Number of eligible accounts to receive the payments
 - Payment into bank accounts
 - Timing and resources
 - Systems and processes
 - Discretionary scheme
- 4.2 **Number of eligible accounts to receive payments**
In Tameside there are 98,826 households in Bands A to D (nearly every household) that will qualify for a one-off £150 energy rebate. Of those there are almost 40,000 for whom we have no bank details as each of these households choose a different method of payment for council tax.
- 4.3 Where bank details are not held, each household will need to apply for the £150 rebate and provide bank details before the application can be assessed, verified, authorised and paid. Although as much information will be available on the web and scripts will be available for telephone calls it is clear that Exchequer do not have sufficient resource to administer this alone and need support from across the organisation in terms of responses to customer contacts.

4.4 **Payment into bank accounts**

We do not have bank details for some 40,000 households who will have to apply to receive the rebate.

4.5 There are a significant number of accounts to be processed where direct debit details are held, and which will undoubtedly lead to delays in payments being made due to queries that will arise such as customers requesting payment into another bank account, bank account closed, third party pays the council tax for a family member etc.

4.6 A significant concern is that those on benefits and with a low income are unlikely to want the payment to be paid into a bank account as they may be already overdrawn and would not benefit from the £150 energy rebate being made. The majority of local authorities are offering that the payment reduces council tax payments in such cases although this is deemed to be a last resort as detailed in the guidance.

4.7 The use of council tax system personal data for another purpose brings system complexities to the software companies in terms of how the system copes with payments not associated with the council tax account, how the payment affects the accounting process and how mass payments are extracted from the processing system into various bank accounts. This is in addition to the legality of using bank details intended for one purpose ie the payment of council tax to be used for another purpose. The Institute of Revenues Rating and Valuation (IRRV), the Local Government Association (LGA) and Special Interests Group of Metropolitan Authorities (SIGOMA) have all raised concerns and lobbied government to simplify administration, as yet to no avail.

4.8 **Timing and resource**

The award of the energy payment comes at the busiest time of year in the service when over 150,000 Council Tax bills, Business Rates bills and invoices are sent out in March and customer contacts remain high from March to end of May. All available staff take calls during this busy period however the government state that the payments should be paid from April. The window to pay the rebate is very tight ie from April until the end of September for Bands A to D and the end of November for the discretionary scheme.

4.9 This comes on the back of 2 years of COVID related activity in addition to delivering core business by way of payment of over 3,000 Self Isolation Payments totalling £1,516,000.00, and administering 9 different business grant schemes of over 10,234 payments totalling in excess of £58.2m. While the service has deployed staff across all service areas within Exchequer to cope with demand, this has impacted on the quality of service delivered as borne out in audits and it is anticipated that this will continue given the sheer volumes of accounts to be paid.

4.10 The guidance suggests that the first months council tax should be collected for any existing and new customers to guard against rejections, which means that there will be a one month delay in many cases as direct debit processing dates are the 1st, 15th and 23rd of each month and so this may delay payments being made.

4.11 **Systems and processes**

At national level the three software companies that provide council tax systems are equally grappling with how this can be done and which will require testing before roll out to local authorities and then further on-site testing. New burdens funding is not forthcoming and software suppliers are equally concerned regarding the costs of the development of any systems solutions without certainty of finances being in place to support. The council tax system has been developed in accordance with legislation for the billing and recovery of council tax however, it now has to be used for another purpose and the host software systems alone do not have functionality to support this and so additional software is required to enable payments to be made, verified and reconciled.

4.12 Audit and IT colleagues will be required to assist in terms of agreeing processes to guard against fraudulent claims and systems to determine management reporting as government require. All local authorities are concerned about the level of customer contact required, the IT traffic and the stability of telephone lines to address extremely high volumes of calls for a sustained period and the resources to actually answer calls.

4.13 Communications to and from customers is a concern as there will be an inevitable delay in people receiving payment into bank accounts as verification and fraud checks need to be undertaken in each case where bank details are not known.

Discretionary Scheme

4.14 In addition to the mandatory scheme (to pay all households a one-off payment for £150 for households in Bands A to D), a discretionary scheme must be developed. The funding in Tameside is £530k, and guidance suggests that this funding should be used to provide payments to other households who are energy bill payers but not covered by the Council tax Rebate. This may include households living in property valued in Bands E to H that are on income related benefits or those where the energy bills payers are not liable for council tax. Once determined and approved by Elected Members the discretionary scheme should be published setting out the eligibility criteria for their Discretionary Fund.

4.15 Support from the Discretionary Fund does not have to be provided in relation to the position on 1 April 2022, but councils should take all reasonable steps to ensure they are not providing additional support to an individual from a household that has already received a payment under the energy rebate scheme. Councils must undertake the prescribed pre-payment checks before providing support from the Discretionary Fund.

4.16 There are approximately 100 claimants of Council Tax Support in Bands E and above which could be considered for a discretionary payment, in accordance with the guidance and our own local policy.

4.17 Further guidance was received on 16 March 2022 and which changes the original guidance issued on 23 February 2022 regarding the matter of only one payment of £150 could be paid per household. The new guidance states: *'Where councils consider it the best means of supporting those in financial difficulty, they can use the discretionary fund to offer carefully targeted 'top-up' payments to the most vulnerable households in bands A – D (for example, those on means tested benefits), or to offer support exceeding £150 per household under their discretionary scheme'*. This means that a household in Bands A to D could be awarded a further payment under the discretionary scheme subject to eligibility.

5. ADMINISTRATION PLANS TO DATE

5.1 Plans have been put in place to date as follows:

- Direct debt campaign commenced on 14 February to increase take up and obtain bank details
- Prescribed wording has been added to council tax bills sent out w/c 11 March
- Prescribed leaflet will be sent out with all council tax bills
- FAQ scripts developed for telephone queries arising from bills being sent out
- Information for putting on Tameside Council web site being developed
- Legality of use of direct debit details being checked
- Telephone licences (250 in total) determined for the Councils telephone system and additional staff across the organisation may have to be deployed to take calls using telephone scripts being developed
- Customer Services on standby for influx of queries
- HR sourcing possible short term assistance
- Liaison with software provider Capita for development of automated payments and

- application for discretionary scheme (costs of implementation unknown)
- Procurement of automated bank account checking software underway (will be procured under urgency as a waiver and costs less than £20k)
- Developing a discretionary policy which will be approved by Members.

5.2 Energy rebate paid will not be taken into account in the calculation of income related benefits. For Universal Credit, the Department of Work and Pensions will legislate to ensure payments are disregarded. DWP are expected to write separately to councils to confirm this approach. All payments made under the Council Tax Rebate or Discretionary Fund are non-taxable. Recipients do not need to inform HMRC of the amounts received and those who are self-employed do not need to report the amounts on their Self Assessment tax returns. As these payments are non-taxable they do not impact tax credits. Tax credits claimants do not need to report these payments as income to HMRC.

6. RISKS

- 6.1 There is a risk that demand cannot be met in terms of customer contacts. The payment of all eligible accounts within the timescale prescribed is a significant challenge as all need to be risk checked to guard against fraudulent payments being made. The expected volume of customer contacts will be in excess of previous levels experienced and it is clear that Exchequer cannot take customer contacts in addition to paying the number of accounts required at volume and pace.
- 6.2 Messaging on the Councils web site and with other Council services and partner agencies ie RSL's, and social media will be vital. RSL's are likely to be enlisted to assist tenants that will have to apply for the energy rebate as they do not currently pay by direct debit. Consideration is being given to a direct award of the rebate onto the council tax accounts where a household is eligible for a mandatory payment but does not apply by early September.
- 6.3 There is a risk that the quality of core business of collecting and recovery of Council tax, Business Rates and Sundry Debts and the payment of benefits will be reduced if services are overwhelmed by the scale of demand in respect of the energy rebate. To mitigate against this only statutory and essential work is likely to be undertaken and non-essential such as writing off debts will be suspended for a three to six month period. The government require management information and reconciliation of payments, which also requires resource and assistance from Financial Management.
- 6.4 There a risk that software systems will not be sufficiently developed in time to meet demand as required and costs are unknown with the exception of checking tool solution which will be procured.
- 6.5 There is the additional risk that further amended guidance may be received as confirmed by the IRRV and SIGOMA and which may impact on plans set in place to date. Ultimately there is a risk to the Councils reputation if payments are not made in a timely manner. Although this is a national issue it is essential that residents receive the best service possible amidst the lack of clarity of guidance, timescales, volume and rising costs of living.

7 RECOMMENDATIONS

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

DRAFT DISCRETIONARY COUNCIL TAX REBATE FOR ENERGY POLICY

The government expects that all support from the Discretionary Fund is targeted towards those eligible households most likely to be suffering hardship as a result of the rising cost of living.

A discretionary payment may be awarded to the following:

- Households in receipt of Council Tax Support or Housing Benefit in Council Tax Bands E, F, G and H
- Any households evidencing financial hardship
- Energy bill payers who are fleeing situations of domestic violence
- Energy bill payers who are not liable for Council Tax evidencing financial hardship

The following will be taken into consideration:

- The medical circumstances of you, any partner and any other occupants in your home
- The income and expenditure of you and any partner
- The savings or capital held by you and any partner
- The nature of your and your family's circumstances
- The amount available in the discretionary budget at the time of your application
- Any other special circumstances

All discretionary payments are subject to government funding being available. Each claim will be treated strictly on its merits by recognising individual's circumstances.

To apply please go to link xxxx

Application form must be completed and evidence provided as detailed in link xxxxx

Payment will be made direct into bank accounts or by credit to the council tax account.

The government and Tameside Council will not tolerate any application falsifying records or providing false evidence to gain the Council Tax rebate for energy. An applicant who falsely applies for rebate, provides false information or makes false representation in order to gain rebate may be guilty of fraud under the Fraud Act 2006. Rebate may be recovered in such cases. There are no appeal rights with regard to this discretionary policy and payments will be made between April 2022 and 30 November 2022.

Report to:	EXECUTIVE CABINET
Date:	23 March 2022
Executive Member:	Councillor Brenda Warrington - Executive Leader
Reporting Officer:	Sarah Threlfall – Director of Transformation
Subject:	VULNERABLE PERSONS ACCOMMODATION
Report Summary:	The report seeks to set out a framework for securing a pipeline of accommodation for our most vulnerable residents. It proposes that the Council agrees mechanisms for securing accommodation directly to meet a growing need for accommodation for our vulnerable young people and those currently housed in temporary accommodation.
Recommendations:	<p>That in principle subject to the necessary governance for each individual decision demonstrating value for money and any other legal and financial considerations, the Executive Cabinet are asked to:</p> <ul style="list-style-type: none">(i) Approve the acquisition of long leasehold / freehold interest of property.(ii) Approve that capital investment from future estimated commuted S106 contributions is made to allow the acquisition, adaptation and fit out of appropriate properties in Tameside.(iii) Approve the Framework and Policy for Planning Obligations Commuted Sums and Monitoring Fees as set out at Appendix 1(iv) Approve that long-term leases (usually 10 year with a break clause at five years) with private landlords or social landlords can be entered into utilising existing revenue budgets(v) To consider where appropriate that the Director of Finance recommends to Council the use of reserves or borrowing to match homes England grants for an appropriate building.(vi) Agree that the authority enters into an agreement with Greater Manchester to participate in the Greater Manchester House Project at a cost of £206k over 3 years.(vii) Agree that the authority enters into a contract with Jigsaw Housing Group to provide 30 additional placements for young people through the Jigsaw Supports services for a period of 12 months.(viii) seek to repurpose existing estates and land for the accommodation of vulnerable young people and for those in temporary accommodation(ix) Agree to create a budget of £200,000 from the Transformation Fund to undertake feasibility studies in existing estate to create additional accommodation options
Corporate Plan:	The Corporate plan sets out a commitment to nurture and grow our young people and specifically to increase access, choice and control in emotional and mental self-care and wellbeing. The report

sets out proposals to support the delivery of these objectives.

Policy Implications:

The report proposes that the Council adopt a more proactive approach to securing a pipeline of accommodation for our most vulnerable residents with a focus on young people, particularly care leavers through the use of targeted investment of commuted section 106 sums and prudential borrowing.

Financial Implications:

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

Childrens Social Care team have savings proposals in the 2022/23 budget of £3.250m linked to the reduction in placement costs. The recommendations within this report will support the delivery of these savings.

Recommendation (ii) – Proposes that the Council accepts commuted sums in lieu of affordable housing on site Section 106 Agreements on a case by case exceptional basis. This will be additional funding stream to the Council that to date has not been received. This should be done where it has been demonstrated that there is a better outcome for the delivery of affordable housing to meet the housing needs of the Council off site. The Council will recover existing officer costs that have been incurred (full cost recovery basis) on the related project management and delivery associated with such provision from any commuted sums received. The Council does not currently recover these costs

Recommendation (vii) would provide additional accommodation and support for young people, it is proposed that this scheme is funded from the external residential placement budget, the scheme once fully operational would realise estimated £46,000 annual saving as outlined in 3.13.

Recommendation (vii) expansion of the Threshold contract for a further 30 places would cost £246k, as outlined in section 2.7 of this report, as opposed to the current average cost of semi-independent of £1.249m providing average costs saving of £1.050m. The savings realised from the placement budget could be utilised to pay for the increased threshold costs where it cannot be met from existing homelessness budgets.

Should the Council be able to find suitable accommodation, working with a Registered Provider, a new property such as the example outlined in 2.11 of this report could provide annual savings of up to £0.5m, with a one off contribution from reserves of £0.36m.

Legal Implications:

(Authorised by the Borough Solicitor)


This report sets out a case and overarching strategy to dealing with one of the Borough and Council's biggest challenges. In accordance with the current legal and financial framework, ind

Risk Management:

Risks around appropriate financial prudence and contract management will be managed through appropriate due diligence for each proposed scheme and set out in the relevant governance. All proposed schemes will have a financial business case which will be signed off by the Director of Finance who will ensure that all financial tests and been met and will be subject to legal advice ensuring that all legal tests have been met.

Background Information:

The background papers relating to this report can be inspected by contacting Sarah Threlfall, Director of Transformation

 Telephone: 0161 342 4417

 e-mail: sarah.threalfall@tameside.gov.uk

1. BACKGROUND

- 1.1 The Council needs to identify additional accommodation suitable for vulnerable young people (primarily care leavers) and other vulnerable households for whom current provision of temporary housing is not sufficient.
- 1.2 As the number of Children Cared for in the Borough has increased so too has the number requiring support and accommodation as they transition into adulthood. Currently, many of those young people are supported through Children's Services Semi-Independent Placements. However, the opportunity exists to support these young people to transition into independence more effectively through a combination of additional commissioned services for young adults and by making available a range of accommodation opportunities with varying levels of support. To enable this response to growing need to be as effective as possible the Council is seeking to develop these accommodation solutions directly or through directly managed arrangements with Partners where the Council has control rather than relying only on the existing supported housing provision in the Borough.
- 1.3 This particularly acute issue for vulnerable young people is aligned to a more general need to reduce the Council's rising costs on homelessness temporary accommodation and the need to find satisfactory and sustainable solutions to the lack of provision for the most vulnerable requiring support with immediate housing need.
- 1.4 This report sets out proposals to use funding available to the Council along with opportunities that S106 Affordable Housing contributions can make, along with leasehold and freehold acquisitions with private investors to acquire property for use as affordable housing in a range of locations across the Borough, The report also proposes that on occasion (where it meets the specific needs of care leavers) property may be secured outside of the Borough's boundaries.
- 1.5 The overall aim of each solution noted is to show how this range of interventions can contribute to reducing the number of placements into semi-independent commissioned Childrens accommodation and B&B accommodation and therefore improve outcomes for these individuals and households, enabling them to transition into adulthood and independence effectively and reduce the associated costs to the Council.

2. THE CASE FOR CHANGE

- 2.1 Currently many of our vulnerable young people and homeless households are placed in temporary accommodation which is not meeting their needs and which is putting significant financial pressure on the Council. A number of time limited, exceptional measures are required to transition to a more stable position whereby better use of existing stock and reduced demand meet requirements.
- 2.2 Local authorities have duties and powers to assist young people who are leaving and have left local authority care. As a corporate parent to all children in care and care leavers all parts of a local authority, including a housing authority, must have regard to the need:
 - (a) to act in the best interests, and promote the physical and mental health and well-being, of those children and young people;
 - (b) to encourage those children and young people to express their views, wishes and feelings;
 - (c) to take into account the views, wishes and feelings of those children and young people;
 - (d) to help those children and young people gain access to, and make the best use of, services provided by the local authority and its relevant partners;
 - (e) to promote high aspirations, and seek to secure the best outcomes, for those children and young people;

- (f) for those children and young people to be safe, and for stability in their home lives, relationships and education or work; and,
- (g) to prepare those children and young people for adulthood and independent living.

2.3 Children's services authorities have a duty to 'former relevant' care leavers in terms of accommodation if there are no other options available and the welfare of the care leaver requires it (section 23C(4c) of the Children Act 1989).

2.4 By investing in alternative provision, we could better meet the need of the most vulnerable and deliver significant cost savings as set out below.

Current Costs

2.5 The Council currently has a budget of £2.9m in Children's Social Care to fund the cost £2.1m of young adult care leavers who are 18+. The Council have a budgetary pressure of £0.9m in relation to housing these care leavers who have no suitable accommodation to move onto. As of 28 February 2022, there were 58 care leavers aged 18+ in Semi-independent provision. The average cost of the provision per Care Leaver at this date was £968 per week. A number of the Care Leavers are in Semi-independent provision due to the lack of move on accommodation and do not require the support that is in place. A number of this cohort have been identified as ready to move on into Threshold Provision; as this type of accommodation would better suit their needs. Each case would need to be assessed on an individual basis for the needs of each Care leaver. There is also a significant financial benefit in utilising a Threshold type provision as the accommodation costs are recovered by the Registered Provider (Registered Provider) via Housing Benefit (HB). The support costs paid for by TMBC to the Registered Provider are minimal compared to the current costs of Semi-Independent Placements; see detail below.

Threshold

2.6 The current Threshold Project delivers 15 accommodation units with support for young people aged 18+, including care leavers, provided by the Registered Provider. It is proposed that the authority enter into an agreement with Jigsaw Homes to provide accommodation and support for our young care leavers through 30 additional places for a period of twelve months. This will deliver significant cost savings, estimated to be around 1.2 million per annum.

2.7 Through this service young people will be provided with suitable accommodation and a range of support services as they transition into adulthood and independence. The value of the contract will be up to £245,700 for a period of 12 months and the contract will be paid in blocks of provision for 5 individuals at a time. The service will provide accommodation and support to young people with education, benefits, and other support needs. It is proposed that the support will be reviewed on a regular basis and if providing the right support for our young people could be extended. The average tenancy is expected to be around 6 months and the service will work with young people to find appropriate, permanent move on accommodation when a young person is ready.

2.8 The authority will need to provide accommodation for 30 other young people in semi-independent provision and a number of young people due to turn 18 for whom provision is not in place. There is also a need to identify additional suitable accommodation for 16 to 18 year olds who are in our care and are transitioning into independence. The proposed expansion of this project with 30 additional units specifically for care leavers would reduce cost from an average weekly cost of £986 to £157 per week in threshold resulting in a financial savings of £829 per week per care leaver.

Additional Proposed Accommodation

- 2.9 The Threshold project clearly identifies the benefits that can be achieved, in both the outcomes for the care leaver and financial savings, when accessing provision away from the external semi-independent placement market. One of the key barriers to this is the availability of suitable property within the borough.
- 2.10 It is proposed to that the Council work with a Registered Provider to look to secure suitable properties for 18+ care leavers. The proposal would be that the Registered Provider would purchase a property and be able to gain grant contributions from Homes England (HE) of £30k per unit aimed at the unlocking affordable properties in borough.
- 2.11 It is proposed that the Council would match the HE grant with an equivalent grant. The purpose of this would be to reduce the borrowing costs for the Registered Provider, which would be repayable in the event that the property was no longer used for it intended purpose. This grant in turn would mean the amount of rent they would need to charge to recover costs could be lower and the Council would work with the Registered Provider to ensure these are affordable for our care leavers, who in some instances would be eligible for low housing benefits (HB).
- 2.12 The example below set out in the table 1 below is a potential scenario working with a Registered Provider to identify suitable property for 18+ care leavers. The Registered Provider would purchase the property with grant contributions from Homes England (HE) of £30k per unit, which would be matched by the Council. The example below is for a property of 12 one bedroom units.
- 2.13 As with Threshold, the accommodation costs would be covered by either the care leaver, if in employment, or through HB. The Council costs included are for the support, these would need to be specified by the service to inform costs, however in the example they are on the same basis as Threshold, The calculation takes in consideration the lost opportunity costs of interest for the grant, and an agreement to pay the Registered Provider up to 5% of the rent amount per year to cover any void periods should the properties be vacant.

This example project with 12 units with Threshold type support specifically for care leavers will result in a financial savings of £813 per week per care leaver.

Table 1 – Financial Impact of investment in a new 12 place provision.

Current Cost to TMBC for Twelve 18+ Care Leaver in Semi-Independent Accommodation				
	Per Day	Per Week	Per Year	12 People per Annum
Average cost of 18+ Care Leaver Semi-Independent Accommodation	£141	£986	£51,397	£616,769
Potential Cost to TMBC for Twelve 18+ Care Leavers in Proposed Accommodation with Threshold Type Provision				
	Per Day	Per Week	Per Year	12 People per Annum
Average cost to TMBC of 18+ Care proposed accommodation	£25	£173	£9,002	£108,020
Saving to LA for 12 Care leavers placed in proposed accommodation units when compared with 12 Care leavers placed in Semi Independent Accommodation				508,749

Table 2 – Overall Impact on 18+ placement cost from Expanded Threshold and a new 12 place unit.

Currently 58 Young People in Semi-independent Provision as at 28/02/2022*						
	No. of Care Leavers	Cost Per Day	Cost Per Week	Cost Per Year	Total for 58 Care Leavers per Year	
Average cost of 18+ Care Leaver Semi-Independent Accommodation	58	£141	£986	£51,397	£2,981,048	
2022/23 Budget for 18+ Care Leavers in Semi-Independent Provision					£2,088,430	
2022/23 Current Budgetary Pressure					-£892,618	
Potential Savings for Threshold and New Accommodation	No. of Care	Cost Per Day	Cost Per Week	Cost Per Year	Total for 58 Care Leavers per Year	
TMBC Threshold Costs Only per YP	30	£22	£157	£8,190	£245,700	
TMBC Potential Saving	30	£119	£829	£43,207	£1,296,221	
Proposed Accommodation	12	£25	£173	£9,002	£108,020	
TMBC Potential Saving	12	£116	£813	£42,396	£508,749	
Total Potential Savings					£1,804,970	
Potential Budget Required	No. of Care	Cost Per Day	Cost Per Week	Cost Per Year	Total for 58 Care Leavers per Year	
18+ Semi Independent	16	£141	£986	£51,397	£822,358	
Additional Threshold Provision	30	£22	£157	£8,190	£245,700	
Proposed Accommodation	12	£25	£173	£9,002	£108,020	
Total Budget Required					£1,176,078	
Cost Saving (A)					£892,618	
Budgetary Saving (B)					£912,352	
Total Cost Avoidance (A + B)					£1,804,970	

GM House Project

- 2.14 Furthermore it is proposed that the joins the three year pilot of the GM House Project. This is a GM collaborative initiative, it is proposed Tameside, working in a cluster with Stockport, joins the project. The House Project is a model developed through DfE Innovation Programme and operates in 13 local authorities. It works with young people leaving care to better support them in their own accommodation to prepare them for adult life. It is an alternative to more expensive services currently spot purchased through frameworks
- 2.15 The pilot is small, covering only 5-6 young people a year for the pilot and will be part of a range of options of accommodation and support for our young people. A further benefit of the scheme the care leaver will be able to remain in the property and there are no further moves for the care leaver unless they chose this for themselves. The model allows for scalability if the project is successful. Tameside will incur the following costs Year One £61,900 nil £74,400 in Year two and £69,400 in Year three, additional year one costs of £50,000 have been waived for this project, however if Tameside delay this cost may not be waived for future projects.
- 2.16 The model is that the collaborative will work with the young person to find a property and support them in the accommodation. The cost of the accommodation would be met by the

Council until the young person reaches 18 and then they would become responsible for the rent and running costs, paid for either through employment or benefits, the average weekly cost of £240pw.

- 2.17 The scheme offers value for money and widens our offer to care leavers in line with our sufficiency statement. It is proposed that the project reports annually on effectiveness and is reviewed in 18 months to consider whether expansion of the project is advisable. .
- 2.18 Placing four young people from semi-independent placements into the service at 17 and 8 months would yield a modest saving and the project would break even. Once all 6 placements are made an annual saving of £46,000 would be realised. The main risk with the scheme is finding suitable accommodation for the care leaver to rent.
- 2.19 Data which compares the way in which accommodation needs are met for these young people in other localities suggests we have a shortage of independent provision and alternative options such as Foyer provision. It is proposed that as part of the work to secure additional provision, the Council will look at the option of establishing a Foyer model in the Borough.
- 2.20 For other key vulnerable groups, primarily homeless families, the Council is short of temporary accommodation options and is having to utilise B&B placements across the Borough. This is difficult for households who have been placed in such accommodation as well as financially costly to the Council. The number of households presenting as homeless and therefore requiring accommodation is increasing year on year meaning an alternative option is needed.
- 2.21 During the period of Covid19, the use of B&B and homeless presentations has increased significantly. Both homeless today and triage cases have been steadily increasing throughout the pandemic and are not showing any signs of lessening.
- 2.22 Sadly, the social isolation and lack of support networks caused by placements in B&B's can often damage the chances of a successful stay and the opportunity to demonstrate to future landlords that a tenancy is possible. This often means a person is not deemed to be tenant ready and therefore skipped for a permanent offer, leaving them to remain in B&B which is a costly expense for the Council.
- 2.23 The proposals in this report set out a proposed mechanism for securing property to meet the need for this additional provision in the market through a combination of borrowing, seeking access to grant subsidy and where possible the use of commuted S106 sums for affordable housing.
- 2.24 All property secured as set out in this report would be used for one of the following purposes
- (a) 16 to 18 Transition Accommodation for Cared for Children
 - (b) Accommodation for 18+ year old care leavers (with and without additional support needs)
 - (c) Temporary accommodation for the homelessness service
 - (d) General let accommodation as permanent move on from transitional support (this would allow us to back fill the transitional support accommodation)
 - (e) General let accommodation as move on from Temporary Accommodation.
- 2.25 The Council has growing need and a shortfall in available property for each of these categories of need. Current provision is expensive and does not deliver optimum outcomes. At the point at which any property becomes surplus to requirements the authority will dispose of such property, either through the ending of lease or partnership arrangements or the sale of assets.
- 2.26 All individual properties would be subject to a business case in its own right, setting out the financial parameters and the proposed route for securing that property (purchase,

partnership, letting etc). Each arrangement would be subject to agreement through an Executive Decision.

