

# Public Document Pack

## Chief Executive

**THE CIVIC MAYOR, CHAIR OF  
COUNCIL BUSINESS AND ALL  
MEMBERS OF THE COUNCIL**

Steven Pleasant, Chief Executive  
Tameside One, Market Square, Ashton-  
under-Lyne

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Our Ref	rl/Council
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Dear Councillor,

You are hereby summoned to attend an **ORDINARY MEETING** of the Tameside Metropolitan Borough Council to be held on **Tuesday, 23 February, 2021 at 5.00 pm** in the **Zoom** when the undermentioned business is to be transacted.

Yours faithfully,



**Steven Pleasant  
Chief Executive**

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From: Democratic Services Unit – any further information may be obtained from the reporting officer or from Robert Landon, Head of Democratic Services, to whom any apologies for absence should be notified.

Item No.	AGENDA	Page No
1.	<b>CIVIC MAYOR'S ANNOUNCEMENTS</b>	
	The Civic Mayor to make any appropriate announcements.	
2.	<b>MINUTES</b>	1 - 12
	That the Minutes of the proceedings of the meeting of Council held on 12 January 2021 be approved as a correct record and signed by the Chair of Council Business (or other person presiding) (Minutes attached).	
3.	<b>DECLARATIONS OF INTEREST</b>	
	To receive any declarations of interest from Members of the Council.	
4.	<b>COMMUNICATIONS OR ANNOUNCEMENTS</b>	
	To receive any announcements or communications from the Chair of Council Business, the Executive Leader, Members of the Executive Cabinet or the Chief Executive.	
5.	<b>COUNCIL BIG CONVERSATION</b>	
	To consider any questions submitted by Members of the public in accordance with Standing Orders 31.12 and 31.13.	
6.	<b>JOINT MEETING OF EXECUTIVE CABINET AND OVERVIEW PANEL</b>	13 - 36
	To receive the minutes of the Meetings of Executive Cabinet held on 27 January 2021 and the Joint Meeting of Executive Cabinet and Overview Panel held on 10 February 2021 an to agree the recommendations contained therein.	
7.	<b>COUNCIL BUDGET 2021/2022</b>	37 - 286
	To consider the attached report of the Director of Finance.	
8.	<b>ESTABLISHMENT OF A COMMITTEE TO PREPARE A JOINT DEVELOPMENT PLAN DOCUMENT</b>	287 - 292
	To consider the attached report of the Executive Member (Housing, Planning and Employment)/Director of Growth.	
9.	<b>GREATER MANCHESTER CLEAN AIR PLAN: CONSULTATION</b>	293 - 340
	To consider the attached report of the attached report of the Executive Member (Neighbourhoods, Community Safety and Environment)/Director (Operations and Neighbourhoods).	
10.	<b>MAYORALTY</b>	
	To seek nominations for the position of the Civic Mayor and Deputy Mayor for 2021/22	
11.	<b>ARRANGEMENTS FOR ANNUAL COUNCIL</b>	
	To note that the Annual Meeting of Council (both Mayor Making and Business)	

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From: Democratic Services Unit – any further information may be obtained from the reporting officer or from Robert Landon, Head of Democratic Services, to whom any apologies for absence should be notified.

will commence at 5.00pm on Tuesday 25 May 2021.

**12. MEMBERSHIP OF COUNCIL BODIES**

To consider any changes to the membership of Council bodies.

**13. QUESTIONS**

To answer questions (if any) asked under Standing Order 17.2, for which due notice has been given by a Member of the Council.

**14. URGENT ITEMS**

To consider any other items which the Chair of Council Business (or other person presiding) is of the opinion shall be dealt with as a matter of urgency.

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## COUNCIL

12 January 2021

Commenced: 5.00pm

Terminated: 7.35pm

Present:

Councillors Affleck, Alam, Billington, Bowden, Bowerman, Boyle, Bray, Cartey, Chadwick, Choksi, Cooney, Cooper, Dickinson, Drennan, Fairfoull, Feeley, J Fitzpatrick, P Fitzpatrick, Glover, Gosling, Gwynne, A Holland, B Holland, Hollinshead, J Homer, S Homer, Huntbach, Jackson, Jones, Kitchen (Chair), Lane, Lewis, McNally, Martin, Mills, Naylor, Newton, Owen, Patrick, Pearce, Quinn, Reid, Ricci, Robinson, Ryan, Sharif, Sidebottom, M Smith, T Smith, Sweeton, Taylor, Ward, Warrington, Welsh, Wild and Wills.

*Councillor Kitchen, Chair of Council Business, in the Chair*

### 28. CIVIC MAYOR'S ANNOUNCEMENTS

The Civic Mayor began by extending best wishes for the New Year to all and thanked everyone who had worked tirelessly over the last 10 months to treat people who had contracted Covid-19. She further thanked those involved in the vaccination programme for getting the critically important operation up and running so quickly and efficiently.

The Civic Mayor congratulated four Tameside residents who had been recognised in the Queen's New Year's Honours List. Anwar Ali had been awarded an OBE, Dr Amir Hannan was awarded an MBE and Michael Barlow and Nigel Morgan were both awarded the British Empire Medal.

The Civic Mayor thanked Councillors Newton and Naylor for organising the Big Tameside Quiz in aid of the mayoral charity appeal. The quiz had taken place online at the end of October and raised just short of £800.

The Civic Mayor made reference to Remembrance Sunday when she had represented the Borough at Ashton War Memorial. The Executive Leader and Councillor Feeley were in attendance at Denton and Stalybridge respectively on the same day. She made further reference to a recording on social media, which had gone out at 11.00am on 11 November 2020 and included footage of herself and the Executive Leader laying wreaths. The Civic Mayor thanked everyone involved in the making of the very moving video, and in the other virtual events such as the 11 Days of Remembrance and online craft activities.

The Civic Mayor made reference to the festive season, and thanked all involved in the making of the 12 Days of Christmas project. She further thanked all the people who contributed so generously to food banks and the Tameside Toy Appeal.

The Civic Mayor was delighted to be asked to take part in Dukinfield and Stalybridge Rotary's Local Community Heroes Awards. She also congratulated all council staff who had been recognised with awards recently, including the community response service who won an LGC award in partnership with Tameside Hospital for their work in the field of digital health.

The Civic Mayor closed by thanking all staff once again for all their hard work since the beginning of the Pandemic in March last year, which was greatly appreciated.

## **29. COUNCIL MINUTES**

### **RESOLVED**

**That the minutes of the meeting of Council held on 3 November 2020 be approved as a correct record and signed by the Chair.**

## **30. DECLARATIONS OF INTEREST**

There were no declarations of interest submitted by Members of the Council.

## **31. COMMUNICATIONS OR ANNOUNCEMENTS**

The Executive Leader began by welcoming everyone to the first full Council meeting of 2021. She made reference to world events so far in 2021, including the shocking scenes of the recent storming of Capitol Hill in Washington DC.

The Executive Leader announced that, at the end of last year, a vital milestone was reached in terms of the coronavirus pandemic with the news that the first coronavirus vaccine had been approved and a local delivery infrastructure was rapidly put in place. To date in Tameside, 13,000 people in the top priority groups had received their first jab and, if adequate supplies of the vaccine were received from the government, Tameside was on course to have all of the most in-need residents protected by mid-February. This meant that all over 75s, health and social care workers and those over 70 who were clinically vulnerable would have received this vital, potentially lifesaving, jab within the next handful of weeks. Intensive work had taken place over Christmas and New Year to vaccinate care home residents, the over 80s and key health and social care workers, (including special school staff) and were now moving through other priority groups at pace. The Executive Leader extended heartfelt thanks to the Chairs and Governing Body at the CCG along with all of the CCG, Council, Primary Care Network and GP practice staff who had made this happen.

As the Country entered the worst period of the pandemic, the Executive Leader stressed the importance of the vaccination programme and added that, although rapid action had been taken to ensure that vaccine doses were not wasted through the local delivery programme, ongoing assurance around supplies was required, in order to deliver a sustainable programme.

Unfortunately, over the Christmas period there had been the emergence of a far more infectious strain of coronavirus. This had forced the imposition of another national lockdown to reduce infection rates while the vaccine rollout was in progress. The Executive Leader commented on the severe impact of repeated lockdowns on the livelihoods and mental health of many residents and the education of children. Public health experts had made it clear that the country was in the middle of the most serious crisis faced since the beginning of the pandemic. She added that infection rates in Tameside remained below both the England and Greater Manchester average, but the country was experiencing a sustained and dramatic increase in coronavirus infections across the board. The latest analysis from NHS England showed that just under a third of the beds available to the entire health service were occupied by coronavirus-positive patients. This was 162% higher than even the worst days of the first wave back in mid-April 2020. In order to protect hospitals, not just for those who had coronavirus but for people with other serious health conditions as well, there was no choice except to adhere to the new lockdown rules until the most critical of moments had passed.

It was hoped that the rollout of the vaccine meant the beginning of the light at the end of the tunnel of the pandemic, but it was clear that there was still a long and hard road ahead.

The Executive Leader continued by commenting on a number of other projects taking place in 2021 that would help shape the future of Tameside.

In March local residents would be supported to complete the 2021 Census. A national survey of all the people and households in England and Wales which took place every ten years. A huge number

of organisations, including Tameside Council itself, depended on the information from the Census to make decisions on vital areas like funding and services. Furthermore, while previous Censuses saw forms mailed out to every household, in 2021 it was hoped that the vast majority of residents would complete the Census online.

A number of projects at the local and Greater Manchester level would be progressed. The annual Budget, which had recently been consulted on and was due to be released at the end of February, would provide the framework to secure finances and begin rebuilding for the post-pandemic world.

The Executive Leader made reference to the ongoing deeply challenging financial situation, especially since the uncertainties around the impact of the pandemic on service demand and sources of income, were not yet fully known. Earlier last year the worst case scenario for the required savings in 2021-22 was around £48 million. This had now been revised down to £28 million, but it was clear that there was still a significant gap to make up.

In respect of innovative projects, details were given of 'Inclusive Growth in Tameside', the public consultation for which was due to end next week. This would provide the scaffolding for a huge variety of regeneration and investment projects in Tameside over the next five years, from enhancing the employment and skills offer to the renovation of town centres. Hand-in-hand with this would go the rollout and expansion of Tameside's part of the Greater Manchester-wide "Bee Network" and other cycling and walking infrastructure.