3. SECURING ADDITIONAL PROVISION

- 3.1 Utilising S106 contributions and working with external partners who may access grant subsidy will allow the Council to acquire more suitable accommodation for any clients who require temporary accommodation. An increase in the number of units owned by and in the control of the Council will give clients who are homeless a more settled future as they will be able to remain in the accommodation until more permanent, accessible accommodation can be secured for them which would result in cost savings for the Council. The framework and Policy for such S106 arrangements are set out at **Appendix 1**.
- 3.2 All open market development is required to contribute to the provision of affordable housing through either on-site delivery of affordable housing or by way of a financial contribution and sometimes a mixture of the two, which are secured through a S106 Agreement. These are generally referred to as S106 contributions and are required to be spent on affordable or supported housing within the Council's area. The spend criteria and affordable housing definitions are embodied in National Planning Policy Framework).
- 3.3 This report proposes that the financial contributions 'commuted sums' for affordable housing will be pooled to be spent on facilitating the delivery of additional affordable housing and/or supported housing in Tameside.
- 3.4 It is proposed to use S106 contributions to assist in securing housing for rented tenures, for use solely by households whose housing needs are not being met by the market, due to affordability of the household and availability. The acquired dwellings would remain as affordable housing in perpetuity.
- 3.5 It is proposed that property would be used for Temporary Accommodation, General Needs and supported Housing. The property/ies being acquired would be used for the immediate occupation for those in urgent need of temporary accommodation with priority initially to be given to vulnerable young people in need of accommodation.
- 3.6 It is proposed to use a combination of prudential borrowing (where a viable cost saving business case exists) and commuted section 106 monies to develop a range of affordable housing schemes throughout the Borough including those developed by Registered Providers and Housing Trusts. S106 contributions are proposed to be used in conjunction with the Registered Provider's own funds and Homes England grants as a 'top up' fund wherever possible. Where this does not prove possible but a clear cost saving business case exists for a scheme, the Council will use prudential borrowing to fund the purchase of property to a maximum of 130 units.
- 3.7 In each case a business case will be approved via an Executive Decision, which must meet the following tests:
 - (a) That the proposals will deliver cost savings to the organisation over the course of the proposed delivery
 - (b) That there is a clear and deliverable exit strategy which ensures that the organisation is not left with a long term financial liability through the identification of the clear exit strategy
 - (c) That the appropriate procurement and contracting processes have been followed

4. RE-PURPOSING EXISTING ASSETS

- 4.1 In addition to developing earmarked schemes with Registered Providers and Housing Trusts as well as directly purchasing a number of units the Council is proposing to utilise some of its own surplus estate and land to bring on stream additional accommodation for the Borough's

most vulnerable residents.

- 4.2 A number of properties have been identified which are surplus to the Council's current requirements but are suitable for providing specific accommodation for vulnerable young people.
- 4.3 It is proposed that these units are included in the pipeline of additional accommodation to be developed to provide much-needed homes for our young people transitioning into independence.
- 4.4 To deliver this more detailed feasibility studies will need to be delivered and enable works undertaken. It is proposed that an investment pot of £200,000 be agreed from commuted sums/ investment fund to be repaid from savings delivered through reduced accommodation costs. Cabinet are asked to agree to the delivery of feasibility studies and necessary investment on an invest to save basis.

5. KEY CONSIDERATIONS

- 5.1 Surveys and feasibility studies needing to be undertaken before committing to the purchase or lease will be in place before any purchase. This will include development of an operational management plan that covers attendance/supervision, fire risk and security.
- 5.2 Housing will only receive Housing Benefit income when rooms are occupied. Currently we have in excess of 80 households in B&B. We therefore are aware of the number of units we need to purchase / lease thereby maximising the income potential.
- 5.3 Covering Voids – Although the Council will be responsible for void periods, these are expected to be minimal. As demonstrated in previous data the levels of households requiring temporary accommodation has been growing year on year. For Specified Accommodation voids can be accounted for in the rent calculation, as well as intensive housing management, high levels of wear and tear, furniture replenishment (but not the initial purchase).

6. RECOMMENDATIONS

- 6.1 As set out at the Front of the report

APPENDIX A

Tameside Planning Obligations Commuted Sums and Monitoring Fees

- 1.1 Since the implementation of the Town and Country Planning Act 1990 (as amended), Local Planning Authorities (LPAs) have been allowed to require developers to make contributions to mitigate the impact of the development in accordance with provisions of national and local policy. These contributions are known as planning obligations and as the mechanism for allowing these is covered by Section 106 (s.106) of the said Act, these are also referred to as s.106 contributions, and are delivered by the LPA entering into s.106 agreements with developers. According to the National Planning Policy Framework (paragraph 57), planning obligations should only be sought when the following three test are met – the contributions are:
- a) necessary to make the development acceptable in planning terms;
 - b) directly related to the development; and
 - c) fairly and reasonably related in scale and kind to the development.
- 1.2 This report sets out the Council's position relating to aspects of s.106 agreements. The first area covered is the accepting of commuted sums in lieu of Affordable Housing delivered on site, and the spending off all commuted sums in general and includes recovery of project management costs and fees where the Council delivers projects and programmes directly. The second area is the charging of monitoring and reporting fees related to s.106 agreements to cover the cost of monitoring and reporting on delivery of that s.106 obligation for the lifetime of that obligation.
- 2. COMMUTED SUMS IN LIEU OF AFFORDABLE HOUSING CURRENT SITUATION**
- 2.1 The Council adopted its Unitary Development Plan in 2004 which has a policy, H4, covering Affordable Housing. and states the following - **In areas of the Borough where there is a demonstrable lack of affordable, supported or particular types of market housing to meet local needs, the Council will require developers to provide an element of subsidised or low cost market housing on suitable residential sites of 25 or more dwellings or 1 hectare or more in size.** The policy was not put into practice as it was considered there was no affordable housing imbalance for 14 years until late 2018, when utilising the findings of a Housing Needs Assessment, the Council began asking for 15% affordable housing on developments with 10 or more dwellings.
- 2.2 The default position under policy H4 is for affordable housing to be delivered onsite by the developer, however - **In exceptional circumstances it may be acceptable for the element of affordable housing to be located on another site in the locality. In these instances the Council will require the developer to provide an appropriate financial contribution towards such provision.** The National Planning Policy Framework (NPPF) also allows some flexibility to accept commuted sums instead of onsite provision, with paragraph 63 stating - **Where a need for affordable housing is identified, planning policies should specify the type of affordable housing required, and expect it to be met on-site unless:**
- a) off-site provision or an appropriate financial contribution in lieu can be robustly justified; and
 - b) the agreed approach contributes to the objective of creating mixed and balanced communities.
- 2.3 Given the information in 2.2 the Council is confident that accepting commuted sums in lieu of onsite affordable housing is permitted in certain circumstances, and whilst these would be considered on a case by case basis, section 3 outlines situations that the Council would be minded to accept a commuted sums, and how the sums may be allocated.

3. AGREEING TO ACCEPTING COMMUTED SUMS AND THEIR USE

- 3.1 Whilst it is often more efficient and effective taking affordable housing on site and what policy directs, it may not always be practical, or in the best interests of the housing offer, and in these circumstances the Council may on a case by case basis where exceptional circumstances can be robustly justified take a flexible approach in meeting its affordable housing priorities. The situations in which the Council may consider commuted sums in lieu of affordable housing are stated in table 1 below, however not limited to them:

Table 1 – Commuted Sums in Lieu of Onsite Delivery Circumstances

Circumstance	Reasoned Justification
A development wholly consisting or substantial consisting of blocks of flats.	A Registered Provider (RP) will not take s.106 units where there is another party managing the flats or a freeholder. Where flats form part of a site there may be circumstances where the Council takes the delivery of houses on site and a commuted sum for the flats in equal proportions.
The numbers of Affordable Units to be delivered are in low single figures.	RPs generally do not wish to take very low numbers of units, especially if they have no other stock in the vicinity, as they would potentially be hard to manage and more expensive to maintain.
Where the nature of the development may make it more beneficial for the Council to take a commuted sum. E.g. 4 and 5 bedroom detached houses.	If the commuted sum is based on the overall sites Gross Development Value (GDV) then a higher affordable housing contribution would be received rather than delivery on site.
If there is a recent oversupply or demand issues in an exact location and the benefits of a commuted sum could have a greater impact somewhere else in the vicinity.	In the interests of balanced housing markets, there could be circumstances where a parcel of land subject to a s.106 is next to or surrounded by parcels with a high concentration of affordable housing, and therefore a commuted sum may be preferable as opposed to a higher concentration of social housing in that specific area.
Cascading provision within a s.106 agreement when onsite affordable housing cannot be transferred to an RP	This is a common provision, however it should not be generous so the developer ensures that an RP won't take the units by not acting reasonably or inflating the value of the properties.
Low demand for Affordable Home Ownership (AHO) units.	With current interest rates Shared Ownership properties are not as attractive to many first time buyers, and discounted sale present an in perpetuity burden on the Council. Therefore on some sites it may be appropriate to deliver the rented affordable housing on site and take a commuted sum in lieu of any AHO units.

- 3.2 As well as the above there could be other examples when the Council may wish to consider the provision of a commuted sum via a s.106, and these, as well as all cases, will be discussed between Development Management and Housing Growth and submitted as part of the Planning Officers recommendations in the report to the Speakers Panel (Planning) for consideration/approval. It is important that the Council make the final choice of whether an exemption is made and it's not a matter for the developer to pick and choose whether affordable housing is provided on site or not.
- 3.3 A clause in the s.106 agreement normally specifies where and how the commuted sum should spent, and if the money is not spent as agreed the applicant/developer can claim the

money back. In some cases Local Authorities have been made to pay back £ millions when the sums have not been spent within the terms of the agreement which usually have a five year time period, but this can be longer. Whilst commuted sums should be spent in the 'vicinity' of the development, it is established, and common practice that for affordable housing this can mean the whole borough, additionally supported by the fact that the Housing Act 1996 Part VI & VII duties and obligations are fulfilled by providing housing in Tameside, and therefore housing need is met anywhere in the borough regardless of the exact location the need arose.

3.4 To be transparent and enable the Council freedom to spend Affordable Housing Commuted sums to support its own affordable housing priorities and delivery, it is proposed that the following is contained in a clause in s.106 agreements: - **For the provision of Affordable Housing within the administrative area of Tameside Metropolitan Borough Council, for initiatives including but not limited to the following;**

- **Assembly of land to support affordable housing delivery;**
- **Gap funding for affordable housing provision by RPs;**
- **Funding to support Council approved affordable housing products;**
- **Empty properties being brought back into use as affordable housing;**
- **Any suitable means to support affordable housing as per objectives within the housing strategy (or equivalent).**

3.5 For avoidance of doubt commuted sums would be spent on projects with an affordable housing outcome, and the meaning of affordable housing is as per the definition in the NPPF, which currently require all tenures of affordable housing to remain affordable in perpetuity except for Starter Homes. With all projects there will be revenue costs necessary to enable affordable housing outcomes to be achieved, such as staff time spent on project management and delivery, which will also be eligible for the commuted sum expenditure along with capital costs. The expenditure of the commuted sums may be utilised by the Council, a Registered Provider partner, or any Housing Company, Joint Venture, Special Purpose Delivery Vehicle or other initiative that best meets the Council's affordable housing objectives.

3.6 The ability to be able to use commuted sums in lieu of affordable housing provides for flexibility, provides a number opportunities to support the priorities of the Housing Strategy, and enables the Council to meet general housing needs more effectively in some circumstances, as well as allowing for specialist needs of client groups whose needs are not normally met through s.106 onsite provision. The Council can look to utilise accommodation provided through s.106 to reduce high cost and inappropriate housing placement of some customers. The s.106 capital fund can be used to match and lever in other funding which will allow the Council to consider and undertake a number and range of future and ambitious housing projects. In order to ensure full value and benefit is obtained from commuted sums, it is becoming more common for s106 agreements to contain a 'reconciliation tool', this is a clause which allows for overage to be secured after development/sale of the housing on the site to capture the potential increase in the gross development value of units where this cannot be forecast at the time of entering the s.106 agreement.

3.7 Across the Council, with regards to all types of commuted sums, costs associated with project management that the Council has incurred have previously not been paid for by the commuted sum, however any third party carrying out the work would include this expenditure in the overall cost of delivering the infrastructure or Affordable Housing. This is a missed opportunity for the Council to recover eligible costs incurred. Project design management, development and associated costs are fully recoverable, appropriate and the Council can introduce a mechanism to ensure it is properly compensated for time spend on projects related to s.106 commuted sums across the board by the end of 2021.

4. MONITORING FEES CURRENT SITUATION

- 4.1 Since the introduction of the Community Infrastructure Levy (CIL) Regulations 2010 (as amended) there had been a degree of uncertainty regarding the legality of Local Planning Authorities charging fees for recording and monitoring s.106 agreements. The Court of Appeal confirmed in the case of R (Khodari) v Kensington and Chelsea RLBC [2017] such fees are acceptable, providing that the monitoring fee is not indicated in the planning officer's report as reason for granting planning permission. Therefore, a clear distinction was drawn between planning obligations necessary to make the development acceptable in planning terms, and fees to cover the actual cost of recording and monitoring the s.106 agreements.
- 4.2 Following the case above, Planning Practice Guidance was updated from 1st September 2019 and now states - **Authorities can charge a monitoring fee through section 106 planning obligations, to cover the cost of monitoring and reporting on delivery of that section 106 obligation. Monitoring fees can be used to monitor and report on any type of planning obligation, for the lifetime of that obligation. - and - Fees could be a fixed percentage of the total value of the section 106 agreement or individual obligation; or could be a fixed monetary amount per agreement obligation (for example, for in-kind contributions). Authorities may decide to set fees using other methods. However, in all cases, monitoring fees must be proportionate and reasonable and reflect the actual cost of monitoring. Authorities could consider setting a cap to ensure that any fees are not excessive.**
- 4.3 Currently the Council does not charge fees for recording and monitoring s.106 agreements. Given the case law and clear direction in Planning Practice Guidance it is proposed that monitoring fees are introduced.
- 4.4 The reporting and monitoring of fees can be applied for all types of s.106 obligations, the most common being works or financial contributions for green space, public open space, education, highways, affordable housing and any miscellaneous provisions that may be included in s.106 Agreements. The Guidance and case law do not prescribe a charging method, with no common approach adopted across the country. Local Planning Authorities can develop and adopt their own methods for charging s.106 monitoring fees providing as noted in 4.2 that they are proportionate, reasonable and reflect the actual cost of monitoring.

5. MONITORING FEE PROPOSED CHARGING SCHEDULE

- 5.1 In developing a charging approach and method for Tameside, charging schedules applied by other LPAs from across the country, including a Greater Manchester authority, have been considered and compared. The benchmarking exercise shows a wide variety of approaches being taken by LPAs when devising schedules, and even where LPAs used similar methods each have their own variances. The benchmarking highlights that LPAs use four broad methodologies for setting charges as follows;
1. Rates based on the number of covenants, obligations or triggers in the agreements
 2. Fees set at a percentage of commuted sums charged
 3. Using numbers of dwellings on site to set charging bands
 4. Fees based on a percentage of planning application fees
- Some LPAs use two or more of the methods above.
- 5.2 Setting a straight percentage based on commuted sums on their own was not considered, as this method does not take into account the amount of monitoring that is required when affordable housing is delivered onsite.
- 5.3 Four different site sizes for housing development were used in the benchmarking and the charging schedules from the 39 LPAs and 3 TMBC proposals were run through to enable

comparisons to be made for both affordable housing delivered on site, and affordable housing with a commuted sum. Based on the information and considering the requirement for the charging to be proportionate, reasonable and reflect the actual cost of monitoring it is proposed that the Council adopt a charging schedule based on Table 2 below. In addition it is recommended that to ensure any fees are not excessive a cap as set out in 5.4 of the report is also adopted.

Table 2 - TMBC Charging Schedule Proposal

Type of Obligation	Monitoring Fee	Comment
Commuted Sum (not Affordable Housing Related)	5% of each payment instalment	This will be included within each invoice requesting payment
Affordable Housing Commuted Sum	1% of each payment instalment	This will be included within each invoice requesting payment
Land Contribution	£1,000 per development site	This payment is to be made at the time that the land transfer takes place
On-site Affordable Housing	£1,000 for every 20 homes of any tenure on site up to a maximum of £5000	Payment is to be made on the first occupation of the affordable units
Other obligation	£1,000 per obligation	This is to ensure compliance with obligations such as providing a woodland management strategy etc.
Overage Clause	At least £1,000 or 1% of any additional payments due	This is to report on any commuted sum payments arising from greater profits.

5.4 It is proposed that a cap of £25,000 for each s.106 agreement is used for the above proposal, which is in line with the maximum caps used by other LPAs. The above proposal have been devised after having regard for the Planning Practice Guidance, the estimated cost of monitoring agreements, as well as benchmarking with other LPAs published schedules of charges.

5.5 There are unlimited permutations for charging schedules. The actual cost of monitoring and recording is currently unknown, and will increase as the Council seeks to put in place an increased number of Affordable Housing s.106 agreements delivered onsite. Having considered the actual payments made through planning obligation in 2020/21 and using the charging proposals above, a monitoring and reporting fee could have been generated of up to £0.040m in the year as set out in table 3 below. On the basis that there is now a greater focus to secure and implement more s.106 agreements in the future this fee income may rise.

Table 3 - TMBC Charging Schedule Proposal - 2020/21 Illustration

Type of contribution	Contribution/Sites	Fee
None housing commuted sum 5%	£551,000	£27,550
Sites 20-39 units	2	£2,000
Sites 40-59 units	1	£2,000
Sites 60 – 79 units	1	£3,000
Sites 100+ units	1	£5,000
Total fee estimate		£39,550

6. CONCLUSION

- 6.1 Allowing the Council to receive commuted sums in appropriate circumstances is planning policy compliant and common practice. The spending of the commuted sums on affordable housing projects will support the priorities of the Council's Housing Strategy and the aims of the corporate plan, giving the Council flexibility to improve the housing offer in a targeted way. It is expected that the Council will be able to deliver a greater variety of affordable housing given the flexibility. The cost of project related activity for commuted sum expenditure will be fully recoverable from the relevant commuted sum in the future, and the Council will be able to avoid incurring direct cost for areas of current expenditure in this area going forward.
- 6.2 The charging of monitoring and reporting fees, as established by case law and Planning Practice Guidance, is proposed following a benchmarking exercise, the proposed charging schedule is set out at 5.3, table 2 of this report. The proposal has been brought forward as part of the Councils desire to improve the delivery of s.106 provision, its monitoring and reporting. In order to ensure that fees remain proportionate and reasonable, it is proposed they are monitored, along with the relevant work load, and be reviewed annually by the Council. All monitoring will be carried out by officers employed by the Council

Report to:	EXECUTIVE CABINET
Date:	23 March 2022
Executive Member:	Councillor Bill Fairfoull – Deputy Executive Leader (Children's Services)
Reporting Officer:	Sarah Threlfall – Director of Transformation Ali Stathers-Tracey - Director of Children's Services
Subject:	PROPOSAL TO CREATE A LIMITED TIME CHILDREN'S SAFEGUARDING TEAM TO ADDRESS ACUTE DEMAND AND CAPACITY ISSUES IN THE SYSTEM
Report Summary:	<p>The report sets out proposals as an interim measure to engage with a specialist recruitment agency already procured by AGMA who can within a short timescale provide a self-contained social work team to address a significant capacity issue.</p> <p>The capacity issue has arisen as a result of ongoing increases in demand at the social care front door, which have caused a bottleneck in assessment and significantly impacted on timeliness of assessments for Children in Need as well as increased vacancy rates not back filled by agency staff.</p> <p>The project team will focus on completing Children & Family Assessments coming through the Multi-agency Safeguarding Hub (MASH). This will allow current teams to complete ongoing case work whilst we also actively recruit to existing vacancies. The project team will consist of a Project Manager and five project social workers for a six-month duration from the 1 April 2022.</p> <p>The additional capacity will come at a cost of £250k and budget will be provided from ring-fenced reserves. The provision of additional capacity will ensure that timely outcomes and support for children and families is provided and risk is appropriately managed. A time-limited injection of capacity will ensure that cases do not escalate, and outcomes for families do not worsen.</p> <p>We had anticipated that the impact of the pandemic would be long term and families would be under increased pressure, it would appear that this is presenting in the form of increased contacts and referrals into children's social care. This is further impacted by high vacancy rates in Neighbourhood Duty & Assessment Teams. As this is an acute issue which is placing significant pressure on the system a short, six-month project to provide additional assessment capacity, fully aligned with existing teams and structures is an appropriate response. The team will also provide support to newly qualified social workers and AYSE to build skills, knowledge and capacity.</p> <p>By positioning the project team to undertake new children & family assessments progressing from the MASH will cause the least disruption in work flow and allow for a planned safe exit. Joint working and ensuring proper integration preventative support services and schools will be a key focus throughout the contract.</p>
Recommendations:	It is recommended that Council approve the proposal to draw down funding from reserves of £250k to bring additional capacity into the

organisation via the Reed contract for a six-month period to deal with an increase in referrals and associated assessments.

Corporate Plan:

The delivery of effective outcomes for children and families requiring support is a key element of the delivery of the Corporate Plan

Policy Implications:

There are no direct policy implications

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

There is no existing available budget in Children's Social Care to pay for this intervention. This will need to be funded from use of one off reserves. There is £371,000 of uncommitted reserves in the MTFS reserve of which £250,000 can be utilised to support this leaving the council with £121,000 in the MTFS reserve.

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

This report sets out a managed approach to addressing unprecedented demand caused by the impact of the Covid Pandemic to avoid finding ourselves in crisis point. The HR directors predicting this may be an issue planned for this eventuality when procuring the current agency contract that provides for specialist drop in teams to provide critical short term support. It will be necessary to have clear contract monitoring arrangements in place to ensure that we are achieving best value and that the interim nature of the contact will be achieved.

Risk Management:

Risks associated with bringing in additional, time- limited capacity will be managed through effective contract management, the use of clear performance frameworks and escalation procedure. A focus will be placed on the need to ensure effective handover and support.

Background Information:

The background papers relating to this report can be inspected by contacting Sarah Threlfall, Director of Transformation



Telephone: 0161 342 4417



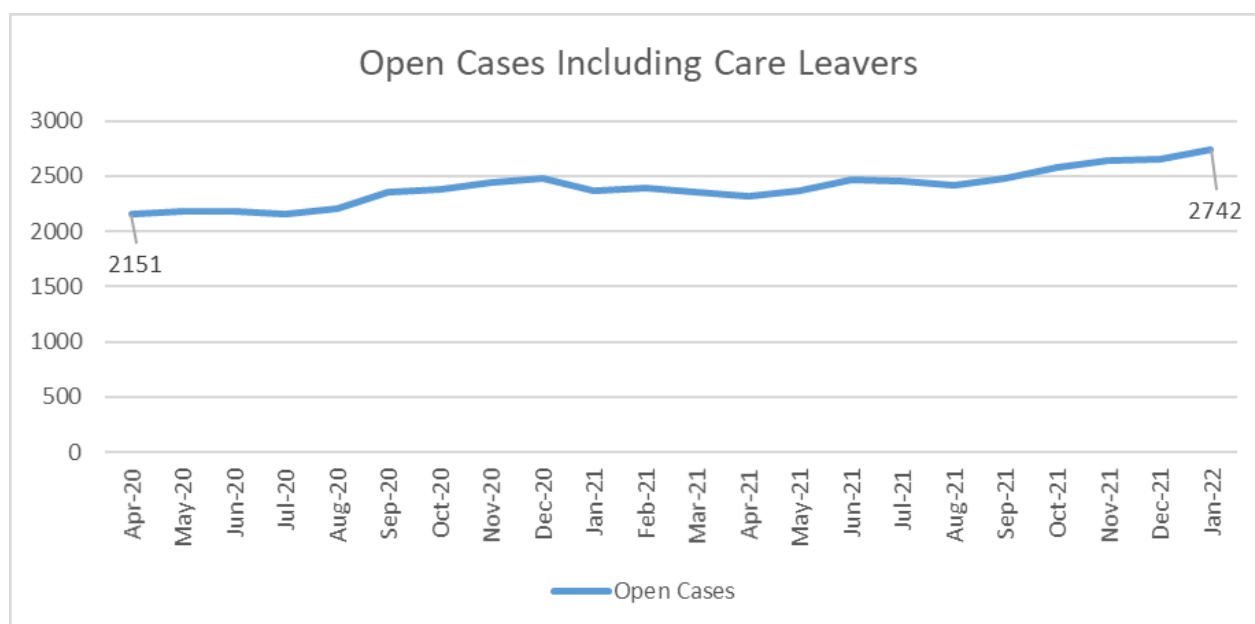
e-mail: sarah.threlfall@tameside.gov.uk

1. DEMAND ON CHILDREN'S SERVICES

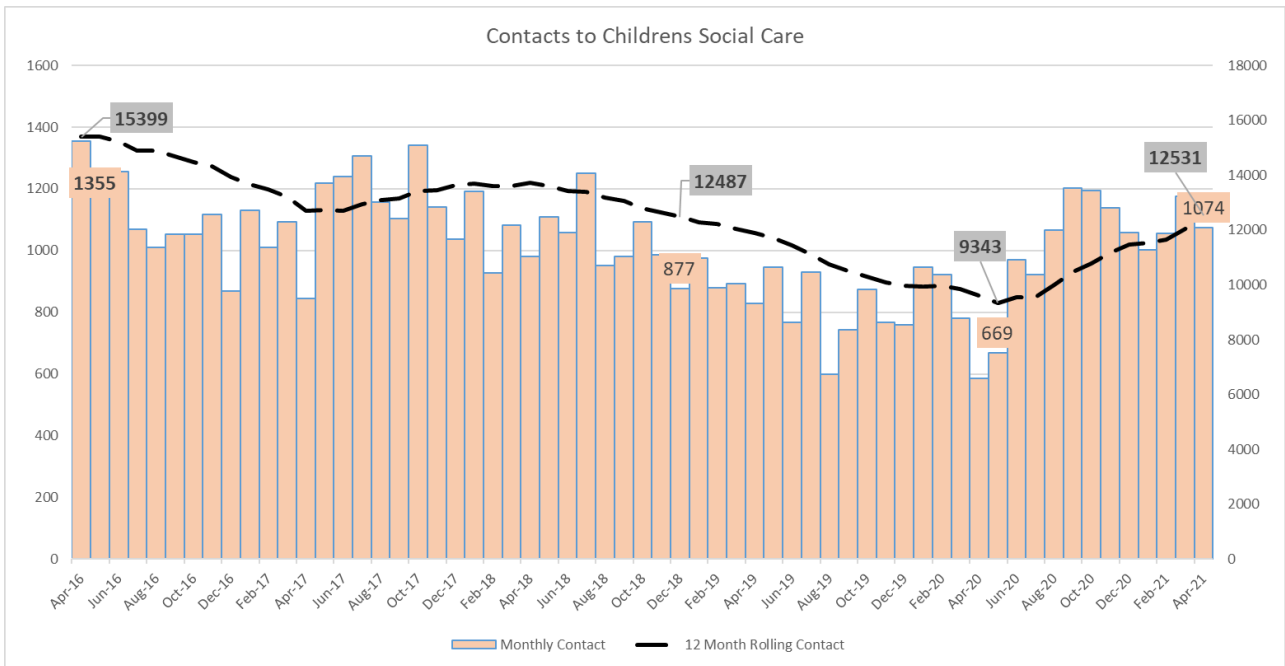
- 1.1 Overall children's services has seen a significant increase in demand at the front door, which has continued at a relatively consistent rate since summer 2020 running counter to a longer term decrease in demand and an unprecedented drop in contact and referrals at the beginning of the pandemic.
- 1.2 At the same time, despite periods of volatility, numbers of children subject to Child Protection and Children Cared for by the local authority have remained relatively consistent.
- 1.3 This has led to an overall shift in open cases towards cases undergoing assessment and Child In Need Cases held within the Children's Social Work Neighbourhood Teams. In April 2020 there were a total of 2151 open cases including care leavers held in Children's Social care. By the end of January 2022 this had increased by 27% to 2742 with the proportion of Cases that were open at Child in Need Level (including those undergoing assessments and care leavers) increasing from 50% of open cases to 64% of open cases. The detail below gives a summary of this data.
- 1.3 It is recommended that the Council approve the proposal to draw down funding from reserves of £250k to bring additional capacity into the organisation via the Reed contract for a six-month period to deal with an increase in referrals and associated assessments.

2.0 DATA TRENDS – CONTACT TO ASSESSMENT COMPLETION

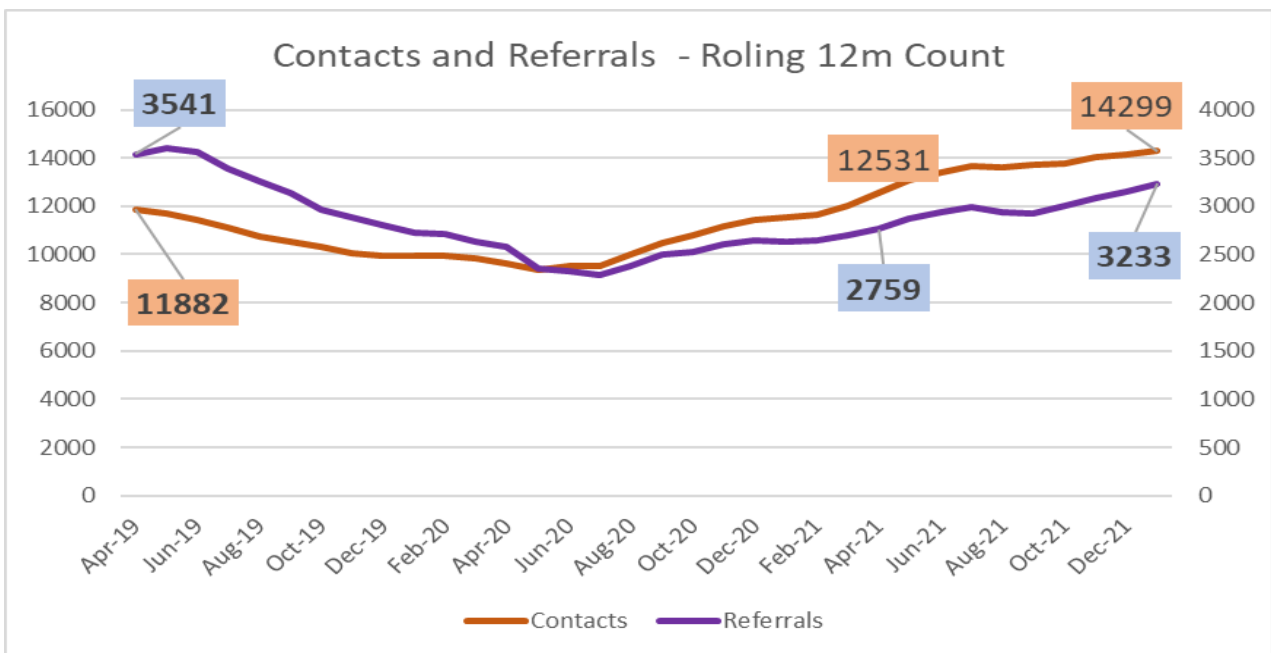
- 2.1 The two years since the start of the pandemic have seen a reversal of the long-term trend of reducing overall case numbers with cases rising by 27% since the start of 2020/21.



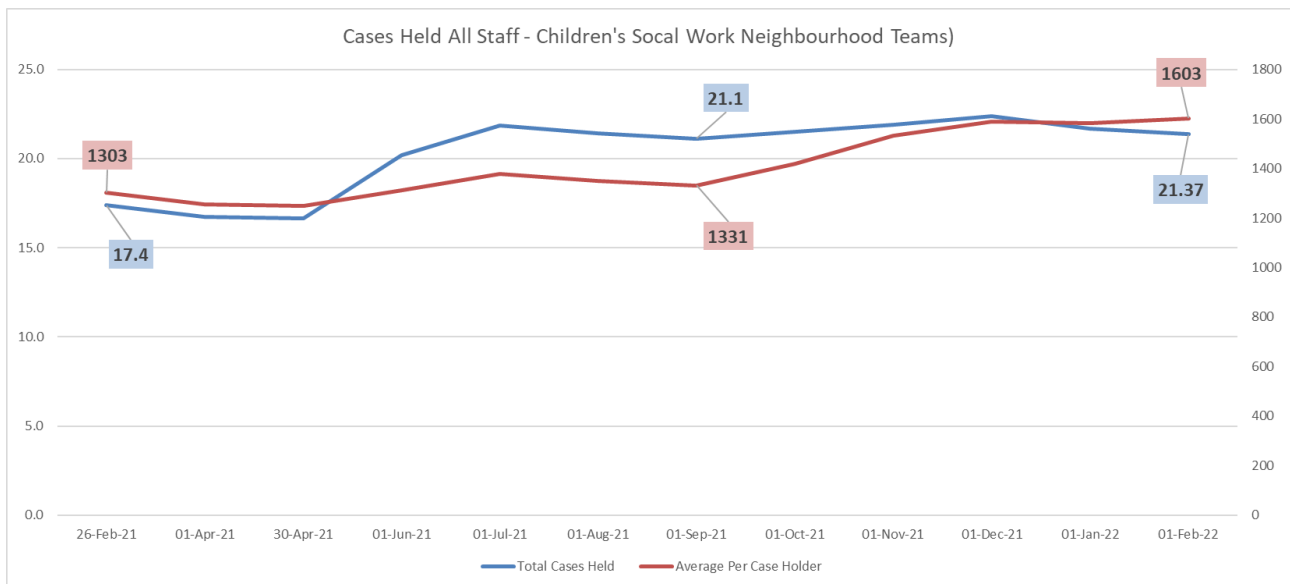
- 2.2 Contacts to Children's Social Care have also see the same reversal with a significant rise in the number of contacts following a long-term decreasing trend. Current monthly and rolling contact counts are similar to those last seen in December 2018 and are beginning to show signs of stabilising at a significantly higher volume.



2.3 Whilst initially supported by an increased Early Help Offer the rate of referrals into Children’s Social Care saw a lower rate of increase the proportion of contacts converting to referral, likely driven by both a greater volume of demand and increased complexity of cases, has increased since summer 2021. Between February and August 2021 conversion to referral was seen at between 18-21% with the proportion increasing from August onwards in line with spike in overall contact to between 22-27%.



2.4 This has had a resulting impact on the overall number of open cases within the Children’s Social Work Neighbourhood teams with caseloads remaining high as rising numbers of cases open keep pace with new additions to the workforce.



3.0 PROPOSAL

- 3.1 Trends in Children’s social care demand have fluctuated in recent years and the authority is investing in increasing capacity to deal with increases in demand. Significant investments in 2021 saw an increase in the overall number of social workers employed. The local authority is actively engaged in a number of relevant initiatives to support social work recruitment and staff development, but in an extremely challenging market, this continue to be a challenge. Demand at the front door contact and referrals continue to rise, it is hypothecated that this is linked to the pressures families are under post Covid and as we enter a cost of living crisis and reflects a general trend nationally and regionally, although one which is felt much more acutely in Tameside.
- 3.2 As an interim measure therefore, it is proposed that we seek to use the specialist agency who have already been procured by AGMA to provide agency and other specialist support to provide a self-contained social work team along with its own management, to undertake a significant number of Assessments for our CIN cohort over a short timescale.
- 3.3 The project will have a roll in phased start with the Team Manager starting in week 0 and remainder of the team commencing on week 1 with a total duration of 6 months. The work will be focused on direct contact with families and children to make appropriate judgements about the risks for a family and regular contact with existing teams via the Denton Office base will be critical.
- 3.4 The desired outcome would be to manage an acute issue of increasing numbers of children in need requiring assessment, to bring assessment timeliness to a reasonable level and to ensure that our children and families are appropriately supported and safeguarded.
- 3.5 The extra capacity will also allow current teams to complete existing case work whilst we continue to actively recruit to existing vacancies and support newly qualified social workers.
- 3.6 The total value of the contract is £250k to deliver, as a managed service, a six-month programme focusing on children requiring assessment.

4. RECOMMENDATION

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

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Report to:	EXECUTIVE CABINET
Date:	23 March 2022
Executive Member:	Councillor Oliver Ryan – Executive Member (Finance and Economic Growth)
Reporting Officer:	Ian Saxon – Director of Place Gregg Stott – Assistant Director Investment, Development & Housing
Subject:	TAMESIDE TOWN CENTRES FRAMEWORK – CONSULTATION DRAFT
Report Summary:	This report sets out the proposed Tameside Town Centres Framework and seeks approval for public consultation to inform preparation of a final draft for adoption by the Council.
Recommendations:	That Executive Cabinet be recommended to: <ul style="list-style-type: none">(i) Note the work undertaken to date in respect of the Tameside Town Centres Framework;(ii) Give approval for public consultation on the proposed Tameside Town Centres Framework and notes that a further report will be brought back to the Executive setting out the results of the consultation and a final draft of the Framework.
Corporate Plan:	Key aims of the Corporate Plan are to provide opportunities for people to fulfil their potential through work, skills and enterprise and to ensure modern infrastructure and a sustainable environment that works for all generations and future generations. The proposed Tameside Town Centres Framework will support these aims in the areas of job creation, modern infrastructure and a sustainable environment.
Policy Implications:	The Tameside Town Centres Framework will support the policy aims of the Council’s Inclusive Growth Strategy (2021), the Council’s growth priorities agreed at Council February 2020 and the emerging draft Greater Manchester Places for Everyone joint development strategy.
Financial Implications: (Authorised by the statutory Section 151 Officer & Chief Finance Officer)	<p>The report sets out details of the proposed Tameside Town Centres Framework together with a related public consultation. The Framework will be used to guide future strategic work, masterplans and regeneration activity within Tameside’s individual town centres to minimise the risk of a fragmented approach. The Framework will also support the delivery of the Tameside Inclusive Growth Strategy.</p> <p>The financial implications that arise from the implementation of the Framework will be subject to appropriate and robust due diligence. This will include an assessment of the related affordability of the options and proposals that will be subject to Member approval.</p> <p>It is noted that the outcome of the consultation and a final draft of the Framework will be reported to the Executive Cabinet at a later date where the financial implications will be evaluated as</p>

appropriate.

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

As set out in the main body of the report town centres both regionally and nationally are facing a number of challenges. The proposed Town Centre Framework should serve as a helpful tool, sitting alongside other policies to help to navigate these challenges.

The aim of consultation is to facilitate public engagement and feedback. As such 12 weeks is usually considered the best timescale for a consultation process to be open for comment. Particular care will have to be taken in ensuring that there is meaningful engagement post Covid where not everyone has felt able to return to normal.

At this stage the framework is draft only as it is subject to the consultation. It is critical that it is considered as a 'working document' at this time as careful consideration of the feedback from the consultation by the decision makers will be required before a Framework is adopted.

Risk Management:

Risks associated with the project are set out at section 4.

Background Information:

The background papers relating to this report can be inspected by contacting Mike Reed, Head of Major Programmes



Telephone: 07974111756



e-mail: mike.reed@tameside.gov.uk

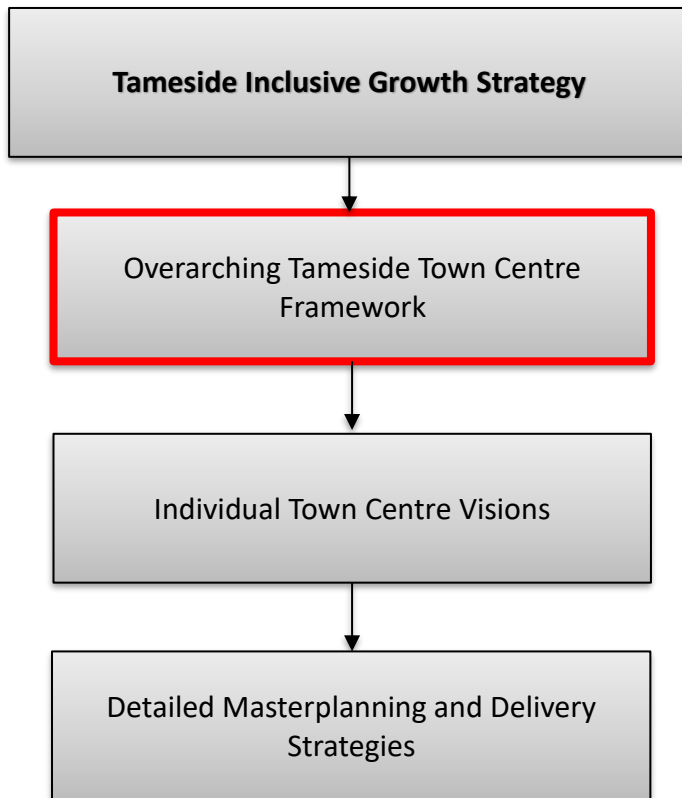
1. INTRODUCTION

- 1.1 Tameside Council recognises that its main town centres, Ashton-Under-Lyne, Denton, Droylsden, Hyde, Mossley, and Stalybridge are crucial components to the economic, environmental and social wellbeing of the borough. Each town centre provides a unique but complementary offer, where Tameside's residents and visitors should be able to easily access a range of facilities and services; and locations where businesses can grow and reach their full potential.
- 1.2 Nationally town centres are facing a number of significant challenges and it will be necessary for our town centres to evolve and adapt as places where people want to live, work, shop and spend quality time. The structural change and pressures facing town centres has only been exacerbated by the significant impact of the COVID-19 pandemic with rising retail vacancies, declining footfall, and increased shopping online. There is a significant opportunity for Tameside's town centres to rebuild and reinvent themselves as the heart of their communities, with a diversification of offer and increase of other uses, including residential.
- 1.3 Whilst a number of the town centres have undergone, or are undergoing, improvement works to make them more vibrant places for people to enjoy shopping, working, visiting and living, there has not previously been an overarching Strategic Framework to set this work in context.

2. TAMESIDE TOWN CENTRES FRAMEWORK

- 2.1 It is proposed that a Tameside Town Centres Framework be produced to cover each town centre within the borough and to act as a strategic 'umbrella' to coordinate future development and regeneration activity. The Framework is intended to complement Tameside's Corporate Plan and support delivery of the Tameside Inclusive Growth Strategy (2021). It will also align with existing and future studies and strategies for the town centres.
- 2.2 A draft Tameside Town Centres Framework (**Appendix A**) has been prepared for consultation prior to a final draft being brought back to Executive Cabinet for adoption. The Framework will help to provide the direction of travel to create more prosperous and investable locations which meet local needs and ensure that each town centre has the right offer of retail, food and drink, leisure, commercial, community and residential uses, as well as supporting infrastructure required. It will be important that the activity within each centre is tailored to meet local need and harness individual strengths and distinctiveness to help set them apart from their competitors.
- 2.3 The ambition is to create improved town centre environments where businesses feel that they can start up, grow or invest. Moreover, they should also be places where residents can access the facilities and services they need, and provide a strong sense of place which the community are proud of and engage with.
- 2.4 The Framework is intended to provide the context for the development of strategies for each of the individual town centres and start to realise the opportunities that exist in the Town Centres across the borough over the next 15 years, support formal planning guidance and provide a strategic co-ordinated approach to future development and activity.
- 2.5 Figure 1 below sets out the role of the Tameside Town Centre Framework in relation to the Tameside Inclusive Growth Strategy and individual town centre plans.

Figure 1: Strategic Hierarchy



3. PROPOSED STRATEGIC PRIORITIES

3.1 The Framework identifies a number of priority themes for improvement within the town centres. These are summarised below:

- **Place:** to ensure a holistic approach to place making and build resilient and flexible town centres that are sustainable and contribute to the health and well-being of those that access them. They will be responsive to change, attractive to the local population they serve and welcoming to those from further afield. Uniqueness and distinctiveness will be encouraged to ensure our centres build in what makes them great places. Local communities will be at the heart of place shaping and decision making.
- **Heritage and Culture:** As our town centres evolve and change to meet the needs of current and future communities, our aim is to protect and promote the heritage value that contribute to local distinctiveness. Tameside has many buildings and structures of architectural and cultural importance that offer value and attract both visitors and investment. Tameside has a rich cultural and ethnic mix which will be celebrated so that the town centres meet the needs of people from all backgrounds.
- **Environment and Health Places:** New development should embrace the principles of sustainability and opportunities for low-carbon development. Tameside's ambition is to have some of the healthiest and greenest town centres in Greater Manchester that recognise the value of nature, greenery and accessible spaces for people. Our town centres will ensure that all of these play an important role in place making which will benefit the health and well-being of local populations by providing green spaces in town centres that are well connected to where they live.
- **Transport, Accessibility and Movement:** Tameside's town centres will be highly accessible by sustainable modes of transport. They will attract people on foot and by bicycle and ensure that when people access the centres, they are able to move about freely in a safe manner. Our town centres will be highly accessible by motor vehicles

and sufficient parking provision will be incorporated in proposals along with EV charging points will ensure Tameside's electric motor drivers have somewhere to charge their vehicles.

- **Retail and Leisure:** The structural change and pressures facing retailers within Tameside's town centres has only been exacerbated by the significant impact of the COVID-19 pandemic. As a consequence, retail vacancies have increased, footfall has reduced and more people are shopping online. As demand for traditional retail within town centres has reduced, there are opportunities for more specialist and independent retailers offering something different. A strong leisure offer can also help make a town distinctive and contribute greatly to its success through a strong food and drink offer and other attractors.
- **Markets:** Markets can be a positive asset to town centres both attracting visitors, increasing spend and encouraging entrepreneurship. A combination of both permanent and temporary markets across Tameside play an important role in town centre distinctiveness and provision of a diverse and vibrant offer.
- **Commercial:** Increasing the levels of employment in town centres can bring great benefits to local communities as well as supporting the retail and leisure offer by increasing the potential customer base. There are a number of opportunities to attract businesses, through development of Council land and buildings and working in partnership with landlords, which will have a positive impact on the town centres.
- **Housing:** Residential provision in the town centres is vital to the local economy, increasing the vitality of the town centres and the customer base of retailers, leisure operators etc. Increasing numbers of people who are active outside of traditional shopping hours also contributes to increased feelings of safety. New residential neighbourhoods will be created in and around our town centres including affordable homes, thoughtfully designed to be safe, welcoming and encourage local living.
- **Employment and Skills:** Our ambition in Tameside is to create an employment and skills system where our town centres provide opportunities that respond to the needs of residents and businesses and contributes to the growth and productivity of the Tameside economy.
- **Marketing and Promotion:** Tameside's town centres will be promoted and branded using the strengths, opportunities and distinctive qualities that each town centre offers.
- **Collaboration:** The Framework will act as a strategic 'umbrella' to coordinate future development and regeneration activity in each of Tameside's town centres. This will require the full range of Council services to work collaboratively alongside collaboration with public, private and community/voluntary organisations and local communities to avoid a fragmented approach.

4. RISK

- 4.1 Without an overarching Framework, there is a risk of a fragmented and uncoordinated approach to the improvement and regeneration of each of the town centres in Tameside. As individual strategies and projects are progressed they will be subject to their own detail risk registers.

5. PUBLIC CONSULTATION

- 5.1 The proposed consultation will run 9 May to 29 July 2022 (12 weeks) subject to approval. The consultation will take the following approach set out below. Face to face sessions may be held but depending on any COVID-19 pandemic restrictions at the time and public health considerations; it will be necessary to keep this under regular review. The project team will ensure that all groups have the opportunity to contribute through networks or bespoke consultation mechanisms, including:
- Online

- Virtual stakeholder/partner workshops
- One to one virtual stakeholder/partner sessions

5.2 The consultation findings will inform a final draft to be considered for adoption in September 2022.

6. CONCLUSION

6.1 Following Executive approval, the Town Centres Framework will be used to guide future strategic work, masterplans and regeneration activity within Tameside's individual town centres. Without an overarching Framework, there is a risk of a fragmented and uncoordinated approach to each of the Tameside's towns. The final Tameside Town Centres Framework will act as a strategic 'umbrella' to coordinate future development and regeneration activity in each of the centres and set the individual strategies for each of the centres in context.

7. RECOMMENDATIONS

7.1 As set out at the front of the report.

TAMESIDE TOWN CENTRES FRAMEWORK: FEBRUARY 2022

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TAMESIDE'S POSITION, WITH ITS PROXIMITY TO KEY ECONOMIC GROWTH DRIVERS, LEISURE AND RECREATION OFFERS MAKES THE BOROUGH AN IDEAL LOCATION FOR BUSINESSES. IN PARTICULAR, BUSINESSES LOOKING FOR LINKS AND EASE OF ACCESS TO MARKETS AND SKILLS BASES ACROSS THE NORTH, AS WELL AS FOR SKILLED WORKERS WANTING TO LIVE WITHIN COMMUTABLE DISTANCE OF MANCHESTER AND LEEDS, WHILST ENJOYING AN EXCELLENT QUALITY OF LIFE AFFORDED BY ITS CLOSE LINKS WITH THE PEAK DISTRICT.

Tameside Council recognises that its main town centres, Ashton-under-Lyne, Denton, Droylsden, Hattersley, Hyde, Mossley, and Stalybridge are crucial components to the economic, environmental and social wellbeing of the borough. Each town centre provides a unique but complementary offer, where Tameside's residents and visitors can easily access a range of facilities and services; and businesses can grow and reach their full potential.

Town centres across the country are facing a number of significant challenges due to changing consumer behaviours and a range of economic impacts. It will be necessary for our town centres to evolve and adapt, become more diverse, offer a broader range of uses and services, take advantage of their unique characteristics and become places where people want to live, work and do business, shop and spend quality time. The structural change and pressures facing town centres has only been exacerbated by the significant impact of the COVID-19 pandemic. As a consequence, retail vacancies have increased, footfall has reduced and more people are shopping online; the diversity of offer is therefore more important than ever.

There is a significant opportunity for Tameside's town centres to rebuild and reinvent themselves as the heart of their communities with an increased focus on heritage and built form, culture, health, education, housing, leisure, arts and retail. To meet changing demands and ways of working it will be necessary for town centres to evolve, in a sustainable way, and ensure that they are accessible by different modes of travel. They will also have the optimum mix of uses and facilities, spaces for people to come together, to visit and experience the Tameside offer, shop, live, , work and meet throughout the day and evening. These spaces will promote wellbeing as well as environmental benefits; biodiversity and nature recovery, all of which are key components, necessary to be included in this strategy.

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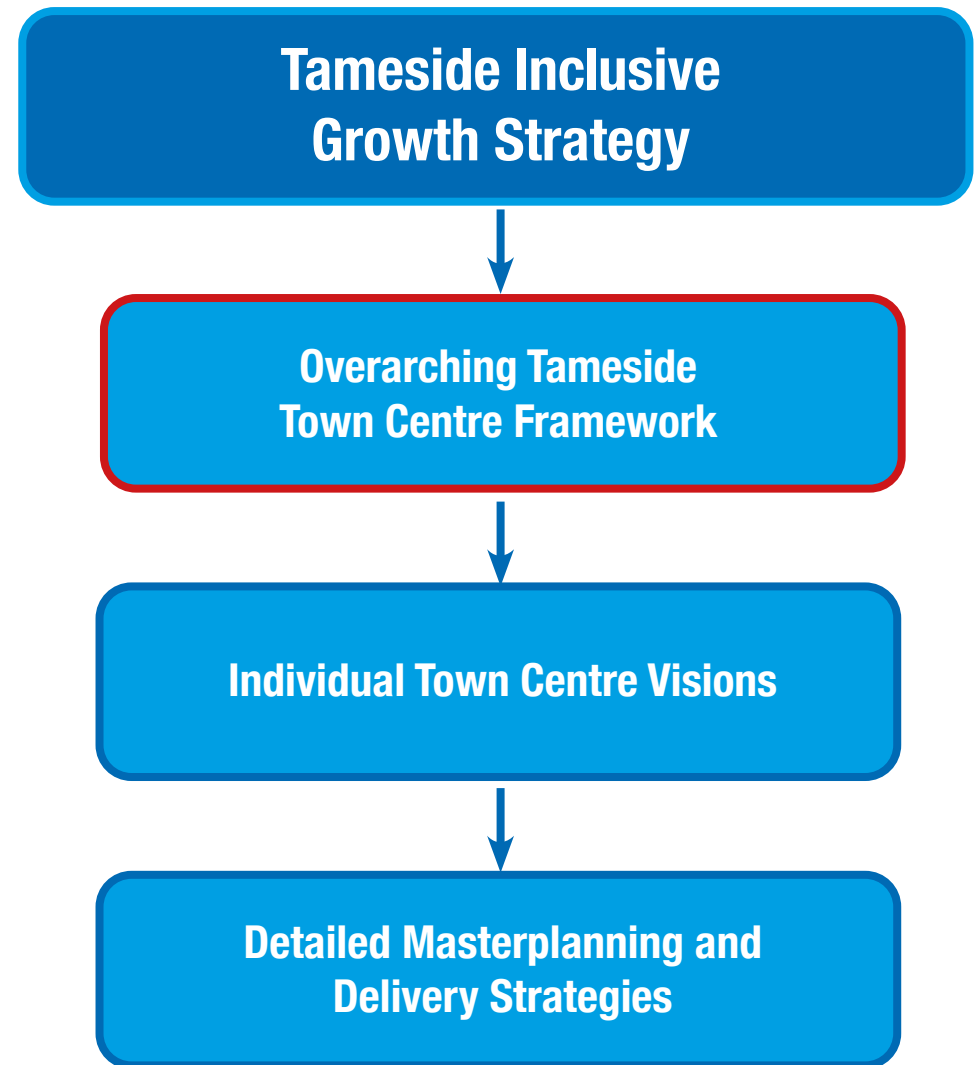


The proposed Tameside Town Centres Framework will provide an overarching strategy for all of Tameside's town centres to support delivery of the priorities and guiding principles in the Council's Corporate Plan, the Tameside Inclusive Growth Strategy (2021) and Places for Everyone to boost northern competitiveness alongside the activity of partner organisations. It will provide the context for the development of strategies for each of the individual town centres, which can feed into the Council's Local Plan and start to realise the opportunities that exist in the Town Centres over the next 15 years by providing a strategic co-ordinated approach to future development and activity.