Following the discussions at the Combined Authority before Christmas, after Stockport Council chose to reject the draft Greater Manchester Spatial Framework for public consultation, 2021 would also see the development of a new Joint Plan for Homes, Jobs and the Environment covering the nine Greater Manchester authorities. A common approach between the remaining local authority Leaders was agreed at the end of last year and initial findings were expected to be shared with residents and Members in the near future.

The Executive Leader announced that, last week a new GM-wide survey was launched with the intention of capturing the views and experiences of inequality from residents across the city-region. The findings, once complete, would inform the work of the GM Independent Inequalities Commission in 2021 and beyond.

Reference was made to a number of important elections that were delayed because of the pandemic last year, including the polls to select the next wave of council Members and the Mayor of Greater Manchester, it was hoped that they would be held as soon as it was safe and practical to do so.

The Executive Leader explained that Tameside's submission to the Local Government Boundary Commission for England was an item later in the agenda. A Parliamentary Constituency Boundary Review had also been launched, which was due to conclude by 2023, in time for any potential General Election in 2024. When taken together, it was hoped that they would preserve fair representation and equal access to democracy for all residents.

### **32. COUNCIL BIG CONVERSATION**

The Chair reported that there were no questions submitted by members of the public in accordance with Standing Orders 31.12 and 31.13.

### **33. MEETINGS OF EXECUTIVE CABINET**

Consideration was given to the Minutes of the meeting of Executive Cabinet held on 28 October 2020, 25 November 2020 and 16 December 2020.

It was moved by Councillor Warrington and seconded by Councillor Fairfoull and it was:

**RESOLVED**

**That the Minutes of the meeting of the Executive Cabinet held on 28 October 2020, 25 November 2020 and 16 December be received.**

**34. MEETING OF STANDARDS COMMITTEE**

Consideration was given to the Minutes of the meeting of the Standards Committee held on 17 November 2020.

It was moved by Councillor M Smith and seconded by Councillor McNally and it was:

**RESOLVED**

**That the minutes of the meeting of the Standards Committee held on 17 November 2020 be received and the Standards Committee recommendation that the Council adopt the final version of the Local Government Association Model Code of Conduct to take effect for the new Municipal Year, be agreed and the Monitoring Officer undertake the necessary training to effectively implement the revised Code.**

**35. MEETING OF OVERVIEW PANEL**

Consideration was given to the Minutes of the meeting of the Overview Panel held on 23 November 2020.

It was moved by Councillor Ricci and seconded by Councillor Cartey and it was:

**RESOLVED**

**That the Minutes of the meeting of the Overview Panel held on 23 November 2020 be received.**

**36. DEMOCRATIC PROCESSES WORKING GROUP**

Consideration was given to the Minutes of the meeting of the Democratic Processes Working Group held on 16 December 2020.

It was moved by Councillor Cooney and seconded by Councillor Warrington and it was:

**RESOLVED**

**That the Minutes of the meeting of the Democratic Processes Working Group held on 16 December 2020 be received.**

**37. LOCAL GOVERNMENT BOUNDARY COMMISSION SUBMISSION**

Consideration was given to a report of the Director of Governance and Pensions, which reminded Members that the Local Government Boundary Commission for England (LGBCE) had informed Tameside Council they were to undertake an electoral review. The last such review was in 2003 and agreed the size of the council to be 57 councillors across 19 wards (three councillors per ward). The first stage of the review was to consider the size of the Council, i.e. how many Councillors should there be. This would be followed by a review of the warding arrangements.

Details of Tameside Council's size proposal (Stage 1) to the LGBCE, was appended to the report. In addition, Tameside Council had provided the supporting information requested by the LGBCE. The size proposal had to be submitted to the LGBCE by 16 December 2021 and would be considered by the Commission in January 2021.

The report was structured as follows:

1. Executive summary
2. Tameside the place and its communities
3. Electoral forecasts
4. Governance and decision making
5. Local and sub-regional arrangements
6. Scrutiny and regulatory functions
7. Representational role of councillors in the local community
8. Other

Tameside Council had proposed a council size of 57 councillors across 19 wards (three councillors per ward). No change from the current council size. In coming to the decision to propose a council size of 57 councillors, a range of evidence and a number of factors were considered and balanced. They included:

- population and elector growth;
- increasing diversity of local communities;
- governance and decision making;
- scrutiny and regulatory functions;
- changing nature of case work in terms of volume, scope and complexity;
- representation of individuals and communities beyond the formal governance arrangements;
- major changes such as Greater Manchester devolution and health and social care integration.

It was noted that Conservative Councillors were not in agreement with the submission and had submitted their own proposal.

It was also noted that it was for the Local Government Boundary Commission for England (LGBCE) to determine the number of councillors appropriate for the Borough being consistent with the national position and local needs and not for the Council to determine.

## **RESOLVED**

**That the content of the report and appendix be noted and the submission, as set out in the Appendix to the report, be endorsed and submitted to the Local Government Boundary Commission as a final draft.**

## **38. APPOINTMENTS TO VARIOUS BODIES**

It was proposed by Councillor Warrington and seconded by Councillor Fairfoull and it was:

### **RESOLVED**

**That Councillors Choksi and M Smith be appointed to the Standing Advisory Council on Religious Education.**

## **39. NOTICES OF MOTION**

### **MOTION A**

Consideration was given to the following motion received in accordance with Standing Order 16.1, which was moved by Councillor Ryan and seconded by Councillor J Fitzpatrick:

*This Council notes the spending commitments outlined in the one-year spending review*

*This Council regrets that:*

- *The Chancellor failed to address the systemic underfunding of local Councils, opting instead for a series of one-off measures and further transferring the burden of paying for essential services to*

*local Council Tax payers who have in many cases already been hard hit by the consequences of the coronavirus pandemic and years of Tory austerity.*

- *The Spending Review announced a £2.2bn increase in Councils' Core Spending Power. Of this sum, £1.5bn is assumed to come from Councils increasing Council Tax by 5% - the maximum the Government will allow without a referendum. Only £600m of this is labelled as new money with £300m of it recycled from previous spending commitments.*
- *The Government has not brought forward a plan to reform funding and provision of adult social care as promised and instead has given councils the power to raise a further adult social care precept – it assumes that this will be raised within the Core Spending Power increase. The precept can increase by 3% for 2021/22, but by using the ability to raise Council Tax as a means to generate income for adult social care, it is not linking to need. Those areas that can generate more Council Tax can raise more funding.*
- *While the Government has provided significant additional funding for 2020/21, this still leaves a significant shortfall and the Government continues to break its promise to 'do whatever it takes' to support public services tackling the pandemic, including fully reimbursing Councils and schools for additional costs and reduced income*
- *The Spending Review did not include additional funding for public health. This runs contrary to addressing the stark health inequalities exposed by COVID-19 and levelling up our communities. Keeping people healthy and well throughout their lives reduces pressure on the NHS and social care.*
- *The Government has not temporarily removed the No Recourse to Public Funds condition. This would reduce public health risks and ease the pressure on homelessness services by enabling vulnerable people to access welfare benefits, who are currently unable to do so because of their immigration status. The Chancellor also failed to commit to making permanent the £20 a week supplement to Universal Credit that has been crucial to protecting people from poverty.*

*This Council condemns:*

- *The wage freeze imposed on 2m public sector workers including firefighters, the police, teachers and local authority staff. Many of these workers have kept the country going during the pandemic and deserve more than a real term pay cut.*

*This Council believes:*

- *That only with the right funding and freedoms, can councils lead local efforts to level up the stark inequalities the pandemic has exposed and level up the economy so that it benefits everyone.*

*This Council resolves to ask the Chief Executive to write to:*

1. *The Local Government Association to urge a vigorous campaign for a long term local government funding settlement, for reform of adult social care and adequate funding of children's social care, education and social housing in the context of a new settlement reversing the centralisation of powers and decision-making that has been evident even before the pandemic.*
2. *The borough's three MPs urging that they oppose the public sector pay freeze and support efforts to secure the necessary funding and freedoms for local authorities.*
3. *Thérèse Coffey MP, the Secretary of State for Work and Pensions, calling on her to make the £20 a week Universal Credit supplement permanent.*

Following consideration of the motion it was:

## **RESOLVED**

**This Council notes the spending commitments outlined in the one-year spending review.**

**This Council regrets that:**

- **The Chancellor failed to address the systemic underfunding of local Councils, opting instead for a series of one-off measures and further transferring the burden of paying for essential services to local Council Tax payers who have in many cases already been hard hit by the consequences of the coronavirus pandemic and years of Tory austerity.**
- **The Spending Review announced a £2.2bn increase in Councils' Core Spending Power. Of this sum, £1.5bn is assumed to come from Councils increasing Council Tax**

by 5% - the maximum the Government will allow without a referendum. Only £600m of this is labelled as new money with £300m of it recycled from previous spending commitments.

- The Government has not brought forward a plan to reform funding and provision of adult social care as promised and instead has given councils the power to raise a further adult social care precept – it assumes that this will be raised within the Core Spending Power increase. The precept can increase by 3% for 2021/22, but by using the ability to raise Council Tax as a means to generate income for adult social care, it is not linking to need. Those areas that can generate more Council Tax can raise more funding.
- While the Government has provided significant additional funding for 2020/21, this still leaves a significant shortfall and the Government continues to break its promise to ‘do whatever it takes’ to support public services tackling the pandemic, including fully reimbursing Councils and schools for additional costs and reduced income
- The Spending Review did not include additional funding for public health. This runs contrary to addressing the stark health inequalities exposed by COVID-19 and levelling up our communities. Keeping people healthy and well throughout their lives reduces pressure on the NHS and social care.
- The Government has not temporarily removed the No Recourse to Public Funds condition. This would reduce public health risks and ease the pressure on homelessness services by enabling vulnerable people to access welfare benefits, who are currently unable to do so because of their immigration status. The Chancellor also failed to commit to making permanent the £20 a week supplement to Universal Credit that has been crucial to protecting people from poverty.