Figure 1 sets out the role of the proposed Tameside Town Centre Framework in relation to the Tameside Inclusive Growth Strategy and individual town centre plans. Sitting above this hierarchy, are the regional and national policies defined in Section 4.

There is now an opportunity to establish an appropriate overarching strategy for all of Tameside's town centres, with a focus on the strengths, distinctiveness and unique character that each brings, to raise the borough's profile, ensuring the centres are able to adapt to a changing environment and be positioned to secure new funding, support and investment when announced by central government such as the UK Shared Prosperity Fund.

Figure 1: Strategic Hierarchy



The proposed Framework will take a holistic approach to the future of Tameside's town centres considering people, place, environment, transport and movement, economy, housing, health and well-being. Our town centres should be vibrant and attractive, safe to access at all times of day, places where people want to spend time, have a strong sense of community, attract businesses and independents to set up and grow, value their heritage assets and build on their uniqueness. Our town centres must also be flexible and resilient to changes in the climate and economy in order to thrive and be successful through any disruptions that occur. The proposed Framework is the start of the revitalisation of Tameside's town centres.

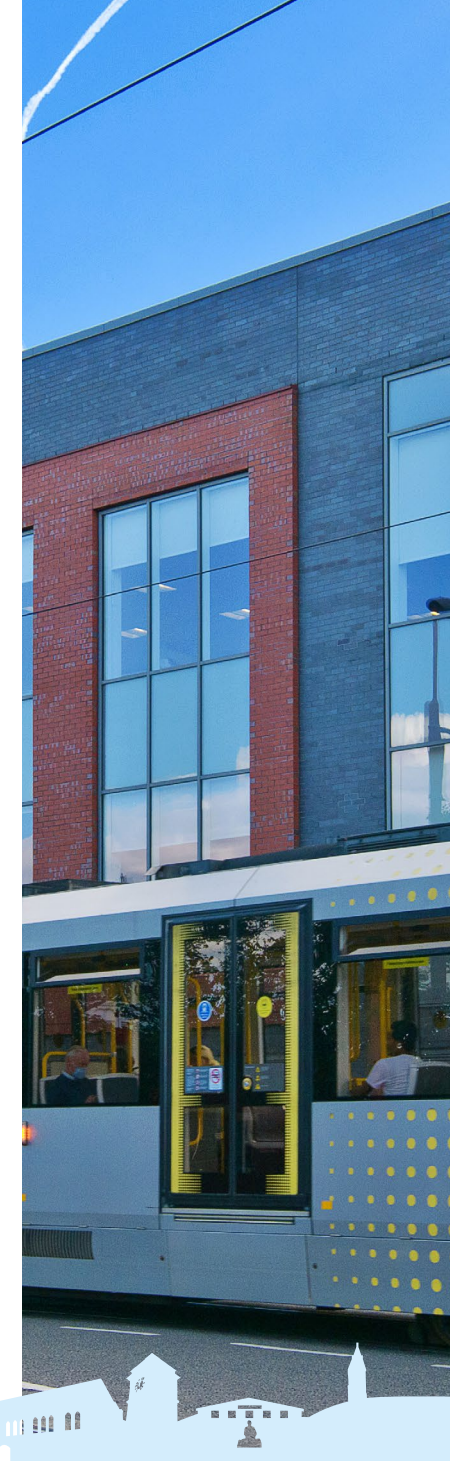
A SWOT analysis set out in Figure 2 has been carried out to identify the main strengths, weaknesses, opportunities, and threats relating to Tameside's Town Centres.

From this analysis a number of cross cutting areas that have been identified as important themes for the proposed Town Centre Framework and these are set out in Figure 3.

Figure 2: Strengths, Weakness Opportunities and Threats

Strengths	Weaknesses
<ul style="list-style-type: none"> • Excellent transport links – rail, road, Metrolink, close proximity to Manchester Airport • Heritage and cultural assets including Ashton Old Baths and the boroughs fantastic town halls. • Active Town Teams. Mossley Town Team recently delivered successful arts projects which attracted visitors to the centre. • Close proximity to a network of green spaces and blue corridors such as town parks, rivers, canal network and other areas such as the Portland Basin. • Sense of community • Walking and Cycling infrastructure such as Tame Valley Loop • Diverse and distinctive town centres – demographics, culture, built form • Quality of life potential given close proximity to the Peak District and parks • Vision Tameside programme including 7,000sqm Advanced Skills Centre for Tameside College, and Tameside One. Vision Tameside has increased footfall and vitality into Ashton Town Centre and will secure the future of Tameside College as well as improving the provision of skills and supporting growth and regeneration across Tameside. • Digital connectivity and infrastructure including the dark fibre co-operative and Ashton Old Baths Data Centre • Markets • Leisure facilities including the new Tameside Wellness Centre, Denton • Affordable homes compared to the rest of Greater Manchester 	<ul style="list-style-type: none"> • Poorly performing shopping centres (see Tameside Retail and Leisure Study, 2018)) • Retail space unattractive or costly to convert to other uses • Poor quality public realm and wayfinding Lack of diversity in offer • Town centre sprawl with low quality users and vacant accommodation on fringe of inner centre / core • Anti-social behaviour and crime • Limited diverse housing accommodation across all types and tenure. • Poor connectivity between centres • Lack of open space and greening • Collaboration of key stakeholders Ability to attract larger 'names' in businesses and retail
Opportunities	Threats
<ul style="list-style-type: none"> • Range of opportunities for employment, residential, retail, education, health and leisure development • To further promote the dark fibre network and 5G - excellent access to high speed digital connectivity • One Public Estate - consolidation of premises and relocation of services • Strengthen existing market offer and improve the quality of the offer, particularly the outdoor market at Ashton. • Improve the health and well-being of those more deprived town centres working with partners on delivering the Active Tameside that aims to that empower people of any age or ability to be physically active, live well and feel great. • Secured capital and revenue funding in managing and rationalising Council assets. • Provide a quality offer – retail, leisure, public realm, food and drink • Attracting inward investment and further funding • Masterplanning and developing strategies • Promote as a destination for leisure, particularly walking, cycling outdoor activities capitalising on proximity of the likes of Mossley and Stalybridge to the Peak District • Strengthen connections in and between town centres • Strengthen accommodation offer to support increase in visitors • Revitalise our town centres and build a strong offer • Promote independent businesses • Promote exemplary design and sustainable buildings • Boost the evening and night-time economy 	<ul style="list-style-type: none"> • Structural changes in the economy and changes in consumer behaviour impacting town centres nationally • Lack of private sector investment over the years has led to buildings falling into a state of disrepair • Lack of private sector interest • Proximity of competing centres and out of town retail • Profile and public opinion

Figure 3: Cross Cutting Themes





NATIONAL PLANNING POLICY FRAMEWORK

The National Planning Policy Framework (NPPF) sets out the Government's planning policies for England. It is driven by economic, social and environmental sustainable development objectives. Maintaining the vitality of town centres is a key element of the NPPF stating that planning policies and decisions should support the role that town centres play at the heart of local communities, by taking a positive approach to their growth, management and adaptation.

GREATER MANCHESTER STRATEGY

The Greater Manchester Strategy (GMS) entitled "Our People, Our Place" sets out the priorities announced to make GM one of the best places in the world to grow up, get on and grow old. The Plan covers health, wellbeing, work and jobs, housing, transport, skills, training and economic growth. It has been prepared by the ten GM councils, the GM Mayor, the NHS, transport, the police and the fire service, with help from businesses, voluntary, community and social enterprise organisations, and members of the public. The GMS recognises that town centres are critical to ensuring a thriving and productive economy with work required to improve them so that they become quality places to live and work. This will include a balance of new higher density residential development with quality cultural facilities, public spaces, an exemplar environment for walking and cycling, public services, retail, entertainment, and employment offers, as well as key access points to an integrated transport network.

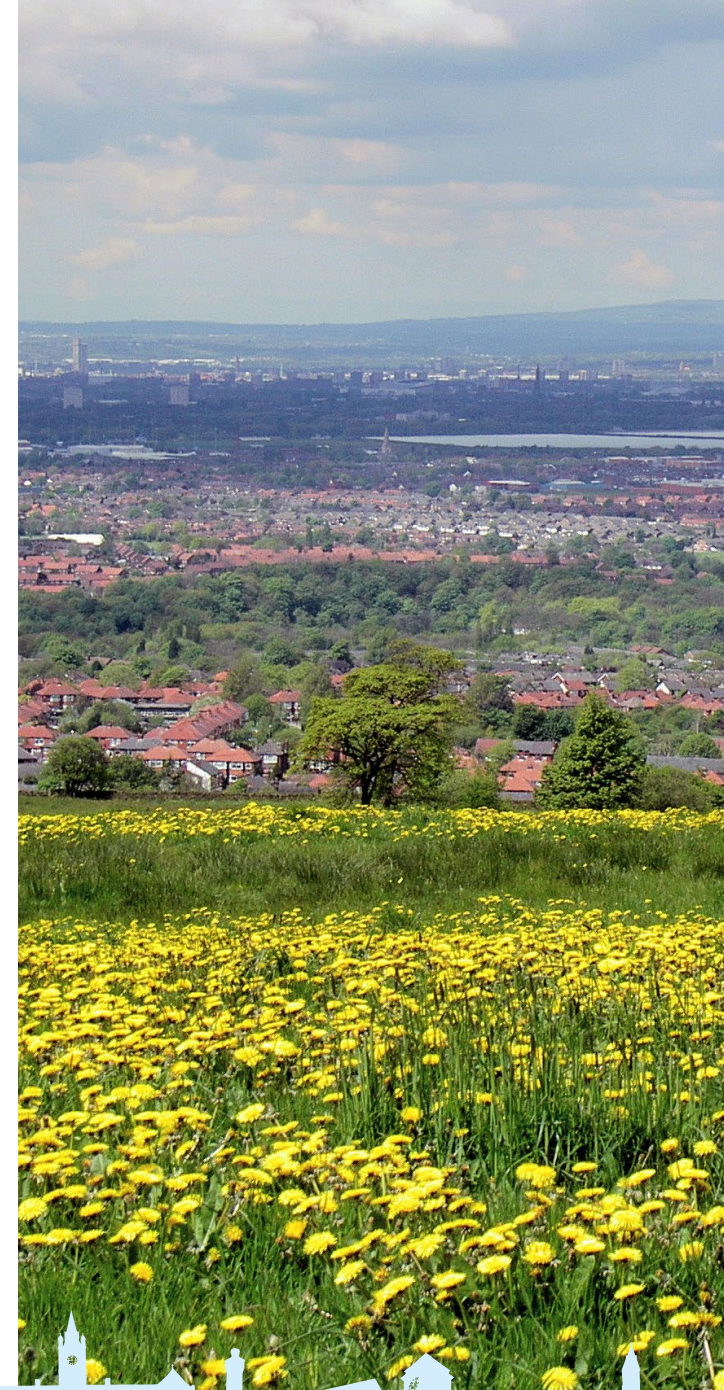
GREATER MANCHESTER TRANSPORT STRATEGY 2040

The strategy provides a transport system which: supports sustainable economic growth and the efficient and effective movement of people and goods; improves the quality of life for all by being integrated, affordable and reliable; protects our environment and supports our target to be net zero carbon by 2038 as well as improving air quality; and capitalises on new technology and innovation. The Greater Manchester Walking and Cycling Strategy sets out how it will be made easier for people to cycle and walk in GM.

PLACES FOR EVERYONE

Whilst not yet adopted, Places for Everyone (PfE) is a long-term plan of nine Greater Manchester districts (Bolton, Bury, Manchester, Oldham, Rochdale, Salford, Tameside, Trafford and Wigan) for jobs, new homes, and sustainable growth. This joint development plan of the nine districts for the period up to 2037 will determine the kind of development that takes place, maximises the use of brownfield land while protecting the Green Belt from the risk of unplanned development. It will also ensure all new developments are sustainably integrated into GM's transport network or supported by new infrastructure. It supports town centre improvements so that they become quality places to live and work; identifies Ashton-Under-Lyne as a Main Town Centre and major public transport hub. It places a priority on town centres as a location for more residential development and sets a minimum targets for affordable homes. This Plan also sets proposals to support GM Greater Manchester Resilience Strategy 2020 - 2030 (April 2021), Greater Manchester Resilience Forum

This Strategy sets out the vision for a resilient Greater Manchester. In a changing and complex world, the ambition is to create one of the most resilient places where everyone can grow up, get on and age well together. It describes five priority areas to guide work through to 2030 and sets out key themes within these priorities.





TAMESIDE INCLUSIVE GROWTH STRATEGY

The Tameside Inclusive Growth Strategy (2021-26) sets out the Council's strategy to secure the right infrastructure, development space, skills, business support and investment to help Tameside's businesses and residents reach their full potential. The Strategy includes an overarching aim to build back better from COVID-19 and provides a robust response to Tameside's Inclusive Growth strengths, challenges and opportunities. It includes the aim to make our town centres hubs for living, culture, employment and services supporting a sustainable retail sector.

TAMESIDE LOCAL PLAN

A new Local Plan is currently being prepared, which alongside Places for Everyone will be the main land use planning documents for the Borough. The new Local Plan will replace remaining elements of Council's current Local Plan, the Unitary Development Plan that have not already been superseded by other Development Plan Documents. The intention is at a local level to set out a complementary vision, strategy and range of policies to Places for Everyone to guide development in the borough. A range of policy mechanisms such as establishing broad locations and specific allocations of land for different purposes, designations, such as town centre boundaries and overarching criteria based policies will provide a framework for future planning decisions.



TAMESIDE HOUSING STRATEGY

The Tameside Housing Strategy (2021-26) sets out the ambitions and aspirations of the borough to deliver good quality and affordable housing that supports and impacts positively on people's quality of life. Central to this is the recognition that access to good quality and affordable housing is critical to many of the broader issues that Tameside needs to address, including health, carbon reduction, tackling homelessness, providing skills and training to local people, growing our economy and Public Service Reform. It sets the strategy by which the Council will support the development and improvement of its housing offer and how it will improve quality and support local households. The Strategy sets out a framework for where new homes will be built focusing on a brownfield approach and retaining a 'town centre first' approach, to strengthen the sub-regional status of Ashton-under-Lyne and establish a sustainable future for the borough's 'other' towns.

TAMESIDE CLIMATE CHANGE AND ENVIRONMENT STRATEGY

The Tameside Climate Change and Environment Strategy 2021-2026 provides a framework to determine actions in response to the climate emergency. The scope of the strategy aims to achieve a Tameside Borough net zero carbon contribution by 2038. The five focal points of the Strategy are, Greenspace & Biodiversity, Homes Workspaces & Council Buildings, Influencing Others, Reducing Consumption & Producing Sustainably and Travel & Transport. It sets out how new development in Tameside must embrace the principles of sustainability and grasp the ambitious vision for the possibilities for low-carbon, environmentally sensitive development.

THE FOLLOWING PRIORITY THEMES HAVE BEEN IDENTIFIED FOR TAMESIDE'S TOWN CENTRES TO ENSURE THAT WE CAN PROACTIVELY ADDRESS THE CHALLENGES THEY FACE AND HELP THEM REACH THEIR FULL POTENTIAL. THE DELIVERY OF FUTURE ACTIVITY ALIGNED TO THESE STRATEGIC PRIORITIES WILL PROVIDE A STRATEGIC CO-ORDINATED APPROACH TO FUTURE DEVELOPMENT AND ACTIVITY.

PLACE

Tameside's town centres require a holistic approach to place making building resilient and flexible places that are sustainable and contribute to the health and well-being of those that access them. They will be responsive to change, attractive to the local population they serve and welcoming to those from further afield. Distinctiveness will be encouraged to celebrate local character, with a consistent and high quality standard of design (possibly through the use of Design Codes) to ensure our centres build on what makes them great places, all of which are fundamental component of that being the natural capital available in urban environments. Local communities will be at the heart of place shaping and decision making.

HERITAGE AND CULTURE

As our town centres evolve and change to meet the needs of current and future communities, our aim is to protect and promote the heritage value and distinctive culture that contribute to local distinctiveness and enable local people and visitors to enjoy these assets that contribute to sense of place. Tameside has many buildings and structures of architectural and cultural importance that offer value and attract both visitors and investment. These attributes are protected through the Ashton Town Centre Conservation Area, Portland Basin Conservation Area and Stalybridge Conservation Area. Some of the assets of heritage and cultural value include a long list of listed buildings including Grade II* listed Ashton Old Baths, Portland Basin our beautiful town halls, Tameside Hippodrome to name a few. Tameside has a rich cultural and ethnic diversity which should be celebrated so that the town centres meet the needs of people from all backgrounds and are enhanced to attract visitors to the area.





ENVIRONMENT AND HEALTHY PLACES

New development in Tameside's town centres should embrace the principles of sustainability and opportunities for low-carbon, environmentally sensitive development. Tameside's ambition is to have some of the healthiest and greenest town centres in Greater Manchester that recognise the value of nature in town centre recovery, greenery, blue corridors or rivers, lakes and canals and accessible spaces for people. Our town centres will ensure that all of these play an important role in place making which will benefit the health and well-being of local populations by providing opportunities for active travel and green spaces in town centres that are well connected to where they live.

The Framework will support the provision of new and improved health facilities to meet demands of new and existing residents; giving communities easier access to services (including temporary uses such as pop-up health clinics). The Council will work closely with colleagues in Population Health, Active Travel and CCG to ensure that new developments incorporate ideas and respond positively to addressing issues around health and inequalities.

TRANSPORT, ACCESSIBILITY AND MOVEMENT

Tameside's town centres will be highly accessible by sustainable modes of transport. They will attract people on foot and by bicycle and ensure that when people access the centres, they are able to move about freely in a safe manner. Our town centres will be highly accessible by a mix of modes of transport include car, bicycle walking. Sufficient parking provision will be incorporated in proposals along with EV charging points will ensure Tameside's electric motor drivers have somewhere to charge their vehicles. Proposals in or near to town centres should also focus on progressive models of car usage including car club hubs.

Driving the profile of cycling is of high importance to the borough. Streets for All and the Bee Network is Greater Manchester's vision for a public transport system which is accessible, affordable, equitable and easy to use with a daily fare cap and multi-modal ticketing to facilitate seamless journeys. Tameside will work with colleagues at the GM level to incorporate the Bee Network, building on our own physical activity and active neighbourhood strategies, into town centre proposals that will help improve access to economic opportunity, unlock new sites for development, promote healthy and active lifestyles through cleaner air and more walking and cycling, and significantly decarbonise the borough's economy. The Council will work with colleagues in the Council and Transport for Greater Manchester to support businesses to adopt improved cycling facilities and education for their staff.

RETAIL AND LEISURE

The market change and pressures facing retailers within Tameside's town centres has only been exacerbated by the significant impact of the COVID-19 pandemic. As a consequence, retail vacancies have increased, footfall has reduced and more people are shopping online. As demand for traditional retail within town centres has reduced, there are opportunities for more specialist and independent retailers offering something different – some of which already exist in our town centres. Working with organisations such as Marketing Manchester will enable the Council to promote a strong leisure offer, building on the borough's proximity to the Peak District National Park, can also help make a town distinctive and contribute greatly to its success through a strong food and drink offer and other attractions.

Evening and night time activities have the potential to increase economic activity and should be aimed at a range of users; young people, older generations and families.



MARKETS

Markets can be a positive asset to town centres both attracting visitors, increasing spend and encouraging entrepreneurship. A combination of both permanent and temporary markets across Tameside play an important role in town centre distinctiveness and provision of a diverse and vibrant offer. Ashton and Hyde town centres have a thriving market offer, attracting visitors from outside of the borough, in order to ensure this vibrancy continues to thrive, these markets will need to evolve in order to incorporate a quality food and drink offer that will attract new visitors to the area. There are a number of examples of markets that have been redefined and help to kick-start regeneration including Altrincham, Southport and Warrington. The Council will use its built assets to provide facilities for indoor markets and pop ups that contribute to flexible spaces.

The existing Tameside Council Markets Policy will be kept under review to ensure that the council maintains its responsibility to protect and maintain consumer confidence and public safety, and to ensure that the relevant quality and standards are maintained. In addition and to encourage a vibrant borough wide markets programme, the review will also see an ongoing scrutiny of the Market Policy terms and conditions relevant to how market events are licenced and how the council supports organisers and manages partnership agreements.

COMMERCIAL

Tameside will be promoted as 'open for business' and will actively engage businesses and interested investors to the area. Increasing the levels of employment in town centres can bring great benefits to local communities as well as supporting the retail and leisure offer by increasing the potential customer base. There are a number of opportunities to attract businesses, through development of Council land and buildings and working in partnership with landlords, which will have a positive impact on the town centres. St Petersfield offers a unique opportunity to deliver a town centre business park that will meet the needs of a new 'hybrid worker' supported by residential, food and drink, leisure and culture in a healthy and sustainable way.





MARKETING AND PROMOTION

Working with the Council's Communications team, Tameside's town centres will be promoted and branded using the strengths, opportunities and distinctive qualities that each town centre offers. Marketing Manchester will assist in promoting the town centres to others outside of the borough with the aim of attracting visitors and raising the profile of the town centres.

COLLABORATION

The Framework will act as a strategic 'umbrella' to coordinate future development and regeneration activity in each of Tameside's town centres. This will require the full range of Council services to work collaboratively guiding future work and regeneration activity to minimise the risk of a fragmented approach. Collaboration with public, private and community/voluntary organisations and local communities, as part of bespoke governance arrangements for individual places, will ensure activity within each town centre is tailored to meet local need, respond to demand for community space, and takes full advantage of the opportunities that exist.

In formulating detailed town centre strategies, the Council will ensure they are prepared in collaboration with the local community. Consultation will be undertaken with a range of users including young people and older generations, families and diverse groups to ensure proposals are inclusive. Engagement strategies will be included at the start of the formulation of the detailed visioning work on key town centre proposals.

GODLEY GREEN CONCEPT



HOUSING

Residential provision in the town centres is vital to the local economy, increasing the vitality of the town centres and the customer base of retailers, leisure operators etc. Increasing numbers of people who are active outside of traditional shopping hours also contributes to increased feelings of safety. New residential neighbourhoods will be created in and around our town centres including affordable homes, thoughtfully designed to be safe, welcoming and encourage local living. Godley Green Garden village will to be recognised as a national and international example of modern place making that will deliver over 2,100 homes with the ambition that these will be net zero in operation use, supported by local centres and commercial uses with supporting green infrastructure, These new residents will provide additional footfall and spend for Hyde contributing to the regeneration of the town centre and new jobs in construction phase and operation use will also be created.

EMPLOYMENT AND SKILLS

Working with the Greater Manchester Business Growth Hub, our ambition in Tameside is to create an employment and skills system where our town centres provide opportunities that respond to the needs of residents and businesses and contribute to the growth and productivity of the Tameside economy. The new Tameside College campus at Tameside One integrates services for learners, learning hubs, a restaurant, salon and provision for learners with complex and moderate learning difficulties and /or disabilities.

Opportunities through social value and partnership working to introduce learners at all levels to these development plans – introducing topics and encouraging hopeful interaction with arts and STEM focus will also be included.

The successful delivery of the vision for Tameside's town centres will be dependent on effective partnership working with residents, businesses, service providers, community groups, landowners, developers, investors and public sector organisations. This collaboration will support the delivery of positive change across our towns. Individual town strategies will include a visioning exercise that builds on the distinctiveness of each town, objectives and key actions that will ensure proposals in each centre are deliverable. Extensive collaboration with each town centre and Town Team (where applicable) will ensure individual strategies are community-led.

KEY ACTIONS FOR 2022/23

A number of key actions have been identified for the period 2022/23 in relation to Tameside's town centres:

- Commence delivery of the £19.87m Ashton Levelling Up Fund Programme including enabling works on the former interchange site, public realm improvements and external works to Ashton Town Hall
- Delivery strategy for next phase of St Petersfield development
- Submit full business case for Mayors Challenge Fund public realm works
- Delivery of the Stalybridge High Street Heritage Action Zone including the Heritage Walk public realm works on Market Street and works to Stalybridge Civic Hall roof
- Continue to engage private sector owners of vacant units that could be turned into meanwhile uses
- Start on site for residential development at former police station site, Stalybridge for vacant brownfield sites in Stalybridge Town Centre and submission of round 2 Levelling Up Fund bid
- Establishment of Hyde Town Centre Task Force Partnership
- Preparation of Hyde Town Centre Masterplan
- Secure developer partner to progress delivery of scheme for the former library site on Union Street
- Delivery plan for residential development on the Lock Keeper's and former Droylsden Library sites
- Preparation of Droylsden Masterplan
- Start on site of residential development on former Denton Baths site
- Progression of individual town strategies
- Preparation of Stalybridge Masterplan
- Implementation of GM Ashton Mayoral Development Zone (Ashton Town Centre, St Petersfield, Ashton Moss)

The successful delivery of these actions will contribute to the successful delivery of the Tameside Inclusive Growth Strategy.