**This Council condemns:**

- The wage freeze imposed on 2m public sector workers including firefighters, the police, teachers and local authority staff. Many of these workers have kept the country going during the pandemic and deserve more than a real term pay cut.

**This Council believes:**

- That only with the right funding and freedoms, can councils lead local efforts to level up the stark inequalities the pandemic has exposed and level up the economy so that it benefits everyone.

**This Council resolves to ask the Chief Executive to write to:**

1. The Local Government Association to urge a vigorous campaign for a long term local government funding settlement, for reform of adult social care and adequate funding of children’s social care, education and social housing in the context of a new settlement reversing the centralisation of powers and decision-making that has been evident even before the pandemic.
2. The borough’s three MPs urging that they oppose the public sector pay freeze and support efforts to secure the necessary funding and freedoms for local authorities.
3. Thérèse Coffey MP, the Secretary of State for Work and Pensions, calling on her to make the £20 a week Universal Credit supplement permanent.

## **MOTION B**

Consideration was given to the following motion received in accordance with Standing Order 16.1 which was moved by Councillor Drennan and seconded by Councillor Cooney:

*That this Council notes:*

1. On Tuesday 6 October 2020, the Trades Union Congress (TUC) received a letter from the Department for Education saying that ministers have decided to end the Union Learning Fund from March 2021.

2. *The Union Learning Fund (ULF) was set up in 1998 to support trade unions to widen access to learning and training in workplaces for both union members and non-members. The fund supports workplace projects across England, and is coordinated by the TUC.*
3. *Each year around 200,000 workers are supported into learning or training with union support through the ULF and the TUC. These learners undertake all sorts of job-relevant learning and training, including basic literacy and numeracy, ICT skills, apprenticeships and traineeships, vocational training, continuing professional development and many other informal and formal courses.*
4. *In 2019–20, the ULF was worth £12 million. If upheld this decision will effectively end union-brokered skills training, and will undermine key government skills and retraining priorities at a crucial moment for our economy.*

*This Council understands that:*

1. *Union learning reaches people that other Department for Education programmes do not reach.*
2. *There is an independent evaluation of the Union Learning Fund every two years. It was most recently evaluated by the University of Exeter in 2018. They spoke to 2,459 learners, and found:*
  - *Over two-thirds (68 per cent) of learners with no previous qualifications got a qualification.*
  - *47 per cent of those with entry level or level 1 qualifications got a qualification at a higher level.*
  - *Four in five (80 per cent) said they had developed skills that they could transfer to a new job.*
  - *Two in three (62 per cent) said their new skills made them more effective in their current job.*
  - *One in five (19 per cent) said they had been promoted or given increased responsibility and one in 10 (11 per cent) got a pay rise.*
3. *The 2018 independent evaluation found that union learning provided excellent value for money:*
  - *For every £1 spent on the Union Learning Fund, there is a return of £12.30: £7.60 to the worker, £4.70 to the employer.*
  - *The Union Learning Fund delivers an estimated net contribution to the economy of more than £1.4bn as a result of a boost to jobs, wages and productivity.*
  - *The return to the exchequer (through reduced spending on welfare benefits and other factors resulting from the boost to jobs and wages) is £3.57 for each £1 spent on the Union Learning Fund.*
  - *The £12 million government funding levered in an additional £54 million from employers, unions and training providers in 2019–20.*
4. *The government has said it will put reskilling workers at the heart of its economic recovery plans after the pandemic. In September 2020, the government announced a new fully funded entitlement to achieve a first level 3 qualification, delivered through the National Skills Fund. Union learning is ideally placed to support this aspiration, in three ways:*
  - *directly, through delivering relevant level 3 courses to workplace learners, which is already a core function of the Union Learning Fund and was assessed as highly effective by the 2018 independent evaluation.*
  - *directly, through enabling those with basic skills to learn and develop, putting them in a position to progress to level 3 skills.*
5. *Successive governments of all parties have valued this role – and have supported the Union Learning Fund. As government funding, it is paid as a contract and is subject to stringent monitoring requirements. Union Learning Fund money can only be spent on the direct costs of getting working people into learning and skills training, and the associated costs of delivering this programme.*
6. *ULF projects adapted quickly to delivering online learning and training for workers during the pandemic and have actually surpassed the number of outcomes expected by government since the beginning of April.*

*This Council resolves to:*



1. *Express its public support for the continuation of the Union Learning Fund.*
2. *Raise this issue with our local MPs and encourage them to call on the government to reverse its decision.*

Following consideration of the Motion it was:

**RESOLVED:**

**That this Council notes:**

1. On Tuesday 6 October 2020, the Trades Union Congress (TUC) received a letter from the Department for Education saying that ministers have decided to end the Union Learning Fund from March 2021.
2. The Union Learning Fund (ULF) was set up in 1998 to support trade unions to widen access to learning and training in workplaces for both union members and non-members. The fund supports workplace projects across England, and is coordinated by the TUC.
3. Each year around 200,000 workers are supported into learning or training with union support through the ULF and the TUC. These learners undertake all sorts of job-relevant learning and training, including basic literacy and numeracy, ICT skills, apprenticeships and traineeships, vocational training, continuing professional development and many other informal and formal courses.
4. In 2019–20, the ULF was worth £12 million. If upheld this decision will effectively end union-brokered skills training, and will undermine key government skills and retraining priorities at a crucial moment for our economy.

**This Council understands that:**

1. Union learning reaches people that other Department for Education programmes do not reach.
2. There is an independent evaluation of the Union Learning Fund every two years. It was most recently evaluated by the University of Exeter in 2018. They spoke to 2,459 learners, and found:
  - Over two-thirds (68 per cent) of learners with no previous qualifications got a qualification.
  - 47 per cent of those with entry level or level 1 qualifications got a qualification at a higher level.
  - Four in five (80 per cent) said they had developed skills that they could transfer to a new job.
  - Two in three (62 per cent) said their new skills made them more effective in their current job.
  - One in five (19 per cent) said they had been promoted or given increased responsibility and one in 10 (11 per cent) got a pay rise.
3. The 2018 independent evaluation found that union learning provided excellent value for money:
  - For every £1 spent on the Union Learning Fund, there is a return of £12.30: £7.60 to the worker, £4.70 to the employer.
  - The Union Learning Fund delivers an estimated net contribution to the economy of more than £1.4bn as a result of a boost to jobs, wages and productivity.
  - The return to the exchequer (through reduced spending on welfare benefits and other factors resulting from the boost to jobs and wages) is £3.57 for each £1 spent on the Union Learning Fund.
  - The £12 million government funding levered in an additional £54 million from employers, unions and training providers in 2019–20.
4. The government has said it will put reskilling workers at the heart of its economic recovery plans after the pandemic. In September 2020, the government announced a new fully funded entitlement to achieve a first level 3 qualification, delivered through the National Skills Fund. Union learning is ideally placed to support this aspiration, in three ways:

- directly, through delivering relevant level 3 courses to workplace learners, which is already a core function of the Union Learning Fund and was assessed as highly effective by the 2018 independent evaluation.
  - directly, through enabling those with basic skills to learn and develop, putting them in a position to progress to level 3 skills.
5. Successive governments of all parties have valued this role – and have supported the Union Learning Fund. As government funding, it is paid as a contract and is subject to stringent monitoring requirements. Union Learning Fund money can only be spent on the direct costs of getting working people into learning and skills training, and the associated costs of delivering this programme.
  6. ULF projects adapted quickly to delivering online learning and training for workers during the pandemic and have actually surpassed the number of outcomes expected by government since the beginning of April.

**This Council resolves to:**

1. Express its public support for the continuation of the Union Learning Fund.
2. Raise this issue with our local MPs and encourage them to call on the government to reverse its decision.

#### **40. QUESTIONS**

Councillor Billington raised a question under Standing Order 17.2 as follows:

*‘What action have the appointed Members from Tameside Council to the Mayor’s Police and Crime Panel provided in light of the damning HMIC report into the running of Greater Manchester Police?’*

In response, Councillor Gwynne stated:

*‘The recent inspection of Greater Manchester Police by Her Majesty’s Inspectorate of Constabulary caused great concern both in Tameside and in all other GM boroughs. We have been kept informed throughout the process via the Police & Crime Panel and the Deputy Mayor’s office and following the publication of the report, the report was presented to the Panel, together with an outline of the actions being taken by the force and the Deputy Mayor’s office to address the issues.*

*The most concerning aspect of the report was a finding that there was serious concern over GMP’s services to victims, and that a large number of criminal matters had not been properly recorded by the force. Measures put in place following publication include the immediate resignation of the Chief Constable, the placing of the force into the “national oversight process” (similar to special measures) and the introduction of a hotline to help any victims of crime who may have been let down by the force.*

*It is important to note that the failings highlighted by the report are forcewide management and system failings and do not reflect on the dedication and hard work of the vast majority of officers within GMP. In Tameside especially we work in very close partnership with local officers, who have shown considerable commitment to improving our local communities and a high level of resilience in supporting residents through the last 12 months.*

*The Community Safety Partnership sets a strong strategic direction for all our partners, and the Independent Advisory Group has received extremely positive feedback for its work in bringing communities, the police and Local Authority together and increasing community cohesion.*

*GMP have recently appointed a new Divisional Commander for Tameside – Supt Rob Cousen. Supt Cousen is very keen to continue building strong relationships with local communities and partner agencies and to push the agenda of improvement within Tameside Division of GMP.*

*We fully support the officers & staff of GMP and are keen to see the force taking full advantage of the help and assistance being offered through the national oversight process. We are confident that these measures, together with the appointment of a new Chief Constable to drive the culture of change through the force, will result in rapid and positive change to address the issues highlighted by Her Majesty's Inspector'.*

In accordance with the Council Constitution Councillor Billington as a follow up question asked about Tameside representation at meetings of the Police and Crime Panel.

#### **41. URGENT ITEMS**

The Chair reported that there were no urgent items of business for consideration.