Report to:	EXECUTIVE CABINET
Date:	23 March 2022
Executive Member:	Councillor Oliver Ryan, Executive Member (Finance and Economic Growth).
Reporting Officer:	Ian Saxon, Director of Place.
Subject:	FUTURE DEVELOPMENT OF UNION STREET SITE, HYDE.
Report Summary:	<p>It is understood that Hyde Library was opened on the Union Street site in February 1899. In an effort to reduce costs and protect the library service, in September 2014, the Council announced plans to relocate the library function into Hyde Town Hall. The library service successfully transferred into the refurbished space in Hyde Town Hall in February 2015.</p> <p>Despite the fact that the building closed a number of years ago - and has suffered as a result of substantial amounts of theft and vandalism since this time - the former library remains an important structure which both the residents and Council are keen to protect.</p> <p>Given the condition, the viability of refurbishing and converting the former library building in its entirety could be marginal. Due to its significance and in an attempt to ensure that a scheme remains financially viable, rather than advertising the former Library building in isolation, the Council are looking to include the adjoining land - including Union Street car park - into the opportunity for potential redevelopment.</p> <p>In addition to this, whilst exploring a range of disposal options, officers will continue to monitor the availability and use of grant funding, via the Evergreen and Brownfield Homes Funds which potentially, would allow any future scheme to maximise the benefit and positive impact on the Borough.</p>
Recommendations:	That Executive Cabinet be recommended to agree that that the Council proceed to market the subject site immediately via informal tender, using the services of Knight Frank as specialist agent. The basis of the tender is set out in section 5 of the report.
Corporate Plan:	It is thought that the proposals could have the potential to increase the number of net additional dwellings, increase the number of affordable homes, improve satisfaction within the local community and reduce levels of anti-social behaviour, which are all priorities within the Corporate Plan.
Policy Implications:	<p>The Council are seeking to comply with the Disposal Policy approved by Executive Cabinet in September 2020 by acting in a fair and transparent manner, with additional consultation carried out at a local level.</p> <p>In addition, in support of the Homes, Buildings & Workplaces Action plan – which forms an Appendix to the Council’s Climate Change & Environment Strategy 2021-26, the Authority would;</p> <ol style="list-style-type: none">1. seek to prioritise development which aspires to deliver low

or no carbon homes – with an eye on the coming requirements of the future homes standard.

2. like to see development which adapts to the effects of climate change needs.
3. promote schemes where environmental net gain needs are embedded as appropriate, so any development has a positive impact on the environment in which it is located.
4. favour design where active and low carbon lifestyles are promoted through the development proposal.
5. like to see that innovation in green building technology is encouraged and depend where practicable on a local supply chain and work-force.

Financial Implications:

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

The report sets out the marketing proposals for the future development of the former Hyde Library and adjoining car park at Union Street site in Hyde. The disposal of this Council asset was approved by the Executive Cabinet on 29 November 2021 within the report 'Proposal To Declare Assets Surplus To Requirements – Batch 2'.

The report notes that officers will continue to monitor the availability and use of grant funding via the Evergreen and Brownfield Homes Funds (via GMCA) which potentially would allow any future scheme (following disposal) to maximise the benefit and positive impact on the Borough.

The value of a capital receipt received in any financial year if less than £10,000 per asset will be allocated to the Council's revenue budget. Any capital receipt that exceeds this de-minimus value will be a corporate receipt to support the funding of the Council's capital programme.

Incidental revenue costs of asset disposals (such as marketing and legal costs) can be offset against the capital receipt up to a maximum limit of 4% of the gross capital receipt (on an asset by asset basis). This will include the agents fees as referenced in section 3.2.

Any significant additional costs that are anticipated or required (such as demolition and site clearance costs) will need to be met from either existing revenue budgets or additional budget approvals, which will result in additional financial pressures in the short to medium term. If site preparation activity is deemed to enhance the future value of the site, then such additional costs may be financed from capital resources. This will minimise the short term revenue budget pressures but places further demands on the financing requirements of the Capital Programme.

The annual net revenue budget for the Union Street site (including the car park) that will be saved via a subsequent disposal is £63,650 (pro-rata to the timing of the disposal). The net budget sum is predominantly business rates and utility costs together with car parking income.

Members are reminded that the Council has limited resources available to fund Capital Expenditure. On 29 September 2021, Executive Cabinet approved the allocation of the remaining

capital reserves to immediate priorities. No new capital investment will be agreed until the revenue budget position for 2022/23 is clearer and the Council has a sustainable medium term financial plan. A further review of Capital Priorities and the affordability of future borrowing to fund Capital Expenditure will be undertaken following conclusion of the 2022/23 budget setting process. No further capital projects will be approved in the short term unless the schemes are fully funded from external sources.

Legal Implications:
(Authorised by the Borough Solicitor)

This report is intended to provide Members with an update on the progress made with this site to the point of bringing it to market.

The project officers have identified that informal tender as the best marketing approach.

The sale will not be agreed without the matter returning back to Members so as to ensure that the requirements of Section 123 of the Local Government Act 1972 are complied with and to provide Members with the assurance that terms of the sale are appropriate. This means that a red book valuation is obtained from an independent valuer setting out what best value price would be and any variation and justification from that. Such valuation must be less than 3 months old when members consider.

Risk Management:

The Council are looking to progress the future redevelopment of the Union Street site in accordance with its approved Disposal Policy. In proceeding in accordance with its approved policy, the Council are looking to ensure that the Authority disposes of surplus assets in a consistent, structured and transparent manner, mitigating risks where possible.

The subject report looks at a number of different disposal techniques, setting out the advantages and disadvantages of the various approaches. The recommended way forward – to advertise the site by way of an informal tender and conditional exchange – seeks to maximise value, thus complying with obligations under s.123 of the Local Government Act 1972, provide price certainty and reduce the risk of a developer either reducing the price after tender submission or failing to complete the development proposals in a timely manner.

Access to Information:

CONFIDENTIAL

Not for Publication: This report contains exempt information relating to paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 (as amended) in that it relates to information relating to the financial or business affairs of a particular person (including the authority holding that information).

Background Information:

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



Telephone: 0161 342 3420.



e-mail: mark.prestwich@tameside.gov.uk.

1. INTRODUCTION

- 1.1 A revised policy for the disposal of Council owned land was approved by Cabinet in September 2020, along with an initial list of properties which were formally declared surplus. Following on from this, in September 2021, Cabinet declared a second 'batch' of assets surplus to its requirements and therefore available for sale. This list included the Union Street site (see **Appendix One**) which extends to approximately 1.764 acres (0.714ha).
- 1.2 It is understood that Hyde Library was opened on the Union Street site in February 1899. In an effort to reduce costs and protect the service, in September 2014, the Council announced plans to relocate the library function into Hyde Town Hall. The library service successfully transferred into the refurbished space in Hyde Town Hall in February 2015.
- 1.3 Despite the fact that the building closed a number of years ago - and has suffered as a result of a significant amount of theft and vandalism since this time - the former library remains an important structure which the Council and residents are keen to protect. Given the issues and obsolescence, the financial viability of refurbishing and converting the former library building in its entirety could prove to be marginal. Therefore, in order to help ensure that a scheme can go ahead, rather than advertising the former Library building in isolation, the Council are looking to include the adjoining land - including Union Street car park and the land to the rear of the former Library (where the technical workshops were previously situated) – into the opportunity for potential redevelopment. In addition to this, whilst exploring a range of disposal options, officers will continue to monitor the availability and use of granting funding, via Evergreen and Brownfield Homes funds which potentially, would allow any future scheme to maximise the benefit and positive impact on the Borough.
- 1.4 Alongside options around retention of the building, the Council would also need to explore the uses that it would like to see carried out in the property. To explain, whilst the former Library building previously provided a community use, the Authority have received several unsolicited expressions of interest since it was closed, with parties looking to use the building for continued community use, education, religious purposes and residential development.
- 1.5 In addition to this, as explained in a report presented to Cabinet in September 2021, the Council have secured monies from the Greater Manchester Combined Authority Evergreen fund. Using some of this funding, the Council can explore the option of re-purposing the former Library for a scheme delivering an 80-90 x 1 and 2 bed Extra Care apartment complex with associated facilities including a café/bistro and day care / community provision. Further details regarding the possible provision of an extra care scheme on the site are outlined in **Appendix Two**.

2. HYDE TOWN CENTRE – THE WIDER STRATEGY

- 2.1 In developing a masterplan for the town centre, there is an opportunity to deliver real change in the town centre, to regenerate Hyde and make it a thriving town centre with a high quality offer that meet the needs of the local population as well give people a reason to visit Hyde. The opportunity to redevelop the former library and adjoining land is just a single proposal that is part of this much wider town centre proposition to regenerate the area.
- 2.2 Hyde was recently designated as part of the governments High Street Task Force areas. The HSTF brings together a range of expert organisations on reinventing and restructuring places to build long-term capacity for local transformation. Funded by government, this support includes expert advice, training, and data delivered directly to local stakeholders in towns and cities, and a range of resources online that are available to all.
- 2.3 Hyde Triangle is identified as an area for growth within the Tameside Inclusive Growth Strategy and is one of the Greater Manchester Growth Locations. Hyde Triangle which includes Godley

Green, Hattersley and Hyde Town Centre will ensure that these major drivers for change support the wider regeneration of the town centre.

- 2.4 As a consequence of this planned growth there will be an increased demand for retail, leisure and services supporting the regeneration of Hyde Town Centre, and acting as a catalyst for further growth and investment.

3. OPTIONS CONSIDERED

- 3.1 Given the need for the Council to work flexibility in order to achieve the best delivery outputs - which would safeguard the property in the long-term - there are a number of options that would need to be considered by the Authority. These options can be summarised as follows;

Look for offers on the basis that the Council would support (a) complete demolition (b) partial demolition (c) retention of the full building only.

- 3.2 In terms of these options, whilst the property is not listed, it is likely to be considered as a non-designated heritage asset by the Planning Authority – that being a building identified as having a degree of significance, meriting consideration in planning decisions because of its heritage interest. Given this status, it is likely that the Planning Authority would resist any proposals to significantly alter the building, with a full heritage survey being required as part of any future planning application. Given its significance and importance locally, it is similarly likely that Ward Councillors and members of the public would look to object to any proposal, which included substantial elements of demolition or remodeling, with a preference for building retention.
- 3.3 That said, the Planning Authority, Ward Councillors and members of the public would ultimately wish to see a sustainable use introduced into the property – which would safeguard the building for future generations. Given the general overall condition of the structure, the varying room sizes and high ceilings, a sizeable amount of remodeling (and therefore expenditure) is inevitable, irrespective of the scheme being proposed.
- 3.4 The level of expenditure could influence the viability of a scheme and in some circumstances, underpin or dictate the redevelopment approach being proposed. To explain, if the Council were to market the property, with offers being sought from interested parties who were obliged to either retain the whole, or a substantial part of the building then, if no offers were to come forward on this basis (or the market suggested that a reverse premium and/or grant funding was required in order to bring forward a commercial scheme) then, this *could* result in the Authority having to consider more drastic options, i.e. complete demolition or retention of limited elements of the property only. As such, in order to robustly demonstrate that the Council have explored all options aimed at protecting the building, at this stage, it is proposed that the Authority seek to market the building based on options which look at full building retention or, preservation of a substantial part of the building only.
- 3.5 To help ensure that all interested parties appreciate the level of work that would be needed to support a future planning application – particularly if any partial demolition or remodeling is proposed – it is also suggested that the marketing literature includes advice from the Planning Authority. Any planning statement prepared by the Planning Authority would help to confirm what surveys and reports might be required as part of any future planning application.

Building Uses

- 3.6 During the period of void, the Council have received several expressions of interest from parties looking at a number of different uses for the building. By virtue of a Cabinet report approved in September 2021, the Council already appear to have expressed a preference for exploring the creation of an extra care scheme. However, if the Authority were to seek offers on this restricted basis only (as opposed to an unfettered sale) then, this could potentially result

in the Council receiving an undervalue for the site, thus failing to satisfy its obligations under s.123 of the Local Government Act 1972.

- 3.7 As such, in order to ensure that the Council make an informed decision moving forwards, it is proposed that the marketing particulars highlight the various uses that could be accommodated on the site and make it clear that, the Authority is happy to explore all options for the building which ultimately, will safeguard it in the long-term. The marketing details can stress how, in accepting any offer for a particular use – whether that be for a community, extra care or residential purpose - the Council would look to include a restriction in the title, protected by s.33 of the Local Government (Miscellaneous Provisions) Act 1982 if necessary, limiting the use of the site to the use proposed as part of any tender submission. This approach would help ensure that, the Council do not accept an offer for a lower value use (in order deliver wider benefits in accordance with General Disposal Consents 2003), which then change and provides a greater return for the developer.

Marketing

- 3.8 In terms of how the property is marketed, the Council could explore a variety of options, aimed at ensuring that the Union Street site is positively developed, namely;

- Private treaty, where the Authority stipulate an asking price and seek to obtain offers from interested parties at this level. In proceeding on this basis and providing an asking price, the Council may inadvertently ‘undersell’ the asset, with the possibility that the Authority could have achieved a higher value if another method of sale was chosen. Equally, in stating a ‘commercial’ asking price, adoption of this approach could exclude a section of the market, i.e. people who are looking to utilise the building for community or education uses for example, who might not be able to pay the highest premium but would be well placed to provide a number of services to residents, perhaps resulting in future revenue savings for the Authority.
- Auction, where interested parties bid in a public forum. Whilst this approach can often ‘drive up’ the price of an asset, particularly if two or more parties are competing against each other, it is rare that a substantial building and connected building plot would be sold using this method. Interested parties are expected to exchange contracts on the day of the auction and complete the acquisition 28 days later. Given the potential risks in refurbishing a dated building of this scale, together with the development of a vacant parcel of land, developers are likely to prefer a period of time in which to carry out detailed due diligence and achieve some planning certainty. Given the risks to the buyer in this instance, it is unlikely that an auction would result in the Council maximizing the value of the asset as, any developer is likely to generously ‘price the risk’ of any unknowns. Similarly, from the Council’s point of view, there would be no control over the identity of the buyer, how they would choose to develop the site and even whether they would develop the site at all.
- Market by way of Informal Tender. Given the level of control that the Council would want to retain in respect to the high profile and sensitive asset, it is proposed that the opportunity is marketed by way of an informal tender, with detailed offers submitted to the Authority by a closing date. This approach would provide time for the Council to assess the offers received and judge a developers’ ability and experience of delivering similar projects in relation to historic buildings of interest. An informal tender would also allow the Council to look at a conditional exchange of contracts, providing the developer with an agreed period of time in which to finalise their proposals for the site, carry out any additional due diligence and secure an acceptable planning permission.

Survey Work.

- 3.9 It would be ideal if, prior to marketing the property, the Council had a full suite of survey work, including a building condition survey, asbestos survey, topographical survey and site investigations. Having this information available would provide interested parties with the ability to more accurately cost their proposals and provide the Authority with greater price certainty.

- 3.10 Given the fact that the car park element of the opportunity previously comprised a swimming pool demolished in 1984 – where slabs and pools walls *may* have been retained as part of any demolition, in failing to provide this information, there is a risk that, at a later date, a developer would either look to ‘chip’ the price offered to the Council for the opportunity or, withdraw from the purchase completely (if any unaccounted costs increase dramatically and render a proposal unviable).
- 3.11 Whilst procuring this information does come at some cost (and time), it would represent one of the best options for securing price certainly. However, given the range of interest that the Council is likely to receive - with some developers exploring different uses and potentially retaining different parts of the building - there is a strong likelihood that some of the information procured by the Council could be fairly meaningless to a section of the interested parties.
- 3.12 In order to avoid wasted time, money and effort, it is therefore proposed that the Council look to procure survey information that would be benefit all parties only. Whilst this approach could result in the increased risk of future price reductions, it is near impossible at this stage to predict the type of interest that would be received as part of any future marketing. The Council have the comfort that, any risks or conditions attached to the offers received by the Council could be reported at a later date and properly considered.

4 FINANCE

- 4.1 In looking to market the subject property for sale, the Council would be procuring some supporting survey work which would assist interested parties and allow them to submit an offer with a reduced number of caveats and conditions.
- 4.2 Given the limited value of the asset, the cost of the survey work could potentially exceed 4% of the capital receipt. Similarly, whilst agents Knight Frank are happy to work from a commission of 0.65% of the sales value, the minimum agent’s fee of £2,500 could apply in this instance dependent on the values received.

5 RISKS

- 5.1 As with any proposed land sale, there are a number of risks. Given the importance of the Union Street site and need to ensure that the opportunity is developed in a positive manner - which contributes to Hyde and the wider area - officers would seek to mitigate any risks where possible. The main risks can be summarised as follows;

The Council receives no developer interest in purchasing the site.

- 5.2 In terms of this, whilst the property market will inevitably need to ‘re-adjust’ as a result of the Covid-19 pandemic, there continues to be a lack of ‘housing land’ throughout Greater Manchester. Developers are keen to maintain land banks and deliver the housing numbers required to keep companies profitable.
- 5.3 Given the lack of housing land supply, demand for opportunities remains high and as a consequence, it is thought that the Council should receive some interest in the property, despite the difficulties that would need to be overcome in order to deliver a viable scheme. In order to mitigate against the risk of receiving no interest, the Council have included the existing Union Street car park, together with the land to the rear of the former Library in an attempt to ensure that a viable scheme can come forward. It is also proposed that the Council would source the services of an external agent who would promote the land to all active local and regional developers.

The offers received by the Council contain a number of caveats.

- 5.4 In supplying copies of any survey work to interested parties, it is hoped that the Council can obtain positive offers which include few conditions and caveats. Subject to offers being received on this basis, this would allow the Council to fairly assess the offers received on a consistent basis.
- 5.5 In addition, if the Council seek to obtain offers which are subject to planning only then, this would reduce the opportunity for developers to 'chip' the proposed purchase price at a later date. Needless to say, given a substantial element of the work would be based on a conversion – which is notoriously difficult to price – the likelihood of the Council securing offers on a subject to planning basis only is limited and it is thought that some conditionality will exist.

The developer does not secure planning permission.

- 5.6 Another risk would be that, having secured and accepted an offer, the developer fails to obtain planning permission for a specific use or specific works on the site. Whilst this would fundamentally affect the value and future plans for the site, the Council would seek to mitigate this risk by engaging with the Planning Authority and sharing details with interested parties as part of the marketing literature.

The developer secures planning permission, completes the acquisition and then does nothing.

- 5.7 The final risk for the Council would be that, having secured planning permission, the developer completes the purchase of the site then chooses to do nothing, effectively land banking the site or, seeks to 'flip' the opportunity onto another developer at a higher price. In this situation, the community would fail to receive the benefits of any plans for the site, together with any improvements in the appearance of the building that would be generated from a completed scheme. The Council would also fail to receive the revenue income generated from increased Council Tax and new homes bonus (or Business Rates dependent on the use being proposed). The regeneration and housing benefits would also not be realised, with the added benefit to the economy and construction jobs.
- 5.8 The only way to mitigate around this would be for the Council to look at a Development Agreement or similar which, obliges the developer to complete the scheme as proposed. Unfortunately, there is increasing case law and procurement rules (particularly as a result of the 'Faraday case') which seeks to expand the definition of a 'works contract' and as a consequence, the obligations which the Council can look to include within a standard Development Agreement. This can result in increased procurement costs, reduced attractiveness of the asset in the market place and a delay in progressing development. As such, instead of progressing the disposal on the basis of a development agreement, the Council could instead rely on the fact that, as the developer has 'sunk' a significant sum into the development prior to completing the purchase (in terms of updating the survey work and obtaining planning permission etc.), they would be keen to see a return on their investment and start onsite construction works in a timely manner. The inclusion of a buy back clause, would also help to ensure development outputs are achieved.

6. WAY FORWARD

- 6.1 Based on the above, it is proposed that the Authority seek to market the building based on the following criteria;
- The Council look to market the site by way of informal tender, using the services of a specialist agent in order to maximise the interest.
 - The marketing will include a host of information, including some survey work and a planning statement.
 - Given the significance of the opportunity and importance within the Borough, the marketing literature will make it clear that the Council would only explore options which look at full building retention or preservation of a substantial part of the building at this time.

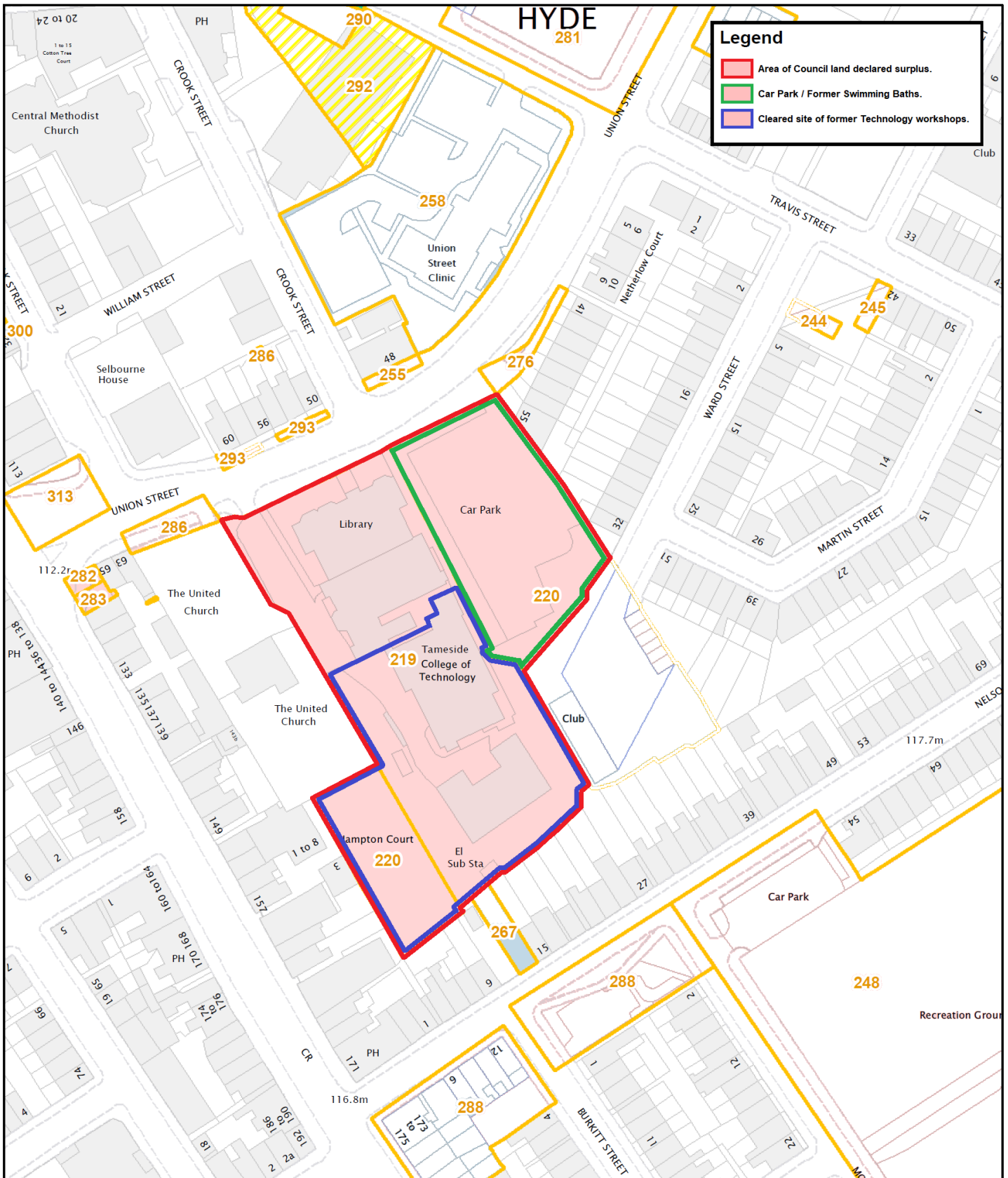
- The marketing will seek offers for any uses which the market think is viable (i.e. the Council will not exclude certain uses from taking place, which would allow the Authority to properly consider any credible proposals which come forward for the Union Street redevelopment). In completing a sale however, the transfer will restrict the use of the property to that included in the tender submission. The restriction will be provided using s.33 of the Local Government (Miscellaneous Provisions) Act 1982 if necessary.
- The sale would be completed by way of a conditional exchange of contracts, with the developer exchanging contracts and then having a maximum 12 month period in which complete due diligence and obtain planning permission prior to completion.
- Following completion, the Council would provide the developer with 36 months in which to complete the development. If the scheme is not completed in accordance with the approved planning permission, the Council would have the right to re-acquire the property at the original purchase price.

7 RECOMMENDATIONS

- 7.1 As stated on the report cover.

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Library & Technical School site Union Street, Hyde



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SJ9594NW

Plan prepared by Bill Boaden 16/7/2013



0 20 40 80 Meters

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Ordnance Survey 100022697

Estates & Asset Management Unit
Council Offices
Wellington Road
Ashton-under-Lyne
OL6 6DL

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APPENDIX 2

Extra Care Provision in Hyde Union Street Library Building

Extra Care Housing can provide residents with a home for life, offering choice of different levels of care and support as and when required. The accommodation can avoid the need for residents to move into other forms of supported housing. Residents can live independently whilst enjoying the sense of community and companionship that a range of communal facilities can provide with the added benefit of care provision if required.

Care will be provided to residents on an 'as needed' basis and every encouragement will be given to maintaining independence and lifestyle choice. An important feature of Extra Care Sheltered Housing is the creation of lively balanced communities of older people, ranging from active, independent residents to those requiring a higher degree of care.

The main aim of extra care housing is;

- To provide older people with their own self-contained apartments and normal tenancy rights.
- To promote people independence but provide flexible care and support when required.
- To provide and maintain a balanced community ranging from those with high care needs to those with virtually none.
- To offer a 'home for life' as far as practically possible.
- To act as a resource centre to the local community providing local day care, meals and home care.
- To provide cost effective and better value for money for the Local Authority.

Given the sustainable location, a desire to see a day care or adult service use could be incorporated in to the development proposals on the site. Based on the desire to have between 80 & 90 units in the scheme, the following would be desirable to meet operational requirements;

- Reception and staff office.
- Outreach / home care office.
- Staff rest and change.
- Scooter store.
- Bistro café.
- Communal lounge.
- Therapy rooms.
- Activity rooms.
- Laundry.
- Assisted bathroom.
- Guest sleepover.