**CHAIR**

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## EXECUTIVE CABINET

27 January 2021

Commenced: 1.40pm

Terminated: 2.15pm

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

<b>In Attendance:</b>	<b>Dr Ashwin Ramachandra</b>	<b>Co-Chair, Tameside &amp; Glossop CCG</b>
	<b>Steven Pleasant</b>	<b>Chief Executive &amp; Accountable Officer</b>
	<b>Sandra Stewart</b>	<b>Director of Governance &amp; Pensions</b>
	<b>Kathy Roe</b>	<b>Director of Finance</b>
	<b>Ian Saxon</b>	<b>Director of Operations &amp; Neighbourhoods</b>
	<b>Richard Hancock</b>	<b>Director of Children's Services</b>
	<b>Jayne Traverse</b>	<b>Director of Growth</b>
	<b>Jessica Williams</b>	<b>Director of Commissioning</b>
	<b>Jeanelle De Gruchy</b>	<b>Director of Population Health</b>
	<b>Tom Wilkinson</b>	<b>Assistant Director of Finance</b>
	<b>Ilys Cookson</b>	<b>Assistant Director, Exchequer Services</b>
	<b>Debbie Watson</b>	<b>Assistant Director of Population Health</b>
	<b>Simon Brunet</b>	<b>Head of Policy, Performance and Intelligence</b>
	<b>Catherine Moseley</b>	<b>Head of Access Services</b>

### 122. DECLARATIONS OF INTEREST

There were no declarations of interest received from Members.

### 123. MINUTES OF EXECUTIVE CABINET

#### RESOLVED

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

### 124. MINUTES OF STRATEGIC COMMISSIONING BOARD

#### RESOLVED

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

### 125. MINUTES OF EXECUTIVE BOARD

#### RESOLVED

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

### 126. MINUTES OF THE LIVING WITH COVID BOARD

#### RESOLVED

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

noted.

## **127. CONSOLIDATED 2020/21 REVENUE MONITORING STATEMENT AT 30 NOVEMBER 2020**

Consideration was given to a report of the Executive Member, Finance and Economic Growth / CCG Chair / Director of Finance, which updated Members on the financial position up to 30 November 2020 and forecasts to 31 March 2021.

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

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

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

### **RESOLVED:**

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

## **128. SEXUAL HEALTH CONTRACTS TO SUPPORT HIGH RISK COMMUNITIES**

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

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

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

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

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

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

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

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

#### **RESOLVED**

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

#### **129. LOCAL COUNCIL TAX SUPPORT SCHEME 2021/22**

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

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

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

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

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

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

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

**RESOLVED:**

**That the Council be recommended to**

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

**130. COUNCIL TAX BASE 2021/2022**

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

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



**RESOLVED:**

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

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

**131. CHRISTMAS SUPPORT PAYMENT FOR WET LED PUBS**

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

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

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

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

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

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

**RESOLVED:**

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

**132. RESIDENTIAL FREEHOLD LAND DISPOSALS**

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

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

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

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

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

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

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

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

#### **RESOLVED**

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

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

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

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

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

Scheme.

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

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

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

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

**RESOLVED:**

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

**134. DETERMINATION OF ADMISSION ARRANGEMENTS SEPTEMBER 2022**

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

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

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

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

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

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

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

**RESOLVED**

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

**135. 2021 CENSUS UPDATE**

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

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

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

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

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

**AGREED**

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

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

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

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

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

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

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

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

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

#### **RESOLVED**

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

#### **137. URGENT ITEMS**

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

**CHAIR**

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## JOINT MEETING OF EXECUTIVE CABINET WITH OVERVIEW PANEL

10 February 2021

Commenced: 1.45pm

Terminated: 2.55pm

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

**Overview Panel Members:** Ricci, Cartey, Cooper, Glover and Welsh

<b>In Attendance:</b>	<b>Dr Ashwin Ramachandra</b>	<b>Co-Chair, Tameside &amp; Glossop CCG</b>
	<b>Dr Asad Ali</b>	<b>Co-Chair, Tameside &amp; Glossop CCG</b>
	<b>Steven Pleasant</b>	<b>Chief Executive &amp; Accountable Officer (part meeting)</b>
	<b>Sandra Stewart</b>	<b>Director of Governance &amp; Pensions</b>
	<b>Kathy Roe</b>	<b>Director of Finance</b>
	<b>Ian Saxon</b>	<b>Director of Operations &amp; Neighbourhoods</b>
	<b>Steph Butterworth</b>	<b>Director of Adults Services</b>
	<b>Richard Hancock</b>	<b>Director of Children's Services</b>
	<b>Jayne Traverse</b>	<b>Director of Growth</b>
	<b>Tom Wilkinson</b>	<b>Assistant Director of Finance</b>
	<b>Ilys Cookson</b>	<b>Assistant Director, Exchequer Services</b>
	<b>Debbie Watson</b>	<b>Assistant Director of Population Health</b>
	<b>Sarah Threlfall</b>	<b>Assistant Director, Policy, Performance and Communication</b>
	<b>Tim Rainey</b>	<b>Assistant Director, Digital Tameside</b>
	<b>Paul Smith</b>	<b>Assistant Director, Strategic Property</b>
	<b>Simon Brunet</b>	<b>Head of Policy, Performance and Intelligence</b>
	<b>David Berry</b>	<b>Head of Employment and Skills</b>

### 138. DECLARATIONS OF INTEREST

There were no declarations of interest received from Members.

### 139. MINUTES OF EXECUTIVE CABINET

#### RESOLVED

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

### 140. MINUTES OF STRATEGIC COMMISSIONING BOARD

#### RESOLVED

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

### 141. MINUTES OF EXECUTIVE BOARD

#### RESOLVED

That the Minutes of the meetings of Executive Board held on 20 January 2021 be noted.

## **142. 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 2020/2021 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 2021. This followed on from a mid-year budget position update received at Panel meetings held in September 2020. A number of points were discussed in respect of demand on statutory services and pressures associated with Covid-19 and recovery. Details of the discussion was drafted in a letter of the Scrutiny Chairs to the Executive Member for Finance and Economic Growth; and the Director of Finance – Section 151 Officer, 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 review. This had taken the form of a comprehensive response paper of the Executive, discussed at a designated working group:

It was explained that on 18 November 2019, the Overview Panel received a report detailing the planned approach of Scrutiny Panels 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 formal response to the Inclusive Growth Strategy consultation, a copy of which was appended to the report. The Panel would also submit a formal response to the Community Safety Strategy consultation prior to the deadline of 25 February 2021.

### **RESOLVED**

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

## **143. REVIEW AND MONITORING OF CHILDREN'S SERVICES 2018 TO 2021**

The Director of Governance and Pensions submitted a report, providing a summary of activity undertaken by the Integrated Care and Wellbeing Scrutiny Panel, specific to the oversight and monitoring of Children's Services for the period 2018/19, 2019/20 and 2020/21 municipal years.

A chronological breakdown of activity and oversight of Integrated Care and Wellbeing Scrutiny Panel during the three municipal years, both directly and in directly, was detailed in the report.

Members were informed that the integrated Care and Wellbeing Scrutiny Panel had completed the following in-depth review on a topic specific to Children's Services:

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

It was noted that, the remit of the Scrutiny Panel also included Adult Services, Health and Population Health, to which review activity had taken place during the period in question.



It was explained that, in direct response to outcomes from the Ofsted inspection of Children's Services in September 2016, the Integrated Care and Wellbeing Scrutiny Panel established a fixed working group. A primary focus of the group was to consider 'voice of the child' aspects detailed within Ofsted findings. A summary of activity and reporting undertaken by the Children's Working Group for the period 2018/19 to 2020/21 was provided in the report.

With regard to Local Government and Social Care Ombudsman (LGSCO), information in respect of assurance reviews undertaken regarding the following LGSCO reports specific to Children's services and Education, was given

- Focus report - Not going to plan? Education, Health and Care Plans two years on, (published in October 2019) - Reported to the joint meeting of Cabinet and Overview Panel on 12 February 2020
- Focus report – Careless: Helping to improve council services to children in care - Reported to the joint meeting of Cabinet and Overview Panel on 10 February 2021.

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

#### **RESOLVED**

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

#### **144. ASSURANCE REVIEW OF LGSCO FOCUS REPORT - CHILDREN IN CARE**

A report was submitted by the Director of Governance and Pensions providing, for information, a service response on shared learning detailed within the LGSCO focus report on children in care. A copy of the service response was appended to the report.

It was explained that, the LGSCO focus report was welcomed by Children's Services and highlighted many key and important areas that a local authority responsible for statutory children's services should be mindful of.

A number of common issues within the case studies informed specific questions for Scrutiny and the following main themes were covered and commented on:

- Coming into care;
- Care Planning;
- Ensuring stability;
- Contact;
- Accommodation for 16 and 17 year olds; and
- Leaving Care.

#### **RESOLVED**

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

#### **145. CONSOLIDATED 2020/21 REVENUE MONITORING STATEMENT AT 31 DECEMBER 2020**

Consideration was given to a report of the Executive Member (Finance and Economic Growth) / CCG Chair / Director of Finance, which updated Members on the financial position up to 31 December 2020 and forecasts to 31 March 2021.

The Director of Finance reported that at Month 9, the Council was forecasting a year end overspend of £3.8 million, which was a slight deterioration on the position reported at month 8.

It was explained that significant pressures remained across Directorates, most significantly in Children's Social Care where expenditure was forecast to exceed budget by £4.134m, with further cost pressures in Adults and Education, and income loss pressures in the Growth Directorate. These were due to underlying financial pressures that the Council would have faced regardless of the COVID pandemic.

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

**RESOLVED:**

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

### **143. BUDGET CONVERSATION 2021/22 – FINDINGS REPORT**

The Executive Leader / Executive Member (Finance and Economic Growth) / CCG Co-Chairs / Director of Governance and Pensions / Assistant Director, Policy, Performance and Communications submitted a report which set out responses to a public engagement exercise undertaken between 2 November 2020 and 6 January 2021 to understand the priorities for spending within the context of the financial challenges facing public services.

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

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

To support the engagement activity, a full programme of communications was undertaken. The public were provided with an opportunity to leave comments and feedback through the Big Conversation – available on both the Council and CCG websites. Dedicated webpages to the Budget Conversation were created explaining all aspects of the conversation with links to the feedback form. A dedicated email account was also provided to enable public / service users / businesses to submit any comments.

Due to changing national and local Covid-19 social distancing restrictions, engagement took place through virtual engagement. Methods of virtual engagement were Skype or Zoom video meetings, an online survey and social media. This was supported by an extensive communications campaign including digital methods such as websites, social media and email and non-digital methods such as newspapers and partner organisation networks.

An analysis of the feedback received was detailed in the report.

**RESOLVED**

**That the content of the report be noted and the findings from the conversation be taken into consideration when setting the budget for 2021/22 and future years**

#### **144. 2020/21 BUDGET**

Consideration was given to a report of the Executive Leader / Director of Finance setting out the detailed revenue budget proposals for 2020/2021 and the Medium Term Financial Plan for the 5 year period 2021/22 to 2025/26, including the proposed council tax increase for 2021/22.

It was explained that the Council set a balanced budget for 2020/21, but the budget process was challenging, with budget pressures of more than £23m having to be funded. Whilst the Council dealt with these challenges it did not propose any meaningful transformational efficiencies from departments and as a result relied on a number of corporate financing initiatives to balance the budget including budgeting for the full estimated dividend from Manchester Airport Group, an increase in the vacancy factor and targets around increasing fees and charges income.

The budget also relied on drawing down £12.4m of reserves to target investment into priority areas and allow services the time to turn around areas of pressures. The pressures were broadly, Children's Services placement costs, Children's Services prevention work (which was to be later mainstreamed and funded from reduced placement costs), shortfalls on car parking and markets income. Each of these services required on-going development work to have the impact of allowing demand to be taken out of the system and additional income generated. The additional investment was targeted at the IT and Growth Directorate Services, to invest in IT equipment, software and capacity and to develop strategically important sites for housing and business development, including key Town Centre masterplans.

Although the CCG was on track to meet the 2020/21 amended, post COVID QIPP target of £7.994m, the majority (£6.767m i.e. 85% of target) was expected to be met as a result of non-recurrent means, adding considerable additional pressure to the 2021/22 financial year.

The COVID-19 pandemic had a significant adverse impact on Council Finances, both in 2020/21 and on future financial forecasts, due to a combination of additional costs and lost income. Significant additional funding had been provided in 2020/21 and for 2021/22 however this did not cover all income losses, particularly those income reductions forecast in future years due to the ongoing economic impact of the pandemic.

Balancing the 2021/22 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 2021/22 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 2021/22 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 2021/22.

It was reported that 2019/20 was the fourth and final year of a four year funding settlement for the Council, which provided the Council with some certainty over funding levels despite resulting in year on year funding reductions. A review of the Local Government funding methodology commenced in 2019 but did not conclude, and following a one year budget and a one year Local Government Finance Settlement for 2020/21, a full spending review was expected later in 2020.

COVID-19 had inevitably had a significant impact on Government spending, planning and budget plans, resulting in a further one year provisional settlement for 2021/22. The resourcing figures included in the budget were based on the provisional finance settlement which will be confirmed in February 2021. Traditionally there was little movement between the provisional and final settlements, and any differences would be adjusted through the contingency budget or reserves.

The proposals set out in the report assumed that the Council would approve a 2% general increase in Council Tax and a 3% Adult Social Care precept. However, despite this increase in the amount charged to residents, the Council's total income from Council Tax in 2021/22 was forecast to be over £4 million **less** than the income from Council Tax in 2020/21 (before any increase in Council Tax rates charged).

Government had signalled a desire for a full spending review in 2021 and a multi-year settlement from 2022/23, however no commitments had been made. Whilst the provisional settlement for 2021/22 enabled the Council to plan for the next 12 months, the absence of a multi-year medium term settlement meant that planning for future years was very difficult.

Beyond 2021/22, assumptions had been made based on intelligence gathered and commentary from sector experts. The funding for local government was expected to remain broadly flat, with the continued reduction in central government support being compensated by increasing local taxes, specifically business rates and council tax. It was currently assumed that grant funding made available in 2020/21 would as a minimum, continue at current levels into future years, but that the additional funding announced in the provision 2021/22 settlement would not be available beyond this year.

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

A three year capital programme had been approved in October 2017 and since then a number of changes had been approved by Executive Cabinet to add additional schemes to the programme. Future investment plans were subject to available resources and the realisation of available capital receipts, however the current plans would see investment in excess of £200million over the four year period 2017 to 2021.

The Pay Policy Statement for 2021/22, Appendix 19 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 Statement had also been revised to take into account the Council's approach to approval by Full Council for severance payments in excess of £95K in line with guidance received from the Department for Communities and Local Government (DCLG). This pay policy applied for the year 2021/22 unless replaced or varied by Full Council.

In relation to the Treasury Management Strategy Members were informed that as at 31 December 2020 the Council had £100m of investments which need to be safeguarded, £141m of long term debt, which has been accrued over the years to help to fund the Council's capital investment programmes, and £10m of short term borrowing. The Council 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 2020, this represented a further £40m 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 is 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 2021/22 of £194.494m 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, noting the additional detail provided in Appendices 7 to 16, be approved;**
- (iv) That an uplift to fees and charges as set out in Appendix 22, be approved;**
- (v) That the proposed resourcing of the budget as set out in Appendix 4, be approved;**
- (vi) That a 4.99% increase to Council Tax for Tameside MBC for 2021/22, consisting of a 1.99% general increase and 3% Adult Social Care precept, 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 2025/26. The budget projections also assume that there is no further 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 determine 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 £27.4m 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 position on the Capital Programme (Section 8 and Appendix 18) previously approved by Executive Cabinet, and the forecast future investment requirements, be noted;**
- (xii) That the Pay Policy Statement for 2021/22 as set out in section 9 and Appendix 19, be approved;**
- (xiii) That the Treasury Management Strategy 2021/22, which includes the proposed borrowing strategy, Annual Investment Strategy and Minimum Revenue Provision Policy (Appendix 20), be approved;**
- (xiv) That the Capital Strategy 2021/22 (Appendix 21), be approved; and**
- (xv) 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 2021 which Directorates will manage within their approved budgets for 2021/22.**

### **145. CLOSED BUSINESS LOCKDOWN PAYMENT**

A report was submitted by the Executive Member (Finance and Economic Growth) / Assistant Director (Exchequer Services), which gave details of the latest mandatory grant for businesses that were closed as a result of national lockdown from 5 January 2021 onwards.

The grant was known as the Closed Business Lockdown Payment (CBLP) was announced by the government on 5 January 2021 as further support for businesses that were legally required to close due to national lockdown restrictions. Unlike previous grants which were payable to eligible businesses depending on whether they were trading and open or closed, the COVID restriction in place at that time, the sector the business operated in and the rateable value of the business premises, this grant was a one-off lump sum payment.

Eligibility for the CBLP was the same as the LRSG (Closed) Addendum: 5 January onwards scheme. Businesses that were eligible were those that had been mandated to close by government and included:

- non-essential retail

- leisure
- personal care
- sports facilities
- hospitality businesses

Exclusions applied to businesses that were able to continue to conduct their main services because they did not depend on providing direct in person services from a premise, and could operate their services remotely.

The grant was fully funded by government under section 31 of the Local Government Act 2003 and New Burdens Funding was to be paid which had yet to be determined.

The scheme would close for applications on 31 March 2021 and the scheme would end on 30 April 2021. Subject to eligibility, payments of £4,000 may be paid where the business rateable value was exactly £15,000 or under, and £6,000 may be paid where the business rateable value over £15,000 and less than £51,000. A business rateable value of exactly £51,000 or above would receive £9,000.

£3,892,000 CBLP grants had been paid to 879 businesses, which mitigated risk of business hardship to eligible businesses by not making timely payments. Grant assurance work and working closely with audit mitigated the risk of incorrect or potentially fraudulent payments.

## **RESOLVED**

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

### **146. GREATER MANCHESTER CLEAN AIR PLAN: CONSULTATION**

The Executive Member (Neighbourhoods, Community Safety and Environment) / Director of Operations and Neighbourhoods submitted a report setting out the progress that had been made on the development of Greater Manchester's Clean Air Plan following a public consultation on proposals that were developed pre-COVID-19 and the link to taxi and private hire common minimum licensing standards.

It was explained that, in Greater Manchester, the 10 local authorities, the Greater Manchester Combined Authority (GMCA) and Transport for Greater Manchester (TfGM), collectively referred to as "Greater Manchester" or "GM", had worked together to develop a Clean Air Plan to tackle NO<sub>2</sub> Exceedances at the Roadside, referred to as GM CAP. The report set the progress of the GM CAP and the next steps for the development of the Clean Air Plan and the closely linked Minimum Licensing Standards (MLS) for taxi and private hire services. Key developments since the last GMCA report included:

- Since the last report there had been no confirmation or offer of government funding for LGVs or hackneys, or the taxi and private hire electric vehicle charge points.
- Government ministers had agreed to consider extending Greater Manchester's Clean Air Zone (CAZ) charges to the sections of the A628/A57 in Tameside which formed part of the Strategic Road Network, within the proposed CAZ boundary. The extension of any charges to the A628/A57 would be subject to a full assessment of the potential impacts, to be led by Highways England. Following the assessment ministers would take the final decision on whether or not charging should be implemented on the A628/A57.
- GM was awarded £14.7m of funding for the retrofitting of buses, and this work commenced in December 2020. GM's bus retrofit fund offered operators of locally registered bus services up to £16k of funding per vehicle towards the retrofit of non-compliant buses. The funding was available for vehicles, including minibuses and coaches, operating on a registered bus service within Greater Manchester. This included cross-boundary services operating within the GM CAZ boundary.

The report set out the near-term impacts of COVID-19 government restrictions on movement on air quality. It set out how air quality was legally monitored, and how the Government had directed GM

(and other areas) under UK law to address exceedance of the Annual Average standard for NO<sub>2</sub> which is set at 40 ug/m<sup>3</sup>. As GM Clean Air Plan was required to take action to tackle nitrogen dioxide exceedances until compliance with legal limits had been demonstrated (over a number of years), the nearer term influence of COVID-19 on air quality was not expected to lead to sufficiently long term reductions in pollution such that the modelled exceedances of the legal NO<sub>2</sub> limits would be met without implementing a Clean Air Zone.