External environment including laid out garden/ patio areas, secure car park provision for residents and staff, accessible utility / refuse and services areas. In addition, the mix of one and two bedroom M4(2) accessible and adaptable apartments loosely based on a 20 / 80 split in favour of two bedroom units.

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Report to:	EXECUTIVE CABINET
Date:	23 March 2022
Executive Member:	Councillor Leanne Feeley – Executive Member Lifelong Learning, Equalities, Culture and Heritage
Reporting Officer:	Emma Varnam – Assistant Director, Operations & Neighbourhoods
Subject:	GREATER MANCHESTER TOWN OF CULTURE 2022
Report Summary:	<p>This report sets out the bid submitted to the Greater Manchester Combined Authority for Stalybridge to be the Town of Culture for 2022. Following the successful award the report details the current programme and the proposals for developing this further over the coming weeks. It details the overall budget requirements to enhance the programme and that this is a significant and important opportunity for celebrating Stalybridge and the start of developing a sustainable cultural offer unique to Stalybridge and Tameside.</p>
Recommendations:	<p>That Executive Cabinet be recommended to agree that:</p> <ul style="list-style-type: none">(i) The Stalybridge Town of Culture proposal and the awarded £50,000 to deliver the programme in 2022 is noted.(ii) That the proposed current programme of activity is noted and that a more developed programme will be determined over the coming weeks.(iii) The Council's contribution to support the enhanced delivery of Town of Culture is noted.(iv) Consideration is given to the potential for Stalybridge to achieve Purple Flag status, as a part of the Greater Manchester Night Time Economy Strategy.
Corporate Plan:	<p>Stalybridge's Town of Culture accolade and accompanying cultural programme significantly adds to the towns and the boroughs communities' sense of pride, our place and shared heritage. It increases opportunities for people to participate, learn new skills and fulfil their potential. It can increase aspirations and hope through learning, moving with confidence from childhood and into adulthood. It can support levels of self-care through a social prescription of cultural participation.</p>
Policy Implications:	<p>It is essential that any proposals demonstrate value for money and make a clear contribution to Council priorities.</p> <p>Where possible the events and associated plans will take the Council's Environmental strategy into account through recycling, restricted use of plastic and impact on the environment is considered for each event.</p>
Financial Implications: (Authorised by the statutory Section 151 Officer & Chief Finance Officer)	<p>The report sets out details of the Stalybridge Town Of Culture programme for 2022.</p> <p>The programme will be financed via the Council (£89,000), the Town Of Culture grant received from Greater Manchester Combined Authority (£50,000) and Historic England Grant</p>

(£20,000), a total programme investment of £159,000 (section 4.2, table 1 refers).

The £89,000 Council budget investment will be financed via business rates 100% retention funding which is allocated to support economic growth within the borough and the creation of improved town centre environments where businesses can start up, grow or invest.

Additional grant funding bids via the Arts Council and Heritage Lottery are being explored in order to further enhance the programme and create a stronger legacy for the initiative (section 4.3 refers).

It is essential that the programme of events are procured in accordance with the Council's financial regulations and procedures with the provision of related advice via STAR where appropriate.

A subsequent evaluation of the benefits realised within the borough via the programme investment should be facilitated and reported to Members accordingly at a later date.

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

This report provides Members with an update in relation to the funding and programme for Stalybridge to be the Town of Culture for 2022.

The events in the programme will be subject to their own due diligence and decision-making particularly where a procurement exercise is required.

Risk Management:

A predominantly outdoor events and activities programme come with organisational and significant risk due to adverse weather conditions. This can require last minute decisions to cancel or alter events to ensure these are safe for audiences, performers and equipment alike.

All events and activities are subject to the health and safety of audiences, performers and staff. These can mean last minute alterations and both the reputational and financial implications of this also needs to be considered.

Background Information:

The background papers relating to this report can be inspected by contacting Marie Holland, Arts and Engagement Manager



Telephone: 0161 344 4144 (3006)



e-mail: marie.holland@tameside.gov.uk

1. INTRODUCTION

- 1.1 In 2019 Greater Manchester Combined Authority (GMCA) ran its first ever Town of Culture programme which saw Bury crowned GM Town of Culture 2020.
- 1.2 The Greater Manchester Town of Culture (ToC) programme celebrates the distinctiveness of one town each year, selected from the ten districts of Greater Manchester. It puts a spotlight on the remarkable art, culture and heritage that exists across Greater Manchester and provides an opportunity to highlight and celebrate the distinctive culture of specific towns as well as to raise local ambitions for cultural provision, a night-time economy, and increase pride in a place.
- 1.3 It is about celebrating our towns and what these have to offer, showcasing what they have, better, to friends, neighbours and visitors who don't yet know about it.
- 1.4 Greater Manchester is known globally for its significant contribution to culture, and every part of Greater Manchester has many culturally rich neighbourhoods, all of which are unique to that particular place. Applications to become GM Town of Culture are invited with the successful Authority being granted £50,000 from the GMCA Culture Fund to support programming.
- 1.5 The annual accolade has been awarded to Stalybridge for 2022 and is a prestigious opportunity for Stalybridge and Tameside. It will enable the borough to showcase the excellent infrastructure and development opportunities within the region and nationally.
- 1.6 Stalybridge Town of Culture significantly contributes to the Tameside Town Centre Framework, with ambitions to create improved town centre environments where businesses feel that they can start up, grow or invest. Moreover, they should also be places where residents can access the facilities and services they need, and provide a strong sense of place which the community are proud of and engage with.
- 1.7 This report details the application giving rise to the successful award and the plans being developed to deliver on this unique opportunity. Additionally the possibility of working towards Purple Flag status for Stalybridge.

2. TAMESIDE'S APPLICATION

- 2.1 Culture is generally agreed to include the following areas: arts (including visual arts, literature, music, theatre and dance), architecture, crafts, creative industries, design, heritage, historic environment, museums and galleries, libraries, archives, film, broadcasting and media and food. The definition is relatively broad and it was up to applicants to determine which activities to include in their programme with the expectation that they would appeal to a wide range of audiences and increase engagement and participation.
- 2.2 In 2020, the world paused, and as we started to consider a new way of living, working, learning and creating, we also quickly realised what was most important. Access to food; access to the internet; access to conversation as well as family; patience; fresh air; equality; and culture. We were forced to slow down, and as we isolated, we found ways to fill our time. Walking, reconnecting to our local environment, shopping locally, cooking meals at home, and even growing our own food. As we stood on doorsteps to clap our hands for frontline workers, we would look at our neighbours and smile, sometimes they were sad smiles as the reality of the situation was dark but they were equally resilient smiles: they were knowing-we-will-meet-again smiles.
- 2.3 As we start to return to 'normality', we are starting to see the light and joy in our daily routines. However we are torn between maintaining what we now realise is important and rushing to

catch up with what we have missed out on. The Stalybridge Town of Culture 2022 programme will promote projects and activities which enable us to slow down, connect with the local environment and celebrate the cultural value in conversation, community and creativity.

- 2.4 The Town of Culture 2022 will provide a key focus for an enhanced Stalybridge cultural programme. It will use what is already planned and it will provide an additional layer of aspiration, talent and connection to create an embedded cultural offer for Stalybridge residents and businesses and a sustainable future including workshops, artists' commissions, community content, and events.
- 2.5 The Town of Culture programme can extend to a maximum of 6 months and a minimum of 2. The Stalybridge application put forward a 4-month celebration of cultural activities which would be developed, using creativity, art and design to build a series of community-driven campaigns to promote slow art, slow food, slow movement ideas, enabling communities to initiate conversations and ideas around climate, equality, access, health and identity. These conversations will result in a series of projects, activities and events to create accessible opportunities for local communities, businesses and visitors to engage in global issues at a local level. Building on what is already planned, GM Town of Culture will provide an additional layer of aspiration, talent and connection to create an embedded cultural offer for Stalybridge residents and businesses and a sustainable future.
- 2.6 The Stalybridge Town of Culture 2022 programme will build and develop collaborations with Stalybridge dance schools, music groups, theatre and carnival organisations, local growing groups, schools and health centres to:
- co-design and deliver a series of 4 commissions - walking tours, sound walks, dance pieces and promenade performance
 - increase access to the heritage and natural landscapes (river, canal, woodland) in the town centre, connecting with Street Fest events
 - encourage intergenerational conversations and storytelling
 - increase pride and participation in and around Stalybridge
- 2.7 The GM Town of Culture programme for 2022 will promote projects that enable people to slow down, connect with the local environment and celebrate its cultural value in activities such as artist-led walks and trails, community growing projects and outdoor activities such as theatre and storytelling. These will tie in with existing cultural highlights in the town, such as the popular monthly Street Fest event. Inspiration will be taken from the town's heritage to provide a new narrative for future-thinking and future-doing projects, promoting the sustainability of the town, the environment and the community: a place where people can express their own cultural identities and celebrate their own everyday creativity:
- Slow Food / Food for Thought - community orchards, doorstep growing, allotments, recipes, food waste
 - Slow Making - knitting, embroidery, yarn-bombing projects
 - Slow Art - storytelling, art-led research residencies, conversations, performance, writing and literature
 - Slow Pace - walking, canal cruises, cycling
- 2.8 Stalybridge is one of England's High Street Heritage Action Zones (HAZ) and in 2021, The Bridge - Stalybridge's cultural consortium, was set up to deliver creative community engagement activity to engage locals in the HAZ investment programme. The Bridge will be a key delivery partner for the Council to make Stalybridge Town of Culture happen and grown in Stalybridge. As part of this initiative, Stalybridge has also been selected as one of six high streets to receive an outdoor celebration in 2023, commissioned by Historic England, produced by Emergency Exit Arts and co-designed with the local community. This will provide Stalybridge with a legacy opportunity for Town of Culture 2022.

3. DEVELOPMENT OF THE CULTURAL PROGRAMME

3.1 The programme will be developed over the coming weeks and will be subject to constant change and update as engagement with the community/organisations bring forward those who wish to get involved. £15,000 of GMCA ToC grant funding has been allocated to the creation of cultural content for the 4 months including all costs relating to its delivery. Whilst the requirement for GMCA Town of Culture funding is a programme of between 2 and 6 months with our application being for 4 months, there is a desire to maximise the benefit of this accolade and extend cultural programming across the whole year. The Council will support the budget requirement to enhance the programme that will be funded from the ToC monies.

3.2 The announcement that Stalybridge was awarded Town of Culture 2022 status was made public in January 2022. Since then the Bridge and the Council's Cultural Services Team have been busy beginning to build the programme for 2022. The focus of the Cultural Services Team together with the Bridge, as named in the bid, is to develop a programme steeped in Stalybridge's location at the foot of the Pennines and as such is now a key location for walkers and cyclists exploring the surrounding hills and tracks. But it is also closely related to Stalybridge's industrial heritage which makes it a land locked town but crucially with waterways linking it to the rest of the country and beyond. It is a melting-pot of new and old, past and future and as such it is at a crucial point of re-imagining itself as 21st century climate conscious cultural hub for adventurers and people wanting to explore the best of both town and country with easy links to Manchester and Leeds and the Pennines. The programme being developed with take this into consideration and will result in activities, workshops, artist commissions all related to:

- Dance and movement
- Food and growing
- Fashion and textiles
- Walking and cycling
- Canal and water

3.3 Some key activity programmes are already in place and these will be further amplified with content developed as part of the Town of Culture programme. The marketing of this online through a dedicated website and through the branding of the Town of Culture will be undertaken by the Bridge with their contribution of £4,000 and with £5,000 allocated through the GMCA ToC grant. These activity programmes are detailed below:

3.4 **Street Fest**

A report was presented to Executive Cabinet in January 2022 and approved to secure the budget and plan for Street Fest to take place monthly between March and December 2022. The 4 key Street Fest dates in June, July, August and September will form the core of the Stalybridge Town of Culture programme. The 4 themes mentioned in the Town of Culture application will act as catalysts for activities at these events taking place on:

- Friday 10 June 2022
- Friday 8 July 2022
- Friday 12 August
- Friday 9 September 2022

3.5 At these events content will be developed to be presented and for people to participate in. It is anticipated that these events will have a key focus but central to all of these is that they are developed through the Bridge as part of their "*Sensing the Town*" strand for the HAZ programme. This is about making the best use of funds already allocated to the Bridge through Historic England (£16,000), which will mean that only £4,000 of the £50,000 GMCA funding needs to be spent on this content allowing for the Council to make best use of the funding provided by GMCA for Town of Culture to programme more content. This programme

will form commissions such as artists' residencies, workshops, dance and performance pieces, textile creations, growing and links to the landscape of Stalybridge and the surrounding areas.

- 3.6 The Bridge is already working on content for this through its partners and through its community links with Action Together.

Theatre and Theatre in the Park

- 3.7 Tameside Cultural Services have traditionally programmed family theatre in venues across Tameside. This year the focus as part of Town of Culture will be on programming theatre within Stalybridge at the Astley Cheetham Art Gallery. Four different pieces of family theatre will take place at the venue and form the core of a children's Town of Culture strand in Stalybridge.

- 3.8 This will be accompanied by two theatre performances in Cheetham's Park during August 2022. The team continues to look for opportunities across GM which can result in more programming for a children's strand of Town of Culture. This is funded through core revenue budgets and a request for content from other GMCA funded cultural organisations is also being explored.

3.9 Heritage open Days

The annual heritage open days take place in September across the Country. It is proposed that this year Stalybridge becomes the centre of the borough's involvement with the scheme. This would see additional walks and talks taking place in the town linked to the focus of this year's theme: *Astounding Inventions*. This would see an increased focus on Stalybridge's heritage and past which can also be explored through an exhibition at Astley Cheetham Art Gallery and online.

Community events and activities taking place in 2022

- 3.10 A core part of the Council's application for Stalybridge Town of Culture focused on amplifying what was already taking place in Stalybridge in 2022. This includes the Stalybridge Carnival (26 June 2022) and the 10th Beer Festival taking place the 16 - 17 September 2022.

- 3.11 It is also recognised that many more individuals and organisations would like to be part of the programme. A £12,000 budget provided by the Council would support the creation of fringe events and activities which will complement the themes and core programme for the town. This amount would be given as grants of up to £500 to individuals and organisations meaning a minimum of an additional 24 pieces of content could be programmed as part of ToC. It is proposed that this is administered through Action Together via their presence on the Bridge Consortium. A selection panel would be in place to approve and allocate the funds. This would allow for the programme to fully invest in the local scene of creatives and community activities in the Stalybridge area. It would also build a platform of content from which future projects can take place as part of a sustainable cultural programme for Stalybridge which has the potential to draw down further external funding in future years.

New programmes:

- 3.12 To make the most of this year's focus on Stalybridge as the Town of Culture and to leave a lasting legacy for Stalybridge's cultural calendar it is proposed that the finale event for Town of Culture will be a Canal Festival stretching over a weekend in September.

- 3.13 Content is already being sought for this to take place. Local Carnival Arts organisation Global Grooves has been selected as the only Northern organisation to create content for the Queen's pageant taking place in London this year to celebrate the Queen's platinum jubilee. It is proposed that this content of up to 200 performers, music, flags and puppets are brought to Stalybridge and re-imagined with local residents taking part in workshops to re-create an up to 200 strong procession of content as the central focus for the canal festival on that weekend.

- 3.14 For that content to be part of this the Council will provide an additional £25,000 budget for Global Grooves to programme the artistic content for this event. This will complement the festival feel of the weekend with activities for the whole family to take part in as well as see in their town centre. For this event to run smoothly and safely £9,000 has been allocated from the GMCA ToC grant and the Council will support this event with a further £3,000 towards event logistics such as medics, barriers and SIA stewards.

Children's and Young People's Town of Culture

- 3.15 As a core part of the programme is about Stalybridge's future it is important the programme is relevant to all ages. It is therefore proposed that a special fringe Children's and Young People's Town of Culture programme is created to sit alongside the main programme. This will involve working closely with Stalybridge schools on creative content made by pupils but also opportunities for pupils and families to participate in and meet professional artists, authors, musicians through performances and workshops. For this to happen the Council will allocate £10,000 to support programming and management of this strand whilst a further £5,000 has been allocated via the GMCA ToC grant.
- 3.16 For the Stalybridge Town of Culture programme to reach its full potential and a festive and proud atmosphere to be experienced by all showcasing what Stalybridge can do it is important to set the scene for activities to take place. This would mean that money needs to be identified to spruce up signage, and arrange for flags or bunting to decorate the town. Money has already been identified through Welcome Back and the HAZ programme to pressure wash and clean up areas of the town centre. But budget is required for the 4 months to ensure that the town is shown to its best potential. The Council will therefore provide an additional £11,000 budget for this purpose.
- 3.17 To make this ambitious plan happen in the timescale and in order to maximise the potential for further investment into the varied programme, that is safe at the point of delivery, results in maximum benefit to the town and that the money and various strands come together it is necessary for the Council to provide additional budget to support the artistic curation and programme management. £12,000 has been allocated via the GMCA ToC grant and the Council will provide £3,000 to support this also. To ensure all events are delivered safely and in line with both national and TMBC event guidelines the Council will commit an extra £20,000 towards on the ground event management with an additional £5,000 towards general event logistics.
- 3.18 Stalybridge's position as 'Town of Culture' gives Tameside the opportunity to consider working towards Purple Flag status, a nationally recognised award showcasing that we have a safe, vibrant, diverse and welcoming night time economy. The night time economy work will focus strongly on strengthening and developing thriving night time economies in the region's town centres.
- 3.19 GMCA are committed to seeing all boroughs of Greater Manchester achieve Purple Flag status. Since GMCA published the first night time economy Blueprint, Bury has retained its Purple Flag status and Stockport has achieved it for the first time. GMCA has offered to work with all those areas in Greater Manchester who also want to achieve accreditation. The Place Directorate will consider the potential for Stalybridge to achieve Purple Flag status.

4. BUDGET

- 4.1 Only one town can be named as Town of Culture annually as part of the GM programme. There are over 96 towns in Greater Manchester and it is therefore unlikely that Tameside will get another chance to host a town of culture over the coming years. It is therefore important to maximise this opportunity the borough now has for putting itself and one of its towns firmly on the GM and further afield map.

- 4.2 GMCA is behind the bid and are working to ensure that other cultural organisations fully support the programme, they are also ensuring that the town can be filmed and documentaries can be made about the town and its offer. However, it should be recognised that the award is for £50,000 which when broken down into activities and events is not a large sum of money. However, additional budget of £89,000 has been allocated by the Council to fully realise the content and ambition of the plan. Table 1 sets out the programme and related budget allocations.

Table 1

Programme	Council £'000	Historic England - The Bridge £'000	GMCA Town Of Culture £'000
Cultural programme incl all costs re logistics etc			15
Marketing		4	5
4 street fest event programme		16	4
Community programme (grants of up to £500)	12		
Finale content (Jubilee)	25		
Canal Festival logistics	3		9
Children and Young People's Town of Culture	10		5
Town enhancements (flags, bunting, signage, planters)	11		
Artistic curation of programme	3		12
Event Management	20		
General event logistics (SIA stewards, barriers, medics etc)	5		
Total	89	20	50

Additional funding

- 4.3 Additional funding is already being used to support the project via the Bridge who has allocated £20,000 to support the creative programming and the marketing for ToC. This is an allocation from their own Historic England grant. It is also being explored if Arts Council England may be able to match this with an additional grant to further enhance the programme and create a stronger legacy for the project. It is also being explored whether a National Heritage Lottery Fund bid can be submitted to especially support on the food and growing strand of the project.

5. RISK

- 5.1 Most of these activities will take place outdoors. There is always risk with programming activity that is to a lesser or larger extent reliant on the weather to accommodate the event and activities to take place. This can especially be a concern for programming carnival content for the proposed Canal Festival.

6. CONCLUSION

- 6.1 Stalybridge Town of Culture is a great accolade to not just Stalybridge but all of Tameside. It is an opportunity to highlight and celebrate all that is great about Stalybridge and thereby also Tameside. It has already received much positive feedback and many community groups, individuals and schools are keen to be part of the celebration. There is immense opportunity for furthering the pride and civic joy residents have in their town of Stalybridge.
- 6.2 The accolade significantly contributes to the Tameside Town Centre Framework, with ambitions to create improved town centre environments where businesses feel that they can start up, grow or invest. Moreover, they should also be places where residents can access the facilities and services they need, and provide a strong sense of place which the

community are proud of and engage with. Furthermore it gives Tameside the opportunity to consider working towards Purple Flag status.

- 6.3 The successful programme hinges on it being closely linked to Stalybridge as a place, a home and a venue for celebrating its past, present and future through an ambitious 4 month programme of workshops, activities and events. The programme has been designed to enhance and amplify events already taking place in Stalybridge such as Street fest, the Stalybridge Carnival, the theatre programme within Astley Cheetham Art Gallery and Cheetham's park and the Beer Festival as well as it being closely aligned with projects happening as part of HAZ.
- 6.4 The Bridge is Stalybridge's cultural consortium set up as part of the HAZ programme. Their vested interest in the town and their desire to programme high quality cultural content will act as a springboard for further programming as part of ToC. Theatre, Beer Festival being expressed in these.
- 6.5 The community programme proposed as part of the report will enable Stalybridge to grow and develop its own talent pool for a sustainable future of cultural programming bringing with it opportunities for future funding to support the new initiatives proposed as part of the programme namely the Canal Festival and the Emergency Exit Art Commission for 2023.
- 6.6 This is the opportunity to showcase Stalybridge, to re-invent Stalybridge as a 21st century climate conscious cultural hub for adventurers and people wanting to explore the best of both town and country with easy links to Manchester and Leeds and the Pennines.

7. RECOMMENDATIONS

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

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Report to:	EXECUTIVE CABINET
Date:	23 March 2022
Executive Member:	Councillor Gerald Cooney – Executive Member for Housing Planning and Employment Councillor Oliver Ryan – Executive Member for Finance and Economic Growth
Reporting Officer:	Ian Saxon – Director of Place Gregg Stott – Assistant Director Investment, Development & Housing, Place
Subject:	STALYBRIDGE DEVELOPMENT UPDATE & NEXT STEPS
Report Summary:	This report provides an update on the work undertaken in Stalybridge Town Centre and sets the next steps in the programme for the continued growth of Stalybridge and recommended next steps for delivery seeking Member approval.
Recommendations:	<p>That Executive Cabinet Note the work delivered and planned in Stalybridge Town Centre and be recommended to:</p> <ul style="list-style-type: none">(i) Agree the resubmission of a Stalybridge bid application as part of the national Levelling Up Programme Round 2 with the bidding process due to be announced in spring 2022.(ii) Agree to incur expenditure of up to £40,000 associated with the resubmission of the Levelling Up bid including the appointment of a multidisciplinary team to support the bid as set out in sections 4 and 5 and the Director of Place to manage the programme of works and services.(iii) Agree to undertake an initial public consultation on the emerging Masterplan as produced under the Evergreen Phase 1 Work and as contained within this report. To note, that further and full consultation(s) with the public and key stakeholders will be held throughout 2022.(iv) Agree to undertake the necessary procurement exercises (via STAR) and to appoint a Multi-Disciplinary Team to take forward the wider supportive studies building upon the Evergreen Phase 1 funded work around the emerging and initial Masterplan footprint as identified in paragraph 1.3 of this report.(v) Agree to incur total expenditure of up to £290,000 (subject to external funding bids and successful awards) associated with the wider supportive studies as set out in paragraph 1.3 and section 5 of the report. The Director of Place to manage the whole programme of works and services as set out within this report and to bid for funding, drawdown and incur all expenditure related to the delivery within the Council's financial and legal framework. For the avoidance of doubt this means the Director will need to approve Executive Decisions for the expenditure.(vi) To note that Council owned sites as set out in section 3 (excluding the GMPF sites) of this report to now go through

the Corporate Strategic Asset Management process to declare sites as surplus to requirements.

- (vii) To note that all on-going performance and reporting will be provided as necessary relating to the works/services contained within this report.

Corporate Plan:

Key aims of Corporate Plan are to provide opportunities for people to fulfil their potential through access to quality housing accommodation, work, skills and enterprise and to ensure modern infrastructure and a sustainable environment that works for all generations and future generations. The proposals outlined in this report will contribute to improvements in housing choice, job opportunities, workspace, infrastructure, environmental improvements and sustainability.

Policy Implications:

The development of vacant sites for residential and commercial uses will support the policy aims of the Stalybridge GM Mayor's Town Centre Challenge, deliver priorities in the Town Centre Challenge Action Plan, the Borough's Inclusive Growth Strategy 2021, the Housing Strategy 2021 to 2026, Tameside Climate Change & Environment Strategy, the Council's growth priorities agreed at Council February 2020 and the draft Greater Manchester Places for Everyone joint development strategy.

Financial Implications:

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

The report provides details of proposed redevelopments within Stalybridge Town Centre including a proposal to resubmit a revised Levelling Up Fund bid that was unsuccessful in 2021.

Table 2 section 5 of the report provides the estimated cost details of the associated work programme (£290,000). The Council was awarded £125,000 from the Department for Levelling Up Housing and Communities (DLUHC) in October 2021 to support the Round 2 funding bids. £75,000 of this grant will contribute towards the aforementioned work programme costs as £50,000 will support a Levelling Up Fund bid for Denton which is subject to a separate report.

An estimated sum of £215,000 of grant funding will be sought (as referenced in table 2 section 5) to finance the balance of the work programme via Homes England, Brownfield Homes, Brownfield Infrastructure and GMCA Evergreen 4 grant opportunities. Any balance that is not financed by grant funding will need to be identified within the existing 2022/23 Place Directorate revenue budget.

It is noted that recommendation (vi) states that the Council owned sites within section 3 of the report will proceed to the Corporate Strategic Asset Management process to declare the sites as surplus to requirement for disposal. This will be subject to a separate approval report and will include an estimate of the expected capital receipt that will be realised.

The value of the additional Council Tax and Business Rates revenue funding that the Council will realise via the proposed increased residential and commercial units in the locality will be subject to further due diligence.

Table 1 (section 3.5) provides a summary of the net income received for each of the Council owned sites 6, 7 and 8 for 2019/20

(i.e. pre the Covid pandemic) for reference. Details for the 2020/21 financial year have been excluded due to the impact of the pandemic. Table 1 also provides summary details of the current financial year (2021/22) net revenue budget and net income forecast. Clearly the Covid pandemic has also had an impact on the level of car parking income receivable in the current financial year. The impact of the car parking income loss on these sites will be evaluated and compared to the net income that will be realised by the proposed new multi storey car park (referenced in section 3.9). The related details will be included in a subsequent update report to Members.