Members were informed that, following the conclusion of the consultation, both GM CAP and MLS consultation responses were being analysed and reported on by an independent research agency. GM authorities would fully consider all of the information and evidence gathered during the consultation, so that they could understand the consequences COVID-19 had had on vehicle owners and trades which would be directly affected by the GM CAP and MLS.

The report and appendices also set out the work TfGM was undertaking on behalf of the ten Greater Manchester Authorities in the preparatory implementation and contract arrangements required to deliver the CAZ and other GM CAP measures. Preparatory work was required in order to maintain delivery momentum in line with the funding arrangements agreed with JAQU, for example in relation to automatic number plate recognition (ANPR) cameras, back office systems and service providers.

The report covered the consultation approach, engagement activity, additional research undertaken and the number of responses to both the GM CAP and MLS consultations.

The report also set out the governance approach to both GM CAP and MLS, with the GM CAP final plan to be brought forward for decision makers as soon as was reasonably practicable and no later than summer 2021, and the outputs of the MLS to be reported alongside the GM CAP at the same time.

Due to the dynamic context of COVID-19 and national and regional/local lockdowns, progress on the development of the final plan would be provided by the Green City Region Lead, as required at GMCA meetings.

## **RESOLVED**

- (i) That the progress of the Greater Manchester Clean Air Plan be noted;**
- (ii) That the next steps for the development of the Clean Air Plan and Minimum Licensing Standards, listed at Section 12, be noted;**
- (iii) That the distribution of Bus Retrofit funding commenced in December 2020, be noted;**
- (iv) It be noted that Government ministers have agreed to consider extending Greater Manchester's Clean Air Zone (CAZ) charges to the sections of the A628/A57 which form part of the Strategic Road Network, within the proposed CAZ boundary, subject to the outcomes of an assessment, which is expected to be completed by early 2021;**
- (v) It be noted that the GM Clean Air Plan is required to take action tackle nitrogen dioxide exceedances until compliance with the legal limits has been demonstrated and that the nearer term influence of COVID-19 on air quality is not expected to lead to sufficiently long term reductions in pollution such that the exceedances of the legal limits of nitrogen dioxide will not occur without implementing a Clean Air Zone;**
- (vi) It be noted that the GM CAP final plan will be brought forward for decision makers as soon as is reasonably practicable and no later than summer 2021;**
- (vii) It be noted that the outputs of the MLS will be reported alongside the GM CAP as soon as is reasonably practicable and no later than summer 2021;**
- (viii) It be agreed to enter into a collaboration agreement with the other 9 GM local authorities and GMCA/TfGM to clarify amongst other matters the rights, responsibilities and obligations of the authorities in relation to those contracts set out in Appendix 2 that are required to maintain delivery momentum in line with JAQU funding agreements;**
- (ix) It be agreed to delegate to Executive Member (Neighbourhoods, Community Safety and Environment) to agree the final form of the collaboration agreement;**
- (x) It be agreed to delegate to Executive Member (Neighbourhoods, Community Safety and Environment) to award the contracts set out in Appendix 2 (subject to government**

**funding) that are required to implement a charging Clean Air Zone in Spring 2022 to ensure the achievement of Nitrogen Dioxide compliance in the shortest possible time and by 2024 at the latest as required by the Ministerial Direction; and**

**That Council be RECOMMENDED to:**

- (i) Agree to the establishment of joint committees and to delegate to those committees the Authority's functions as set out in this report at paragraph 9.5 and the terms of reference, as set out in Appendix 6.**
- (ii) Appoint Executive Member (Neighbourhoods, Community Safety and Environment) to sit on both committees for purposes as set out in this report at paragraph 9.5 with specific terms of reference, as set out in Appendix 6.**
- (iii) Appoint Assistant Executive Member (Green Tameside) as substitute for both committees for purposes as set out in this report at paragraph 9.5 with specific terms of reference, as set out in Appendix 6.**

#### **147. ACCELERATED DEPLOYMENT OF MICROSOFT OFFICE 365**

Consideration was given to a report of the Executive Leader / Assistant Director (Digital Services), which set out the unprecedented changes to how the workforce operated and the proposal for the accelerated deployment of Microsoft Office 365.

Members were informed that in September 2019 a report detailing options for replacing the ageing MS 2010 products, whose extended support was ending in 2020, was presented to Executive Cabinet. The report provided details and costs for moving directly to the new Microsoft cloud based Office 365 solution or alternatively, purchasing Office 2016 licences as an interim step before buying Office 365 subscriptions and beginning to move to the new software in Summer 2023.

It was explained that the advancement of agile working and increased take-up and reliance on technology for communicating and collaborating, not only within the Council but wider with partners, had necessitated a rethink on the timescales and pace for deploying Office 365 and associated products such as Microsoft Teams.

Prior to the COVID Lockdown in March 2020, fewer than 100 people regularly used Skype for Business to hosts online meetings or for their desktop telephone calls. This changed overnight when the majority of the workforce moved to home working.

To date, Skype for Business had proven to be reliable and had successfully supported much of the organisations internally and external communication and collaboration requirements. However using different platforms had limited the way joint NHS/Council Teams communicated and shared information, which in turn had caused operational difficulties. Furthermore being Skype users, as opposed the using Microsoft Teams, like many of the other GM authorities, had made joining external meetings with partners confusing, problematic and overly complicated. Other organisations including Manchester City Council were moving to Office 365 for the same reasons.

Preparatory works required ahead of the migration to Office 365 were already underway but would now be accelerated and prioritised. Additional resources would be needed to undertake this work, (and the wider 18 month migration process), in order that the service would be in a position to begin the move to Office 365 in June 2021.

**RESOLVED:**

- (i) It be noted that, subject to the appropriate procurement being agreed and undertaken in conjunction with STAR, the timetable for bringing forward the implementation of Microsoft Office 365 is being brought forward 2 years to 2021;**
- (ii) Subject to procurement, the Microsoft Teams functionality be deployed to all Council users as the first stage in the transition/migration to the full Office 365 solution;**



- (iii) **An 18-month programme beginning in February 2021 will manage the systematic migration of users and their data to the new environment. This work will be undertaken alongside the existing ICT work plan and will require appropriate resourcing which will be detailed in the IT Service Review;**
- (iv) **An additional revenue budget of £600k per annum for the licensing costs of Office 365, be approved; and**
- (v) **It be noted that additional staffing capacity will be required to enable the implementation team to focus on roll out of Office 365 (section 6). This will be the subject of a further report on a wider IT service review.**

#### **148. INVEST TO SAVE - TAMESIDE ONE INSURANCE PROPOSITION**

A report of the Executive Member (Finance and Economic Growth) / Assistant Director (Strategic Property) / Assistant Director (Finance) was submitted, which outlined an invest to save proposal in relation to the installation of fire detection equipment into the ceiling voids at the Tameside One building, that had arisen due to changes in the fire insurance market following the Grenfell fire and other similar incidents. The report additionally provided information with regard to the scope of the works required and the contractual /project management processes that would need to be in place. The report provided information as to the cost of the project and requested authorisation to release funding for the required works.

It was explained that, during the construction, building control approval was obtained for the fire safety systems and fire strategy, which did not require the provision of ceiling void fire detection. It was noted that a lack of ceiling void fire protection did not mean that the building was unsafe for occupation. It was also noted that industry standards for fire detection equipment had changed as contained in BS5839-6:2019. Whilst this specific change related to domestic dwellings and was introduced after the Grenfell Tower tragedy, the insurance industry in general had an increased focus with regard to ceiling void protection overall, which related to the security of the building asset.

Details were given of the insurance requirements and costs of progressing the installation scheme and options were summarised for the preferred approach, as follows:

- (i) Inform insurers that equipment would not be installed and accept the increased year on year premium / insurance risk, including the co-insurance clause of up to 25% of the cost of the building; or
- (ii) Install the equipment and the associated one-time costs and approve the utilisation of the insurance fund reserve to finance the related costs of £1,249,363, negating the year on year insurance increased insurance charges and replenish the insurance fund reserve over the remaining life of the building from the saving made from the reduced premium levels and self-insurance contributions.

In consideration of the potential financial risks it was recommended that option (ii) above was taken forward and identified as an invest to save opportunity.

#### **RESOLVED**

- (i) **That the installation of equipment and associated contract and project management costs of £1,249,363 via the Council's insurance fund reserve balance, be approved;**
- (ii) **That the works be added to the Council's capital programme to the value of £1.25m to be funded from the Insurance Reserve, and managed and monitored by the Council's capital team with progress reports made to the Strategic Planning and Capital Monitoring Panel;**
- (iii) **That the Council makes annual provision for the replenishment of the insurance risk reserve from its existing risk management and insurance budgets over the remaining life of the property at a cost of £45k per annum; and**
- (iv) **That the Council ensures that the service charges to third party occupiers reflects the full costs of insuring the leased areas of the premises.**

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

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

It was explained that a Sport and Leisure review was being undertaken across the leisure estate over the next six months. The report described the first phase of the review focused on those facilities that had been operating at a loss in recent years, followed by a second phase including all sport and leisure facilities being carried out in conjunction with the Council's Operational Estate and Portfolio review of council land and property holdings.

It was further explained that there was a need to safeguard the long term future of leisure services in Tameside following the ongoing Covid-19 pandemic which had resulted in a substantial loss of income for the provider. These losses plus the ongoing uncertainty of current restrictions had required the Council, in partnership with Active Tameside to develop the long term cost saving proposals outlined in the report.

Members were informed that all sport and leisure facilities were currently closed to the public due to the national lockdown. The report sought permission to consult on proposals to withdraw Active Tameside services from Adventure Longdendale, Active Oxford Park and Active Etherow and ensure the future of those buildings were informed by the Strategic Asset Management Plan (SAMP). The Council needed to ensure that it had a clear long term strategic vision for the future of its leisure facilities, so that resources were applied effectively. Therefore, the report was also proposing an Operational Estate and Portfolio review on all sport and leisure assets within the Borough. A further report would be presented in a decision document to Executive Cabinet expected in July 2021.

#### **RESOLVED**

- (i) That the implementation of a public consultation from 12 Feb 2021 to 26 March 2021 be approved, to seek views on the initial proposals outlined in the report and to inform the Council's future commissioning approach;**
- (ii) It be approved that a further review be carried out of all Sport and Leisure facilities in Tameside, including conditions surveys, aligned to the review of the Operational Estate and Portfolio of council land and property holdings;**
- (iii) That it be agreed to review the results of the consultation and recommendations from the asset management review, with final options presented to Executive Cabinet for decision in July 2021.**

#### **150. RESTRICTION AND LOCAL RESTRICTIONS GRANT SCHEME UPDATES**

Consideration was given to a report of the Executive Member (Finance and Economic Growth) / Director of Growth, explaining that the Additional Restrictions Grant and Local Support Restrictions Grant Open launched on the 10 December 2020 and were considered by Cabinet on the 16 December 2020. These two grants were part of a family of grants announced by the Government in response to the second National Lockdown in November 2020. The third National Lockdown began on the 5 January 2021 and had no fixed end date. In response to the changing impact of COVID19, an increase to funding available and the Government's latest correspondence to Local Authorities, the report proposed changes to the ARG scheme.

Details of the draft ARG Scheme (based on new proposals) and the successful applicants to the ARG and LRSG (Open) schemes at 25/01/2021, were appended to the report.

It was concluded that the proposals set out in the report aimed to enable the Council to allocate 100% of the ARG fund to planned activity and spend 71% of the allocation by 1 April 2021.

**RESOLVED**

**That the proposals, as set out in section 3 of the report, be approved and the Additional Restriction Grant scheme updated immediately.**

**151. URGENT ITEMS**

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

**CHAIR**

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# Agenda Item 7

<b>Report to:</b>	<b>COUNCIL</b>
<b>Date:</b>	23 February 2021
<b>Executive Member/Officer of Strategic Commissioning Board</b>	Councillor Brenda Warrington – Executive Leader, Tameside MBC Kathy Roe – Director Of Finance – Tameside & Glossop CCG and Tameside MBC
<b>Subject:</b>	<b>BUDGET 2021/22</b>
<b>Report Summary:</b>	<p>The report sets out the detailed revenue budget proposals for 2021/22 and the Medium Term Financial Plan for the 5 year period 2021/22 to 2025/26, including the proposed council tax increase for 2021/22.</p> <p>The budget report proposes a balanced budget for 2021/22, subject to the delivery of identified savings on Council Budgets, and an increase in Council Tax. The response to the Covid pandemic has created significant additional costs and pressures on the Council's income budgets. In response to this, the Government has confirmed a one-year financial settlement and provided a number of one off grants to support the core position as well as additional Covid related pressures. The budget report does proposed setting a balanced budget, but this will be achieved by applying a number of one-off resources and there remain a number of significant financial risks for 2021/22 and beyond which the organisation will need to manage during the forthcoming years.</p>
<b>Recommendations:</b>	That the recommendations outlined in Section 13 of the report are approved.
<b>Links to Community Strategy</b>	The Budget aligns with the priorities of the Corporate Plan and Community Strategy.
<b>Policy Implications</b>	The budget reflects the policy choices that the Strategic Commission intends to pursue to support the Corporate Plan and Medium Term Financial Plan.
<b>Financial Implications (Authorised by the Director of Finance)</b>	These are the subject of the report.
<b>Legal Implications: (Authorised by the Borough Solicitor)</b>	As set out in section 12.
<b>Risk Management:</b>	As set out in section 3 and <b>Appendix 5</b> .
<b>Access to Information :</b>	Background papers relating to this report can be inspected by contacting Tom Wilkinson, Assistant Director of Finance, Tameside Metropolitan Borough Council Telephone:0161 342 5609 e-mail: <a href="mailto:tom.wilkinson@tameside.gov.uk">tom.wilkinson@tameside.gov.uk</a> Tracey Simpson, Assistant Director of Finance, Tameside and Glossop CCG Telephone: 07917 596278 e-mail: <a href="mailto:tracey.simpson@nhs.net">tracey.simpson@nhs.net</a>

## 1. BACKGROUND

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

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

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

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

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

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

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

## **2. PURPOSE OF THIS REPORT**

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



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

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

**Table 2A: Strategic Commission Gross Budgets 2021/22**

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

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

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

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

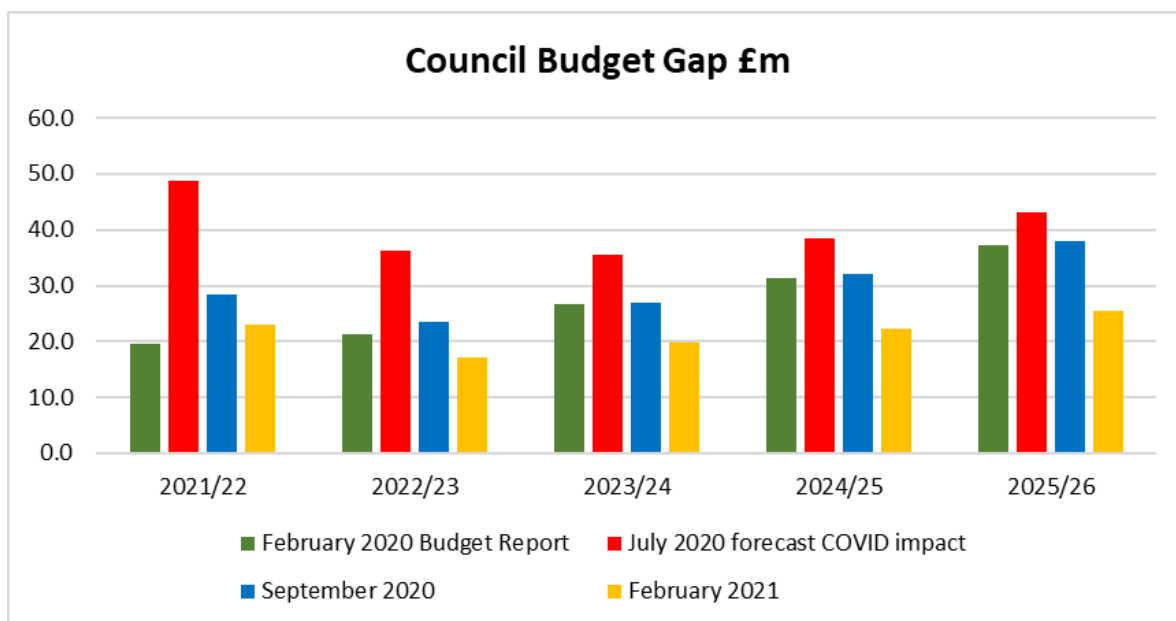
guidance for 2021/22 has still not been published. It is currently envisaged that financial and operational planning guidance, including details of allocations and technical guidance, will be published by April 2021. Long term planning is further complicated by expected reform of the NHS commissioning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

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

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

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

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



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

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

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

#### **4. BALANCING THE 2021/22 BUDGET**

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

**Table 3B: Balancing the 2021/22 Budget**

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

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

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

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

## 5. PRESSURES AND GROWTH (APPENDIX 2)

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

**Table 4A: Analysis of Total Pressures 2021/22**

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

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

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

## 6. TARGETED USE OF RESERVES

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

**Table 5: Targeted Use of Reserves 2021/22**

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

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

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

## 7. SAVINGS AND ADDITIONAL INCOME (APPENDIX 3)

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

**Table 6: Savings and Additional Income 2021/22**

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

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

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

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



**Table 7A: Savings by Directorate**

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

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

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

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

## 8. GRANT INCOME, FEES AND CHARGES

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

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



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

## **9. RESOURCING CHANGES (APPENDIX 4)**

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

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

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

All three factors are attributed to the impacts of COVID19.

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

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

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

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

## 11. COUNCIL TAX (Appendix 4)

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

## 12. BUDGET CONVERSATION (Appendix 17)

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

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

#### **Statutory Consultation**

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

#### **Council Scrutiny**

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

### **13. LOOKING FORWARD – THE FIVE YEAR PLAN**

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

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

**Table 8: Five Year Council Budget Forecast**

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

### **14. DELIVERY OF FUTURE SAVINGS**

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

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

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

## 15. EQUALITIES IMPACT ASSESSMENT

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

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

## **16. CAPITAL INVESTMENT (Appendix 18)**

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

## **17. PAY POLICY STATEMENT**

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

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

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

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

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

## **19. CAPITAL STRATEGY 2021/22 (Appendix 21)**

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

## **20. LEGAL CONSIDERATIONS**

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

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

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



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

## 21. RECOMMENDATIONS

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

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

# Appendix 1 Revenue Budget and MTFP Summaries

## 2021/22 Whole Council Revenue Budget

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

# Appendix 1 Revenue Budget and MTFP Summaries

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

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

# Appendix 1 Revenue Budget and MTFP Summaries

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

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

# Appendix 1 Revenue Budget and MTFP Summaries

## 2021/22 Budget Movements by Directorate

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

# Appendix 1 Revenue Budget and MTFP Summaries

## 2021/22 Budget Movements by Directorate

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

# Appendix 1 Revenue Budget and MTFP Summaries

## 2021/22 Forecast Specific Grant Income

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



## Appendix 1 Revenue Budget and MTFP Summaries

### 2021/22 Forecast Specific Grant Income (continued)

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

# Appendix 1 Revenue Budget and MTFP Summaries

## 2021/22 Budget Virements

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

# Appendix 1 Revenue Budget and MTFP Summaries

## 2021/22 Budget Virements (continued)

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

# Appendix 1 Revenue Budget and MTFP Summaries

## 2021/22 Budget Virements (continued)

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

# Appendix 1 Revenue Budget and MTFP Summaries

## 2021/22 Budgeted Reserve Transfers

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

# Appendix 1 Revenue Budget and MTFP Summaries

## 2021/22 Budgeted Reserve Transfers (continued)

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

# Appendix 1 Revenue Budget and MTFP Summaries

## 2021/22 Budgeted Reserve Transfers (continued)

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

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## Budget Pressures, Growth and COVID impact