It is essential that procurement advice is sought via STAR and that Members have assurance that value for money has been realised within the procurement process and prior to award of any contracts required to deliver the work programme referenced in section 4 and 5 of the report. This will require Section 151 officer assurance.

Any related future investment requirements associated with these developments will be subject to a separate report to Members at a later date. This will include the related investment and financing options as there is currently no funding allocated or available in the approved Council capital programme.

**Legal Implications
(authorised by the Borough
Solicitor)**

The project officers are proposing to make a number of external appointments to help to continue to drive the momentum.

As set out in the report STAR need to be involved in the procurement process to ensure that it is not only legally compliant but also ensures best value for the council. It will also be critical that council officers remain central to this project and robustly manage the external support.

The financial implications also highlight that currently there is insufficient budget from the grant funding received to date to cover all of the spend set out in funding summary section. Therefore, particular care will have to be taken to ensure that no commitments are made for which there is insufficient funding.

The project officers hope to secure additional funding and it would be advisable that when seeking the governance in relation to the additional funding bids that Members are also updated on progress and spend at that time. It would also be advisable if the funding issue is captured in the projects risk register.

With regards to the funding already secured the project officers will be mindful to use the funding and manage the works in accordance with the terms of the funding agreement to avoid triggering any clawback provisions.

Risk Management:

Potential lack of capacity within the Council to undertake work streams in line with the Council's growth priorities and expectations.

Partnership arrangements to be formalised as required on selection of preferred strategic development partners.

Background Information:

The background papers relating to this report can be inspected by contacting Patrick Nolan, Head of Housing



Telephone: 07808 212152

 e-mail: patrick.nolan@tameside.gov.uk

1. INTRODUCTION

- 1.1 The Council has identified Stalybridge Town Centre, as one of its priority areas to deliver the objectives of the Tameside Inclusive Growth Strategy 2021-26 in making our town centres hubs for living, culture, employment and services supporting a sustainable retail sector.
- 1.2 This report provides an update on the work undertaken in the Town Centre and seeks approval for resubmission of a Stalybridge Town Centre bid to Round 2 of the national Levelling Up Programme and for delivery of the next steps in the programme around the emerging initial Masterplan footprint which will focus initially on the sites as outlined within this report and building upon the Evergreen work already undertaken (See **Appendix A & B**).
- 1.3 This will include the commencement of a programme of work to produce a development prospectus, next stage planning and delivery strategies and undertake a Soft Market Test around the development opportunity in Stalybridge on the emerging and initial Masterplan footprint as detailed below;
- a Development Prospectus
 - to support the Development Prospectus, necessary work to be undertaken including all relevant due diligence and development work around next stages including taking relevant development plots to RIBA Stage 2, and possibility of an outline planning application to assist with bringing the plots to market. On completion of the next stage works, a comprehensive Planning & Development Strategy will be brought back to Executive Cabinet for decision.
 - prepare documentation and undertake an initial soft market test exercise working directly with STAR and the appointed Multi-Disciplinary Team for the delivery of the project against the emerging Masterplan for Stalybridge, building on the Evergreen work. This to focus initially on the development potential and sites contained within this report.
 - Working in parallel with the soft market test, a detailed level Commercial, Investment & Delivery Strategy to be developed around the emerging Masterplan of the Evergreen work.
 - The detailed Commercial, Investment & Delivery Strategy (informed by the soft market test) will be brought back to Executive Cabinet with recommendations for a decision on options to progress to a formal and full market exercise to secure a Strategic Partner(s) for the delivery of the Stalybridge Masterplan.
 - To undertake further detailed Open Space & Public Realm design work across the emerging Masterplan footprint and the common areas in Stalybridge Town Centre.

Adults Services are already working in partnership with the Greater Manchester Pension Fund (GMPF) as committed to undertaking early first phase development on GMPF land (plots 1 to 3 inclusive - GMPF land sits within this developmental Masterplan for Stalybridge) and this will progress whilst the work in 1.3 above is developed to avoid any delay.

- 1.4 GMPF are an integral stakeholder to Stalybridge and is the only Fund in the UK with a Place Based allocation of 5%. This Place Based commitment will continue to drive both short & long term development opportunities, for Towns like Stalybridge, working in partnership with the Council. This will provide further confidence to the market and the Borough as a whole.

2. BACKGROUND

- 2.1 Stalybridge Town Centre was selected as Tameside's focus for the GM Mayor's Town Centre Challenge in 2018. Initial work to plan and progress the delivery of Stalybridge's Town Centre Challenge was co-ordinated by the Stalybridge Town Centre Challenge (STCC) Board and the Stalybridge Town Centre Challenge Action Plan – Our Place Our Plan which set out the aspirations for the town centre.

- 2.2 Key themes from the Action Plan include:
- Provision of and access to quality and mix of housing in the Town centre
 - Improvement to the environment, greening the town centre, utilising and enhancing access to the waterways
 - Enhancing connectivity across the Town
 - Improving the wellbeing for established and new residents
 - Improving the economic environment in the town centre supporting existing and new businesses
- 2.3 In September 2019 it was announced that Stalybridge would be one of 69 high streets benefiting from a share of a £95 million High Street Heritage Action Zone fund over a 4 year programme. The Stalybridge High Street Heritage Action Zone (HSHAZ), funded through a £1,275,000 grant from Historic England and £1,275,000 match funding from the Council, is helping to regenerate areas of the town centre including Market Street and restore the town's local historic character. The project drew on the priorities expressed through the draft Strategy and Action Plan, matched against the criteria for HSHAZ funding, and has eight strands:
- (a) The Historic Walk to provide connectivity, improve safety, remove clutter and improve signage,
 - (b) Repairs to the Civic Hall to future proof this historic building,
 - (c) A feasibility study to look at re-purposing of the market space in the Civic Hall,
 - (d) Internal re-purposing of the market space in the Civic Hall,
 - (e) A repair and reinstate grant scheme along the historic walk and into the cultural centre,
 - (f) Project officer post to administer and provide liaison for the project,
 - (g) The community engagement funds will provide money for events and workshops in relation to the scheme as well as a marketing budget to promote and raise awareness of the scheme, and
 - (h) Market Street Studies.
- 2.4 Funding of £360,000 has been secured from the Brownfield Homes Fund to enable the redevelopment of 24 new apartments at the Stalybridge Police Station site. By delivering these homes, and removing a derelict brownfield site in the centre, new residents will be able to live in the core of the town centre, to support the town's retail, culture and leisure offering. Subject to planning approval, demolition of the Police Station is expected to take place in the spring 2022. It should be noted that this will not be a capital scheme managed by the Council and the Council will therefore not receive the aforementioned Brownfield Homes Fund grant.
- 2.5 In July 2021 the Council launched an early evening street food and drink market, offering a wide array of hot food, drinks, family entertainment, and live music. The events have drawn thousands of visitors to the town, with significant local economic, social and environmental benefits. Launched on a six month trial basis using money the Council secured from the Welcome Back Fund, due to the success of the event the Council has agreed to continue the event in 2022.
- 2.6 The Council has secured £100,000 for development funding from Transport for Greater Manchester (TfGM) to progress the Stalybridge Interchange Options Study. The Stalybridge Action Plan identified the need to determine the future role of Stalybridge Bus Station and consider the potential for its relocation into a more appropriate location. The Council has now commenced work to develop options for a potential new transport interchange (bus and rail) in and around the existing rail station, linked to the wider programme of regeneration in the Town Centre, mindful of potential for future Metrolink/tram - train services.
- 2.7 In January 2022, the Council was successful with a Town of Culture bid to GMCA, which has secured an additional £50,000 to support a programme of cultural activity in Stalybridge during 2022. This will enable Stalybridge to build on its existing vibrant programme of cultural activity and bring further exciting opportunities for residents and visitors as well as a lasting legacy for the town, working in partnership with The Bridge Cultural Consortium. The

Stalybridge Town of Culture Programme 2022 will complement existing work taking place in the town. The cultural programme will promote projects that enable people to slow down, connect with the local environment and celebrate the cultural value in activities such as artist-led walks and trails, community growing projects and outdoor activities such as theatre and storytelling. These will tie in with existing cultural highlights in the town, such as the Street Fest event.

- 2.8 In the process of creating the Housing Strategy 2021 to 2026 the Council commissioned a Specialist Housing Needs Review and a Housing Needs Assessment (HNA) 2020 Update. These two documents provide up to date evidence to support and help shape future planning and housing strategies for Tameside complimenting the Greater Manchester Housing Market Assessment and the emerging Places for Everyone Plan. In developing the masterplan and indicative proposals, regard has been had to ensure account is taken of the National Planning Policy Framework and the Housing Needs evidence base to ensure sustainable development. The indicative proposals from the Evergreen Study working in conjunction with Tameside's Adult, Childrens and Housing Advice Services provides for right size, type and tenure of accommodation to meet the needs and demand from different groups in the community including affordable rent, market rent and home ownership options. This provision includes accommodation for young and older residents, families with children, people with disabilities, those with support needs and those wishing to commission or build their own homes.

3. EVERGREEN PHASE 1 STUDY

- 3.1 On the 12 February 2020, a report with the subject title of 'Stalybridge Town Centre Challenge' was taken to Executive Cabinet to provide an update on the progress with Stalybridge Town Centre Challenge, including the development of the Strategy and Action Plan. The report also updated on the position with regard to external funding to take projects and feasibility studies forward and their financial implications including Evergreen Surplus Funding Phase 1 secured by the Council from GMCA.
- 3.2 Executive Cabinet approved in principle, subject to the grant offer conditions and the appropriate due diligence being undertaken, the acceptance of £130,000 Evergreen Surplus (Round I) funding, to undertake development studies, briefs and appraisals of Council and Privately owned sites in Stalybridge Town Centre to start the development of an initial emerging Masterplan (and Masterplan footprint). The Grant Funding Agreement was put in place in 2021, Consultants appointed, with reports and presentation documents developed throughout 2021.
- 3.3 The sites identified for the study comprised large vacant and underused land in council and private ownership with a focus on the West End. Progress reports and updates on the Evergreen work were made on a regular basis at the Stalybridge Advisory Group meeting.
- 3.4 Following a review of previous work undertaken as part of the Town Centre Challenge and Master Planning, eight sites were identified as requiring further investigation and feasibility appraisal studies. The sites 1 to 8 are identified on the plan at **Appendix A**, and are further described below:

Sites 1 to 3

Owned by GMPF, all sites are referred to as Harrop Street.

Sites 1 and 2 comprise two vacant properties and small site to rear off Market Street. Site 3, referred to as Harrop Street comprises a small tarmac car park and a large securely fenced off site bounded by the River Tame and Chapel Street.

Sites 4 & 5

Both owned by the Council, site 4 is a large vacant parcel of land across the River Tame from

sites 1 to 3, is vacant and securely fenced off bounded by the River Tame and Caroline Street.

Site 5, a small vacant and open site on Caroline Street/ Bridge Street at the wharf head of the Huddersfield Narrow Canal.

Site 6

Owned by the Council, this land is utilised as a surface (unmade) car park. The site has frontages on both Castle Street and the Huddersfield Canal

Site 7

Owned by the Council, used as a tarmac surface car park. The site has frontages to Castle St, Back Melbourne St and the Huddersfield Canal.

Site 8

Owned by the Council, used as a tarmac surface car park. The site is off Waterloo Road and has a frontage on to King St.

3.5 Table 1 provides a summary of the net income received for each of the Council owned sites 6, 7 and 8 for 2019/20 (i.e. pre the Covid pandemic) for reference. Details for the 2020/21 financial year have been excluded due to the impact of the pandemic. Table 1 also provides summary details of the current financial year (2021/22) net revenue budget and net income forecast. Clearly the Covid pandemic has also had an impact on the level of car parking income receivable in the current financial year. The impact of the car parking income loss on these sites will be evaluated and compared to the net income that will be realised by the proposed new multi storey car park (referenced in section 3.9). The related details will be included in a subsequent update report to Members.

Table 1

Site	2019/20	2021/22	2021/22	2021/22
	Net Income	Net Budget	Net Forecast Outturn	Net Forecast Variation
	£'000	£'000	£'000	£'000
6	4	(1)	2	3
7	20	19	11	(8)
8	29	22	17	(5)
Total	53	40	30	(10)

N.B. () : Net Expenditure / Adverse Variance

3.6 In developing the indicative proposals for the redevelopment of the subject sites, account has been taken of the context in which they are situated both their immediate surroundings and that of the Town Centre. The Evergreen work delivers against the priorities of the Stalybridge Town Centre Challenge Action Plan and builds upon the previous Master Planning, set in the context of the previous, existing and ongoing investment underway in the Town Centre together with that which is currently planned and anticipated to be delivered in the future.

3.7 The indicative proposals show the opportunity to utilise the subject sites owned and in the control of the Council, and GMPF to be regeneration catalysts, enhancing new provision of residential and commercial accommodation, recognising the heritage setting, by creating quality environments through well designed places and buildings which are attractive to existing and new people to complement existing uses and users.

3.8 GMPF working closely with the Council will bring forward early first phase development on GMPF land.

- 3.9 From the Evergreen study, the emerging draft Masterplan as represented in the aerial view of the indicative potential development is shown in **Appendix B**. The potential opportunity exists to create:
- A total of 434 homes, mixed type and tenure with an estimated development value of £80 million - £100 million
 - 1,000 new residents with NW average spend representing circa £8 million of annual expenditure
 - Council tax receipts (excluding new Homes Bonus) for the new properties
 - Business Rates via the new commercial space
 - Provision of a new multi-storey car park with 300 spaces – this is an additional 100 spaces to the existing total surface car park provision at sites 3,6,7 and 8
 - Sustainable development using Modern Methods of Construction toward meeting the GM target of carbon neutrality by 2038
 - 100% Brownfield land use 27,656 sqm in area - equivalent 4 football pitches
 - 2/3 of a football pitch of new public realm, enhance connectivity across the town centre.
- 3.10 Information regarding the Evergreen study was the subject of a presentation to the Stalybridge Advisory Group on 2 February 2022. It is now proposed to undertake initial public consultation on the emerging masterplan and scope of opportunity for the Town. There will be a significant and comprehensive public consultation programme undertaken throughout 2022.
- 3.11 During the development of the Evergreen study, a submission was made to the Levelling Up Fund (LUF) to support the delivery of development for 5 of the 8 sites subject to the Evergreen study. While this bid was not successful, the feedback suggested that had the project been worked up further in delivery terms the submission would have secured a higher scoring.
- 3.12 The Council was awarded £125,000 from the Department for Levelling Up Housing and Communities (DLUHC) in October 2021 to support the Round 2 funding bids. This is set out in the Levelling Up Fund Determination Letter dated 19 October 2021 at **Appendix C** and Capacity Funding Grant Determination 2021: No 50/001 at **Appendix D**. The funding is by way of a Section 50 transfer to the Council, none ring-fenced to support the LUF Round 2 bid.
- 3.13 In addition discussions have been ongoing with Homes England to access Revenue Departmental Expenditure Limit (RDEL) funding and with GMCA for the next steps work as set out in the recommendations.

4 DEVELOPMENT PROSPECTUS & SUPPORTING NEXT STAGE WORKS

- 4.1 Stalybridge has had numerous studies and vision documents developed to drive investment and regeneration opportunities for its future.
- 4.2 The opportunity exists to build up on this investment and work taking it to a higher and more comprehensive level to maximise the potential and performance of the Town attracting new residents and businesses.
- 4.3 The development of a prospectus to bring the indicative opportunity, set out in section 1.3, to the market, supported by the wider scope of next stage studies will assist in the preparedness of the opportunity to bid and increase the chances of being successful in the Round 2 Levelling Up Funding (LUF) programme.
- 4.4 Funding required to deliver the prospectus and scope of supporting work as outlined in the Recommendations of this report, are set out in table 2 (section 5).

- 4.5 The resubmission of a Stalybridge bid application as part of the national LUF programme Round 2 due in early spring 2022 will require support from expert partners.
- 4.6 Other regeneration funding opportunities, including Brownfield Homes fund (£300 million due to be announced) and Homes England RDEL, Brownfield Infrastructure Land Fund (BILF) due to be launched, and Evergreen Round 4 will continue to be sought as they are available/open for capital and revenue funding bid applications.
- 4.7 An estimated sum of £215,000 of grant funding will be sought (as referenced in table 2 section 5) to finance the balance of the work programme. Any balance that is not financed by grant funding will need to be identified within the existing 2022/23 Place Directorate revenue budget.

5 FUNDING SUMMARY

Table 2

Work Programme	£'000
Development Prospectus / Soft Market Test / Commercial, Investment & Delivery Strategy, Open Space & Public Realm	150
Next Stage Planning Work (including RIBA Stage 2 on relevant plots) and producing overall Planning & Development Strategy	100
Levelling Up Fund – Expert Partner	40
Estimated Total	290
Funding	
DLUHC Levelling Up Capacity Funding – £125,000 Awarded October 2021 (£50,000 to be utilised to support a Levelling Up Fund bid for Denton which is subject to a separate report)	75
Remaining Balance Via External Funding Bids – Homes England, Brownfield Homes, Brownfield Infrastructure, GMCA Evergreen 4	215
Any Balance To Be Financed via the Place Directorate 2022/23 Revenue Budget if Bids Unsuccessful	
Estimated Total	290
Virement between the Work Programme Expenditure Headings shown above may be needed throughout the delivery of the next stage works although the overarching funding envelope of up to £290,000 will remain.	

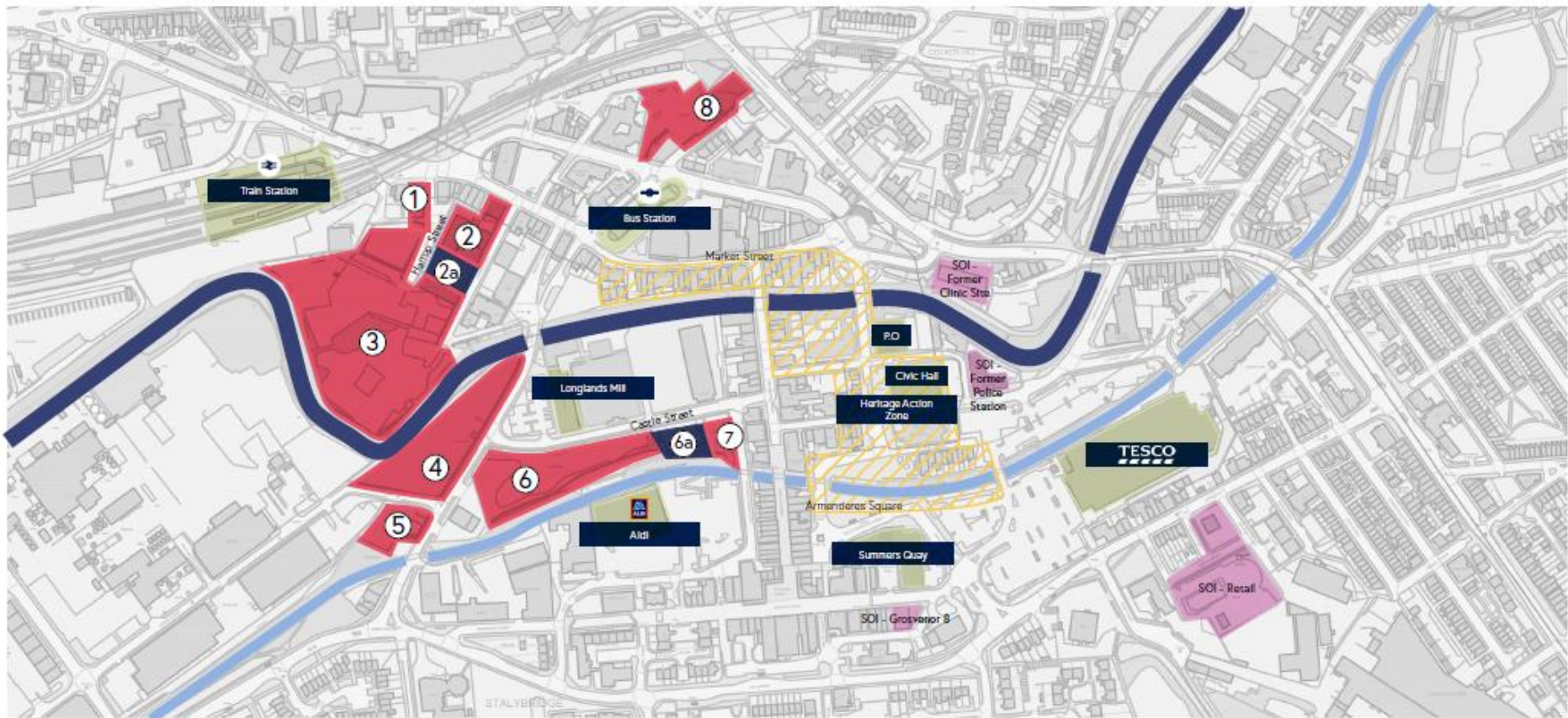
6 PROCUREMENT

- 6.1 Advice will be taken from STAR Procurement to ensure that compliant procurement exercises are undertaken and to ensure that all appointments deliver best value.
- 6.2 At this point it is envisaged that in order to maximise efficiency, gain economies of scale and ensure the most efficient project management, the preferred route would be to procure a Multi-Disciplinary Team to manage the production of all the relevant documents and reports outlined in the recommendations. All procurement advice will be taken from STAR.

7 RECOMMENDATIONS

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

Stalybridge Context



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APPENDIX B



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Steven Pleasant
Chief Executive
Tameside Metropolitan Borough Council

Dear Mr Pleasant

Levelling Up Fund

Capacity and Resource Grant Determination Letter

Following the Government's announcement of the Levelling Up Fund at the Spending Review 2020, I am pleased to inform you that the Government transferred your authority a capacity funding (RDEL) grant of £125,000 on or around 31 August 2021. You have received this capacity funding payment on account of having been identified as an eligible category 1 local authority in the index of priority places, or a local authority in Scotland, Wales or Northern Ireland. This payment has been issued in order to assist with the costs of developing a bid for future rounds of the Levelling Up Fund as highlighted in the Levelling Up Fund Prospectus¹ and subsequent additional documents.

This RDEL grant is awarded under a section 50 non-ringfenced transfer (United Kingdom Internal Markets Act 2020). A copy of the section 50 Grant Determination is attached to this letter.

Authorities are reminded of their responsibilities under the Public Sector Equality Duty as set out in section 149 of the Equality Act 2010 or section 75 of the Northern Ireland Act 1998 (as applicable) and should have regard to these requirements when apportioning funding.

You should note that your authority will be responsible for any further or additional costs that may be incurred in the preparation of a Levelling Up Fund bid.

Yours sincerely

Johanna Howarth
Deputy Director – Funding Delivery

Enc. LUF Capacity Funding Grant Determination 2021.

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LEVELLING UP FUND CAPACITY FUNDING GRANT DETERMINATION 2021: No 50/001

The Minister of State for Housing, Communities and Local government (“the Minister of State”), in exercise of the powers conferred by section 50 of the United Kingdom Internal Market Act 2020, makes the following determination:

Citation

1) This determination may be cited as the Levelling Up Fund Capacity Funding Determination 2021 [No50/001].

Purpose of the grant

2) The purpose of the grant is to provide support to local authorities in England, Scotland, Wales and Northern Ireland towards expenditure lawfully incurred or to be incurred by them.

Determination

3) The Minister of State determines as the authorities to which grant is to be paid and the amount of grant to be paid, the authorities and the amounts set out in Annex A.

Treasury consent

4) Before making this determination in relation to local authorities in England, the Minister of State obtained the consent of the Treasury.

Signed by authority of the Minister of State for Housing, Communities and Local Government

Johanna Howarth
Deputy Director, Funding Delivery

30 August 2021

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- Report to:** EXECUTIVE CABINET
- Date:** 23 March 2022
- Executive Member:** Allison Gwynne, Executive Member for Neighbourhoods, Community Safety and Environment
- Reporting Officer:** Ian Saxon, Director of Place
- Subject:** PUBLIC SECTOR DECARBONISATION SCHEME FUNDING ROUND THREE
- Report Summary:** Public Sector Decarbonisation Scheme round three (PSDS3) is open for funding to support Tameside – taking a GMCA consortium approach once again – to further decarbonise public buildings in the borough. This round is different to previous rounds in that there is a requirement for the council to match fund for certain components. This report condenses the facts of the current PSDS3 bid application and underlines the need to pursue this work.
- Six sites have been identified where heating plant and associated equipment is at the end of its viable life. With escalating fuel costs as well as our commitment to respond to the climate emergency – refitting these sites with low-carbon alternatives is both morally and financially prudent. After adjustment from GMCA in late February 2022, the cost of the works is now projected at £2,971,808. The grant total that the Council can apply for is £1,918,258 (65% of the total programme cost) requiring a match funding sum of £1,053,550 (35%) via the Council.
- Revenue savings are calculated at £912,560 over the twenty year lifecycle of the programme (this being a conservative estimate as energy prices have become so volatile – savings could be significantly more).
- The amount of carbon proposed to be eliminated is calculated to be 6,802tonnes CO₂e – again over the twenty year projected lifecycle.
- Regarding both revenue costs and carbon emissions – it is likely the proposed investment will, in reality, continue to deliver savings beyond that twenty-year threshold.
- Recommendations:** That Executive Cabinet be recommended to agree:
- (i) That in principal, the Council enters into a contract with the Greater Manchester Combined Authority subject to the necessary due diligence for the purposes of disbursement of funding in relation to the PSDS award, based on submission of invoices for completed individual measures. The governance required to enter into this contract will be subject to an Executive Decision (ED) at a later date.
 - (ii) That the Council agrees that the delivery of design works and installation of measures will be undertaken via the Council's arrangement with the LEP (via Robertson) and the associated supply chain utilising the Tameside Additional Services Contract (TAS).
 - (iii) To approve the inclusion of the phase 3 Decarbonisation

programme (estimated total cost of (£2,971,808) within the Council's approved capital programme as set out in **Appendix 1**. Any subsequent variance to the estimated cost and funding of the programme will be subject to separate governance at a later date.

- (iv) To approve the allocation of £599,000 to support the match funding required to finance the phase 3 Decarbonisation programme. The sum to be allocated via the Planned Preventative Maintenance capital budget allocation of £1,896,000 that was approved at the Executive Cabinet on 29 September 2021 — agenda item 7, Capital Programme and Financing Update report refers.
- (v) That the Council notes that works will be expected to be completed by 31 March 2023.

Corporate Plan:

This programme delivers specifically on the asset based approach to delivering modern infrastructure and a sustainable environment that works for all generations and future generations.

Policy Implications:

In line with the mandate to actively decarbonise TMBC buildings and services as per the Climate Change & Environment Strategy and associated action plans – specifically the Homes, Buildings & Workplaces action plan.

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

The report provides details of six decarbonisation schemes that can be supported by grant funding allocated by the Greater Manchester Combined Authority (GMCA) of £1,918,258. The schemes also require match funding investment via the Council of £1,053,550 (**Appendix 1** refers).

The summary of match funding available to support this investment request is as follows :

Funding Allocation	Estimate £'000
2022/23 DfE School Condition Grant (subject to confirmation) – St John's and Stalyhill Juniors schemes	225
Existing Approved Council Capital Programme – Place Directorate – Retrofit scheme	230
Planned Preventative Maintenance Capital Budget Allocation of £1,896,000 - approved at the Executive Cabinet on 29 September 2021 — Agenda item 7 Capital Programme and Financing Update report refers	599
Total Match Funding	1,054

It should be noted that the total cost of the work programme (£ 2,971,808 – **Appendix 1** refers) is estimated at this stage and will be subject to procurement via the Tameside Additional Services contract (recommendation 2 refers). Further governance will be required to approve any subsequent cost (and match funding) increase that may arise following procurement of the related works.

The annual energy savings that are expected to be realised via this programme of works is estimated at £45,628 (**Appendix 1** refers). It is essential that the estimated annual savings are stringently monitored to ensure the proposed investment delivers the

expected efficiencies.

At this stage the terms of the proposed grant award of £1,918,258 via the Greater Manchester Combined Authority are not available. The acceptance of the grant will therefore be subject to separate due diligence and governance approval at a later date as set out in recommendation 1.

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

The scheme requires match funding from the council as set out in the financial implications of £1054K with an annual saving of £45.6K giving a 23 year pay back period without taking into account cost of rising energy so we need assurance that this delivers vfm.

The Council will also be required to enter into an agreement with the Greater Manchester Combined Authority to secure the funding. Due diligence should be undertaken to ensure that the terms are acceptable to the Council and that the project officers understand and operate within the conditions of the funding so as not to trigger any clawback clauses.

Risk Management:

The borough declared a climate emergency in early 2020, in line with authorities across the globe. The declaration was a formal acknowledgement of the urgency and reality with which the issue of climate change must be addressed. The risks associated with this proposed programme of decarbonisation projects is threefold.

1. Risk of exacerbating the problems associated with increased levels of CO₂ in the atmosphere.

2. Risk of a damage to reputation. Having declared the boroughs support for urgent action – there is a risk of inaction generating subsequent reputational harm, which would very likely create a relationship breakdown (trust, credibility and confidence) between the authority and citizens.

3. Risk of not completing the programme within the allotted time laid out by SALIX – which would have further financial implications. This risk must be stated – but the performance through PSDS1 and the timeframe given – does give a high confidence factor that officers have sufficient time to deliver.

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 The Council has committed to be carbon neutral by 2038. To contribute to achieving this target, the Council must undertake decarbonisation works to its own buildings.
- 1.2 We have begun the process of decarbonisation works already. In 2021 (and subsequently revised in March 2022) the Council were awarded £2,344,386 of Public Sector Decarbonisation Scheme (PSDS) in Round 1, this initially funded works across 11 buildings. This scheme did not require match funding from the Council. This project is on course for successful completion and an update report will be brought forward at the appropriate time. Three additional sites have since drawn down extra funding as officers “mop-up” surplus funds available in the GMCA allocation (within the award sum of £2,344,386).
- 1.3 The PSDS fund again aims to halve carbon emissions from the Public Estate by 2032, through the deployment of energy efficiency and low carbon heating measures. Eligible bodies must either own the building that the funding is being used to upgrade or have a long-term lease arrangement where the tenancy agreement places the responsibility for operation and maintenance of the building services on the eligible body. Social housing is excluded from this scheme and will be addressed under a different funding allocation (Social Housing Decarbonisation Scheme).

2. PUBLIC SECTOR DECARBONISATION SCHEME ROUND 3

The Government have announced this tranche of funding as part of the fiscal stimulus programme that began in autumn 2020, part of this is an additional round of PSDS funding, this will be round 3 (PSDS3). The major change from PSDS1, which were 100% grants, is that PSDS3 is being released with requirement for match capital funding.

The grant again looks to provide funding to either remove completely or significantly reduce dependency on gas fired (fossil fuel) heating systems in our buildings. The grant also provides additional matched capital funding for the installation of other measures including solar PV, insulation, led lighting, double/triple glazing and smart heating controls.

- 2.1 The match funding requirement is based on two criteria.
 - That costs which can be attributed to work which is beyond a given threshold of £325/tonne of CO₂ – are covered by the Local Authority.
 - Additionally any like-for-like replacement costs for plant nearing the end of its useful life must also be met by the Local Authority.
- 2.2 Working as part of a wider GMCA consortium the Council submitted a bid on the 13th October 2021. The rationale for which buildings we submitted for inclusion in our bid started with a baseline assessments of our portfolio, taking into account the work that was already under way in relation to the strategic asset review and those buildings that were very likely to remain as a part of the portfolio in the medium term. Once this long list had been assessed a shorter list was taken forward for further review and more technical assessment to judge value in relation to submission as part of our bid and the required carbon reduction compliance criteria for the fund. The detailed surveys focussed on the types of measures that could be potentially installed at each building and the feasibility of installing the measures.
- 2.3 The assessment of which buildings to put forward for more detailed technical surveys relied on accurate building condition surveys – these indicated where existing equipment in the buildings such as boilers and also fabric condition such as glazing would require replacement in the short to medium term. We considered location and size of buildings as well as the scale/scope of our bid in relation to being able to manage successful completion in the timescales required.

- 2.4 The detailed technical findings of the survey were input into a carbon calculator tool provided by SALIX who are administering the scheme on the Governments behalf. The calculator then provided a 'compliant' /'not compliant' result. Those buildings deemed to be compliant were included in the final submission on the 13 October 2021. The SALIX tool also calculated the split between what would be fundable through the grant and what costs would need to be covered by Tameside.
- 2.5 The 6 sites identified are :
- Active Tameside – Medlock
 - Active Tameside – Hyde
 - 31 Clarence Arcade
 - Stalybridge Civic and Market Hall
 - Stalyhill Juniors School
 - St. Johns Primary School
- 2.6 The delivery of designs and subsequent installation of measures will be undertaken via the Councils arrangement with the LEP, Robertson and the associated supply chain utilising the Tameside Additional Services Contract (TAS). This arrangement has predefined contractual obligations concerning provision of value for money and the deployment of local supply contractors. This existing arrangement is also compliant in regards to necessary procurement and spend obligations and other contractual issues such as insurances /indemnities and warranties for work carried out. Each distinct project within the PSDS3 programme will have a defined project plan. As with PSDS1, a stakeholder project steering group will oversee the entire scheme of works.
- 2.7 The funding is proposed to be utilised to install measures in the buildings across our asset portfolio as shown in the table below:

Table 1

Site	Measure						
Active Tameside Medlock	Wall Insulation	Pipework Insulation	Building management systems	LED	Solar PV	Upgrade Pumps	Air source heat pump (air to water)
Active Tameside Hyde	Insulation - pipework	Building management systems	LED	Solar PV	Air source heat pump (air to water)		
31 Clarence Arcade	Double Glazing	Pipework Insulation	VSD & CO ₂ Sensor	LED	Loft Insulation	Air source heat pump (air to water)	
Stalybridge Civic Hall & Market	Double Glazing	Pipework Insulation	Upgrade Pumps	LED	Air source heat pump (air to water)		
Stalyhill Junior School	Loft Insulation	Pipework Insulation	Solar PV	Air source heat pump (air to water)			

St Johns Primary School	LED	Solar PV	Air source heat pump (air to water)				
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- 2.8 The tight timeline to bid for PSDS 3 required a grant application to be submitted to GMCA prior to being able to seek the governance required to accept any grants offered. This report acts as retrospect governance to enter into the process.
- 2.9 PSDS3 offers an opportunity to bid for funding that would produce a step change in the way we heat our buildings and demonstrate our commitment to the Greater Manchester carbon reduction targets. It also provides an opportunity to improve our buildings and will provide planned replacements of plant that would have required total funding via scarce Council resources. At current unit rates, installed measures will also reduce the overall utility costs by a projected £45,628 every year split across schools, Council and Active Tameside.

3. MATCH FUNDING

- 3.1 The match funding requirement is a change to the terms of the PSDS scheme set-up. It is unknown if future schemes will continue to require higher percentages of contributions from authorities. The current contribution calculated for the Tameside proposal is £1,053,550, which would match a Government Grant (via GMCA) of £1,918,258.
- 3.2 Council buildings also require repair and replacement works to maintain them in a safe an operational condition. Best practice is to carry out a programme of Planned Preventative Maintenance (PPM) and the most cost effective way to decarbonise the estate is to do so in conjunction with PPM works.
- 3.3 The capital budget allocations that are available to support the match funding requirement of £ 1,053,550 for the programme are provided in table 2.

Table 2

Funding Allocation	Estimate £'000
2022/23 DfE School Condition Grant (subject to confirmation) – St John’s and Stalyhill Juniors schemes	225
Existing Approved Council Capital Programme – Place Directorate – Retrofit scheme	230
Planned Preventative Maintenance Capital Budget Allocation of £1,896,000 - approved at the Executive Cabinet on 29 September 2021 — Agenda item 7 Capital Programme and Financing Update report refers	599
Total Match Funding	1,054

- 3.4 **Appendix 1** provides detailed information on the individual projects.
- 3.5 **Appendix 2** provides the grant proposal from GMCA.

4. AWARD & GRANT CONDITIONS

- 4.1 Notification of success in regards drawing down SALIX funds is expected in the first quarter of the 2022 calendar year. As part of the GMCA consortium of bidders, Tameside officers applied to receive £1,685,138. However, the Council will receive the higher grant sum of £1,918,258 (**Appendix 2** refers) to deliver decarbonisation at two corporate sites, two Active Tameside sites and two of the borough's schools. Receipt of the grant is conditional on the Council contributing funds for both marginal costs and like-for-like plant replacements.
- 4.2 The GMCA consortium would enter into a contract with BEIS/SALIX and on receipt of confirmation of funding, replicate a contract to Tameside mirroring conditions in the umbrella agreement
- 4.3 The final version of the contract will be defined between GMCA and local recipients and this will form the basis and methodology for the process to allow us draw down funds from GMCA. The contract will need scrutiny by legal colleagues due to the modification of the PSDS3 scheme to incorporate authority contributions to the programmed works.
- 4.4 Conditions in relation to timeframes are yet to be determined. It is expected that all works will be need to be completed by the end of March 2023. Projects will be monitored to determine the efficacy of the carbon reduction technologies – feeding back valuable data to inform future schemes.
- 4.5 GMCA plan to be responsible for coordinating monthly PSDS3 project meetings which will bring together representative officers from all recipient organisations. These project meetings will focus on progressing the work required and also the creation of a suite of processes and documentation in regard to the requirements of the grant conditions e.g. CO₂ monitoring, compliance of installation, financial templates.
- 4.6 GMCA will manage the overarching programme plan for the GMCA bid. Resource has been put in place to undertake this work and each participating organisation has been asked to contribute 3.5% of low carbon heating cost sums, to fund the delivery team.

5. RECOMMENDATIONS

- 5.1 As stated on the report cover

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Appendix 1

PSDS3 Supporting figures

Site	Total project cost £	Total grant available £	TMBC contribution £	TMBC %	CO ₂ e savings annually (in tonnes)	Annual Financial Savings £	Lifetime (20yrs) carbon	Lifetime (20yrs) financial £	Year in which TMBC costs covered	Year in which total project cost covered	£/tonne
Active Leisure Medlock*	904,684	497,290	407,394	45%	77	21,118	1,540	422,360	19	43	588
Active Leisure Hyde*	940,744	796,676	144,068	15%	182	14,478	3,636	289,560	10	65	259
31 Clarence Arcade*	379,301	244,619	134,682	36%	29	3,334	584	66,680	40	114	649
Stalybridge Civic Hall & Market*	278,251	135,918	142,333	51%	20	610	407	12,200	233	456	684
St Johns Primary School*	237,606	125,896	111,710	47%	17	3,162	339	63,240	35	75	702
Stalyhill Junior School	231,222	117,860	113,362	49%	15	2,926	297	58,520	39	79	779
figures											
Total	2,971,808	1,918,258	1,053,550	35%	340	45,628	6,802	912,560	23	65	437

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Appendix 2

PSDS3 grant award notification from GMCA

I am delighted to confirm that GMCA has received and accepted Salix's offer of £15.5m grant funding upon the terms set out in the Grant Offer Letter and attached schedules.

Thank you for your hard work and support towards this significant achievement. I attach a copy of your final combined application form, which confirms your allocation as follows:

Page 437 Total Grant Requested	Total Eligible Grant	Marginal Project Value	Total Financial Impact	Maximum Compliant Value	Payback in Years	Total Annual Carbon Savings	Carbon Cost Threshold	Compliance	Total project value	Match
£1,918,257	£1,918,258	£2,362,070	£50,222	£1,918,259	38	323.27	£325.00	Compliant	£2,971,810	£1,053,550

Please can you confirm as a matter of priority that you have the necessary approvals in place for the required match, or when you expect to have this.

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Report to:	EXECUTIVE CABINET
Date:	23 March 2022
Executive Member:	Councillor Oliver Ryan – Executive Member (Finance and Economic Growth)
Reporting Officer:	Ian Saxon – Director of Place Gregg Stott – Assistant Director, Investment, Development & Housing
Subject:	LEVELLING UP FUND: DENTON BID
Report Summary:	The report seeks approval for the preparation of a bid to the Levelling Up Fund for Denton Town Centre and approval for the procurement of specialist external consultancy support for the preparation and submission of a bid by Tameside Metropolitan Borough Council.
Recommendations:	That Executive Cabinet be recommended to : <ul style="list-style-type: none">(i) Agree that a bid to the Levelling Up Fund for Denton Town Centre is prepared for submission and referred back for consideration prior to the bid submission date (once confirmed).(ii) Agree on the procurement and appointment of Specialist external support through STAR to assist in the preparation and submission of a bid to the Levelling Up Fund for Denton Town Centre.(iii) Approve a budget of up to £50,000 (via £125,000 grant awarded to the Council from the Department for Levelling Up Housing and Communities (DLUHC) in October 2021 to support Round 2 funding bids) to appoint the aforementioned external support. This budget is approved for all professional fees and costs associated with the preparation and submission of a bid to the Levelling Up Fund for Denton Town Centre.
Corporate Plan:	Key aims of the Corporate Plan are to provide opportunities for people to fulfil their potential through work, skills and enterprise and to ensure modern infrastructure and a sustainable environment that works for all generations and future generations. The interventions that will be supported by the proposed bid to the Levelling Up Fund will deliver against these aims in the areas of job creation, modern infrastructure and a sustainable environment.
Policy Implications:	The interventions that will be supported by the proposed bid to the Levelling Up Fund will support the policy aims of the Council's Inclusive Growth Strategy 2021, the emerging Tameside Town Centres Framework, the Tameside Climate Change & Environment Strategy, the Council's growth priorities agreed at Council February 2020 and the draft Greater Manchester Places for Everyone joint development strategy.
Financial Implications:	The report requests approval for a sum of up to £ 50,000 to support the submission of a Levelling Up Fund bid for Denton. Section 2 of

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

the report provides the supporting rationale for the town. It is expected that the bid process and date for submission will be announced in Spring 2022.

Members should note that the Council was recently successful in a Levelling Up Fund grant award of £19,870,000 for Ashton and will be re-submitting a bid for Stalybridge which is the subject of a separate report.

The Council was awarded £125,000 from the Department for Levelling Up Housing and Communities (DLUHC) in October 2021 to support the Round 2 funding bids. £50,000 of this grant will support the Levelling Up Fund bid for Denton. The remaining £75,000 will contribute towards a Levelling Up Fund bid, development prospectus and next stage studies for Stalybridge Town Centre which is subject to a separate report.

The related benefits of a successful bid will be realised within the town and across the borough with the supporting details quantified within the bid. In addition the interventions supported by the proposed bid will support the delivery of the Council's strategic priorities as set out in the Tameside Corporate Plan, the Tameside Inclusive Growth Strategy, and the emerging Tameside Town Centres Framework

It is essential that the specialist support required to submit the bid is procured in accordance with the Council's financial regulations and procedures with the provision of related advice via STAR where appropriate and that value for money is clearly evidenced.

It is noted that the bid will be subject to a separate report for consideration by Members once the submission date to Central Government is known.

Legal Implications:

**(Authorised by the
Borough Solicitor)**

As set out in the main body of the report Tameside has been identified as a category 1 in terms of prioritisation for the funding. Despite this the funding will be oversubscribed. Therefore, Members need to be content that the case for Denton is strong enough to warrant the investment required to prepare this particular submission.

This report is only seeking permission to undertake the preparatory work for the submission with the bid being returned to Cabinet for consideration.

The external support should be appointed with advice from the STaR procurement to ensure that a compliant procurement process is undertaken.

This report has been prepared on an urgent basis but it would be helpful if it could include the lessons learned from the round 1 bids which can be used to strengthen this bid.

Risk Management:

- a) Potential for loss of external funding opportunity to support future growth and diversification of the Tameside Economy, improved infrastructure, housing growth and the securing of investment in the Borough and act as a catalyst for further investment and regeneration.
- b) The work recommended in this report will minimise the risk of an unsuccessful bid to the Fund by ensuring the timely

preparation of robust business cases for submission utilising expert advice and additional capacity.

Background Information: The background papers relating to this report can be inspected by contacting Mike Reed – Head of Major Programmes



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1. INTRODUCTION

- 1.1 As part of the March 2021 budget, the Government announced £4.8 billion of 'Levelling Up Funding' ('The Fund') over four years (up to 2024-25), committed to a holistic, place-based approach to funding projects and programmes across the country. The 'Fund' is a joint venture between the Department for Levelling Up, Housing and Communities (DLUHC), Department for Transport (DfT) and the Treasury and is open to single tier Councils and District Councils in two tier areas, Counties and Combined Authorities. The Fund will provide investment in projects that require up to £20,000,000 of funding. However, there is scope for the Fund to invest (between £20,000,000 and £50,000,000) in larger high value transport projects, by exception. Bids to the Fund under round one closed in June 2021; it is anticipated that the process for bids to round two of the Fund will be announced in Spring 2022.
- 1.2 The Fund is focused on three themes:
1. **Transport Investments:** including public transport, active travel, bridge repairs, bus priority lanes, local road improvements and major structural maintenance, and accessibility improvements. Request for proposals for small, medium and by exception larger transport schemes that improve the environment, support economic growth and experience of transport users.
 2. **Regeneration and Town Centre Investment** to enhance buildings and infrastructure, acquire and regenerate brownfield sites, invest in secure community infrastructure and crime reduction, and encourage public services and safe community spaces into towns.
 3. **Cultural Investment:** maintaining, regenerating, or creatively repurposing museums, galleries, visitor attractions, and heritage assets as well as creating new community owned spaces to support the arts and serve as cultural spaces.
- 1.3 Projects should also be aligned to and support the Government's Net Zero Carbon goals.
- 1.4 The assessment process is focused on the following key criteria:
- **Characteristics of the Place:** Places have been put into priority categories 1, 2 or 3 based on their alignment with the objectives of the Fund. Tameside is part of Category 1 and within the highest level of prioritisation.
 - **Deliverability:** bids should be able to demonstrate they are supported by a robust finance, management and commercial case. To ensure projects are delivered to programme and budget, bids are encouraged to include a local financial contribution representing at least 10% of total costs.
 - **Strategic Fit with Local and Fund Priorities:** including how the proposed investment supports relevant local strategies and their objectives as part of the strategic case for improving infrastructure, promoting growth, enhancing the natural environment and making their areas more attractive places to live and work. The investments should represent the highest value local priorities.
 - **Value for Money:** a range of benefits will be assessed as part of the economic appraisal of projects including potential to boost local economic growth, environmental benefits, greater employment opportunities, reduced travel times, increased footfall in town and city centres, crime reduction and social value to local communities.
- 1.5 Members of Parliament are expected to back one bid that they see as priority for their constituency. For Tameside this means there is scope for three bids to the Fund in the

constituencies of Ashton Under Lyne (Angela Rayner MP), Denton & Reddish (Andrew Gwynne MP), and Stalybridge & Hyde (Jonathon Reynolds MP).

- 1.6 In round one of the Fund for the constituency of Ashton Under Lyne a bid was submitted for Ashton Town Centre, and for the constituency of Stalybridge & Hyde a bid was made for Stalybridge Town Centre. For the constituency Denton & Reddish a bid for Reddish was promoted by Stockport MBC. The awards under the first round of the Fund were made in October 2021, in which Tameside was successful in securing £19,870,000 for Ashton Town Centre.
- 1.7 It has been agreed with Andrew Gwynne MP that a bid for Denton & Reddish focused on Denton Town Centre will be progressed by Tameside Council for round two of the Fund. A request for the Council to resubmit a bid for Stalybridge Town Centre to round two of the Fund is the subject of a separate report.

2. DENTON TOWN CENTRE BID

- 2.1 The Council has identified Denton Town Centre as one of its growth priorities, supporting delivery of the Tameside Inclusive Growth Strategy 2021-26 in making our town centres hubs for living, culture, employment and services supporting a sustainable retail sector.
- 2.2 Denton Town Centre has benefited from significant investment in recent years, including delivery of the Tameside Wellness Centre, new housing development and the growth of the evening economy. Despite this investment, the Town Centre has been negatively impacted by national market trends in the retail sector, increasing vacancy rates, the poor condition and/or underutilisation of prominent buildings, varying quality of public realm and a disconnection between key assets.
- 2.3 It is proposed that a bid to the Fund and specific interventions be prepared for Denton Town Centre in the context of an emerging wider strategic vision for the Town, consistent with the Council's emerging Tameside Town Centres Framework, supporting existing and planned investment. This will in turn help to deliver a catalytic economic and social impact to the local community. Interventions for the bid will be developed to provide public realm improvements, walking and cycling facilities, enabling infrastructure and support for heritage and townscape enhancements. This will help the Town Centre to reach its full potential and deliver further comprehensive regeneration, attracting additional investment.
- 2.4 The bid to the Fund will be designed to be an economic driver that delivers a genuine levelling up opportunity supporting national, GM and Tameside strategic policies. Contributions will accrue from enhancing sustainable travel and the continued regeneration of Denton as a modern hub that more effectively serves its local catchment.
- 2.5 There is now potential for a strong LUF bid to be compiled for Denton particularly focussing on public realm and active travel to further strengthen the links across the town centre. This will also ensure all of the benefits from the significant new investment and development that is taking place in Denton such as new residential and the Denton Wellness Centre to name a few are captured.
- 2.6 There are other key emerging developments in pipeline such as those relating to the former baths site. The Council has been successful in securing Brownfield Homes Grant into Denton and is seeking investment from TfGM via the Active Travel Fund for the Crown Point A57 scheme providing an improved environment for walking and cycling (details of which will be subject to a separate report).
- 2.7 There is now a significant opportunity in bringing all of the above together as part of a comprehensive emerging vision for Denton which will seek to capitalise on and develop

further the growing evening economy in the Town Centre and further explore the full potential of Council assets, such as the Town Hall, to provide a wider mix of uses. It is considered that a competitive LUF bid can be prepared for Denton as part of the national LUF round two process.

- 2.8 It would be helpful to have an extra paragraph in here providing the analysis as to why Denton meets the key criteria and key themes so as to justify the spend on pulling the bid together.

3. NEXT STEPS

- 3.1 The Government has announced there will be a second bidding round of the Fund; anticipated in Spring 2022. All bids irrespective of bidding round will be part of a competitive process and only those bids that score highly, including on deliverability, will be successful.
- 3.2 There will be significant competition for the Fund across England and funding requests will be far in excess of funding availability. It is imperative that any bids that are submitted are the strongest they can be, including on delivery certainty. Bids will be assessed as part of Green Book process/appraisal criteria.
- 3.3 In order to ensure a competitive submission it will be necessary to bring in additional resource, capacity and independent and professional advice/input. This will also give the bid further weight and justification of having sought external advice and as a normal course of any major bid preparation. The Council will utilise its own internal capacity and expertise to facilitate and drive the bids but it will be necessary to ensure the internal team have access to the resource and independence as required to ensure both a robust bid is put together but also one that can address all technical and compliance requirements.
- 3.4 It is estimated that a budget of up to a maximum sum of £50,000 is required to support a robust bid for Denton Town Centre. The budget will be used to support bid preparation and associated due diligence required to prepare a robust bid for submission to the Fund.
- 3.5 Funding is requested to cover external/professional/due diligence costs associated with preparing a Green Book submissions. The costs are associated with that of putting together a detailed comprehensive bid and that of further due diligence costs that will be required in parallel to the submission itself and for purposes of the bid and other requirements as needed. The procurement of specialist support will be undertaken via STAR procurement to ensure the most appropriate and compliant route to market that ensures value for money is secured.
- 3.6 The Council was awarded £125,000 from DLUHC in October 2021 to support the Round 2 bids to the Fund. This is funding via a Section 50 transfer to the Council which is none ring-fenced. It is proposed to utilise £50,000 to support the submission of a round two Levelling Up Fund bid for Denton. £75,000 will contribute towards a Levelling Up Fund bid, development prospectus and next stage studies for Stalybridge Town Centre. Members should note that the related details for Stalybridge are subject to a separate report.
- 3.7 An internal Council cross service working group will be established to focus on the coordination and development of the bid led by the Place Directorate. In the preparation of the detailed bid it will be necessary to consult with a range of local stakeholders to support the strategic case for investment.
- 3.8 The Council will now commence the work required to support the development of robust and deliverable bid to the Fund for Denton Town Centre. Further updates will be provided as the bid to the Fund is prepared.

4. CONCLUSION

- 4.1 The interventions supported by the proposed bid to the Fund will support the delivery of the Council's strategic priorities as set out in the Tameside Corporate Plan, the Tameside Inclusive Growth Strategy, and the emerging Tameside Town Centres Framework.
- 4.2 If successful, the bid would provide a significant financial contribution to Denton Town Centre and provide a proactive and positive response to the impact of the recent COVID-19 pandemic in terms of economic recovery and future inclusive growth.

5. RECOMMENDATIONS

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

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