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

	<b>Pressures by Service Area 21/22</b>	<b>£000s</b>	<b>Further Detail</b>
<p><b>£5.3m Adults</b></p> <p>Pressures reflect a combination of demographic changes resulting in increased demand for services, and cost increases in some areas, particularly where more complex care packages are required. Contractual cost pressures include staffing cost increases reflecting uplifts to the living wage.</p>	Adults	5,331	Appendix 7
	Children's Services	258	Appendix 8
	Children's - Education	1,030	Appendix 9
	Population Health	257	Appendix 10
	Quality & Safeguarding	4	Appendix 15
	Growth	(314)	Appendix 11
	Operations and Neighbourhoods	394	Appendix 12
	Governance	320	Appendix 13
	Finance & IT	812	Appendix 14
	Capital and Financing	6,440	Appendix 14
	Corporate Costs	8	Appendix 14
	Contingency	1,149	Appendix 14
	<b>Total</b>	<b>15,689</b>	

### **£0.8m Finance & IT**

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

### **£1.030m Children's – Education**

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

### **£6.4m Capital and Financing**

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

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

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## Inflation and Other Pressures

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

## £1.689m Staffing costs

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

## £8.049m Demographic Pressures

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

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

## £7.972m Reduction in fees/charges/income

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

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

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

## Savings identified by Management

<p><b>New savings to be delivered by management of £8,930k have been identified for 2021/22.</b> Proposed savings have been subject to robust review and challenge by finance, Senior Officers and Members and this review process will continue to monitor delivery of savings and identify new savings for future years. All savings have been RAG rated and detailed delivery plans required for savings identified as 'Red' or 'Amber' for delivery.</p>	Savings by Directorate	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s	2025/26 £000s
	Adults	665	665	665	665	665
	Children's	705	686	686	686	686
	Population Health	272	1,015	1,015	1,015	1,792
	Growth	954	1,198	1,462	1,520	1,583
	Operations & Neighbourhoods	1,823	2,621	2,481	2,481	2,415
	Finance & IT	1,354	4,123	4,123	4,123	4,123
	Governance	355	335	335	335	335
	Corporate	2,803	3,208	3,208	3,208	3,208
	<b>Total</b>	<b>8,930</b>	<b>13,851</b>	<b>13,975</b>	<b>14,033</b>	<b>14,807</b>

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

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

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

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

## Savings identified by Management

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

### **Adults – Appendix 7**

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

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

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### **Children's Services – Appendices 8 and 9**

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

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

### **Population Health – Appendix 10**

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

## Savings identified by Management

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

### Growth – Appendix 11

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

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### Operations and Neighbourhoods Appendix 12

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

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

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

## Savings identified by Management

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

### **Governance – Appendix 13**

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

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

### **Finance & IT – Appendix 14**

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

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

### **Corporate Savings – Appendix 14**

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

## Resourcing assumptions and future risks

2019/20 was the fourth and final year of a four year funding settlement for the Council, which provided the Council with some certainty over funding levels, but nonetheless resulted in year on year funding reductions. A review of Local Government funding commenced in 2019 but did not conclude, and following a one year budget and a one year Local Government Finance Settlement for 2020/21, a full spending review was expected later in 2020.

COVID-19 has inevitably had a significant impact on Government spending, planning and budget plans, resulting in a further one year provisional settlement for 2021/22. The resourcing figures included in the budget are based on the provisional finance settlement which will be confirmed in February 2021. Traditionally there is little movement between the provisional and final settlements, and any differences will be adjusted through the contingency budget or reserves.

This one year settlement has provided some significant additional one-off funding for COVID related pressures, however the provisional settlement headline of a 4.5% increase in core spending power reflected primarily an assumed increase in Council Tax of 5%. Whilst the Council has the ability to increase Council Tax charged by up to 5%, total Council Tax income is expected to reduce in 2021/22 due to the ongoing impact of COVID19 which has reduced the council tax base and impacted on collection rates.

Before taking account of any additional one-off grants and other funding, the total resources available to the Council for 2021/22 have reduced by £5.5m since February 2020 due to the significant adverse impact of COVID-19 on the Collection Fund. Reduced collection rates on both Council Tax and Business Rates in 2020/21 is forecast to result in a significant deficit on the Collection Fund at 31 March 2021 which needs to be financed over the following three years. In addition, the amount of Council Tax collectible is also forecast to be significantly reduced due increased numbers of Council Tax Support claimants (whose liability for Council Tax is reduced) and an increase in properties awaiting probate which are exempt from Council Tax.

Change in available resources since February 2020	Business Rates	Council Tax	Collection Fund Surplus	New Homes Bonus Grant	Use of reserves	Total
Business Rates Income, Top up and grants	(9)					(9)
Reduction in Council Tax Base		2,613				2,613
2020/21 COVID Collection Fund deficit	1,424	2,382				3,806
2019/20 Collection Fund Surplus			(703)			(703)
New Homes Bonus in excess of forecast				(171)		(171)
<b>Net (increase) / decrease in resources</b>	<b>1,415</b>	<b>4,995</b>	<b>(703)</b>	<b>(171)</b>	<b>0</b>	<b>5,536</b>

## Resourcing assumptions and future risks

As set out in section 3 of the main covering report, the Council faced a £23.137m budget gap for 2021/22 before the application of any additional one-off funding. That budget gap of £23.137m was based a 1.99% increase in Council Tax, hence the gap increases if no Council Tax increase is assumed. Council tax increases of 1.99% per annum are factored in throughout the life of the MTFP.

Significant additional one-off resources are available to the Council in 2021/22 through a combination of additional funding from Government to address the financial pressures of COVID, and a substantial return of reserves from the Greater Manchester Combined Authority.

These resources, when combined with an increase in Council Tax, are sufficient to enable the Council to balance the 2021/22 budget, however most are one-off in nature and are not expected to be available in future years.

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	£000s
<b>Budget gap before one-off resourcing</b>	<b>23,137</b>
Add back assumed 1.99% Council Tax increase	1,880
Additional funding included in Directorate budgets:	
Local Authority General COVID Support Grant (c/fwd) 2020/21	(5,239)
Local Authority General COVID Support Grant 2021/22	(7,321)
Additional Adult Social Care Grant 2021/22	(2,096)
Sales Fees and Charges losses compensation 2021/22	(178)
Collection Fund losses compensation 2021/22	(1,118)
Lower Tier Services Grant 2021/22	(350)
<b>Revised Gap</b>	<b>8,715</b>
GMCA return of reserves	(4,000)
<b>Gap before Council Tax increase</b>	<b>4,715</b>
1.99% General Council Tax Increase	(1,880)
3% Adult Social Care Precept	(2,835)
<b>Gap</b>	<b>0</b>



## Council Tax

After taking account of budget pressures, additional income and savings identified for delivery in 2020/21, the total net budget requirement for the Council in 2021/22 is £194.494m. Before any increase in Council tax levels, the resource available in 2021/22 is £189.779m, leaving a gap of £4.715m.

The current Government expects Council's to increase Council Tax year on year, and this assumption is built into the Local Government Finance Settlement. For 2021/22 there is a 1.99% referendum limit on general Council Tax increases, plus the ability to increase by a further 3% for the Adult Social Care precept. In 2020/21 the Council increased Council Tax by 3.99% in total, 1.99% general increase plus 2% for the Adult Social Care precept.

Before raising tax, the Council takes steps to ensure that Council Tax income and collection is maximised. A review of Single Person Discounts was undertaken in 2016 and 2019, and a further review is underway for 2021. The Council is proactive in monitoring new build properties to ensure the forecast number of properties reflects expected increases during the year.

In previous years there has been a significant surplus on the Collection Fund relating to Council tax because collection rates have been better than previously assumed. This surplus was released in 2019/20 to support the budget over the next 4-5 years. For 2020/21 a deficit is forecast on the Collection Fund due to the impacts on COVID19 on collection, and this deficit needs to be repaid over the next three years.

## Council Tax Base

The Council Tax Base reflects the number of properties in the borough, adjusted for all discounts and exemptions, and the assumed collection rate. The tax base determines the amount of income the Council is expected to collect in the upcoming financial year. The Council Tax base for 2021/22 was approved by Executive Cabinet on 27<sup>th</sup> January 2021. Previously the Council's Medium Term Financial Plan has assumed that the Council Tax Base will increase by an average of 250 properties each year, reflecting expected new build properties and a consistent level of discounts and exemptions.

For 2021/22 the Council Tax Base has reduced significantly when compared to 2020/21. The tax base has been reduced by an increase in exemptions due to probate, and a significant increase in the number of Council Tax Support claimants. Both these changes are considered to be due to the impacts of COVID-19. The increase in exemptions due to probate is hopefully only temporary, but if Council Tax support figures increase further during 2021/22 then there is a risk that the amount of Council Tax income available to the Council will be further reduced.

The assumed collection rate has been reduced by 1% due to collection performance during 2020 being impacted by the COVID-19 pandemic effects on the economy and employment. It is assumed that the impacts will continue to be felt into 2021/22. If medium term collection rates are impacted even further then there is a risk that the levels of Council Tax collected will reduce, resulting in future deficits on the collection fund.

# Appendix 4 Resourcing

Available Resources	Business Rates & Grants	Council Tax	Collection Fund Surplus	New Homes Bonus Grant	Use of reserves	Total
<b>February 2020 Budget Report</b>						
Resources with 1.99% Council Tax Increase	(89,753)	(99,069)	(2,500)	(483)	(1,442)	(193,247)
Resources before any Council Tax Increase	(89,753)	(97,137)	(2,500)	(483)	(1,442)	(191,315)
<b>Changes since February 2020</b>						
Business Rates Income, Top up and grants	(9)					(9)
Reduction in Council Tax Base		2,614				2,614
2020/21 COVID Collection Fund deficit	1,424	2,382				3,806
2019/20 Collection Fund Surplus			(703)			(703)
New Homes Bonus in excess of forecast				(171)		(171)
<b>Resourcing position January 2021</b>	<b>(88,338)</b>	<b>(92,141)</b>	<b>(3,203)</b>	<b>(654)</b>	<b>(1,442)</b>	<b>(185,778)</b>
GMCA return of reserves					(4,000)	(4,000)
<b>Resourcing before Council Tax Increase</b>	<b>(88,338)</b>	<b>(92,141)</b>	<b>(3,203)</b>	<b>(654)</b>	<b>(5,442)</b>	<b>(189,778)</b>
1.99% increase in Council Tax		(1,881)				(1,881)
3% Adult Social Care Precept		(2,835)				(2,835)
<b>Resourcing after Council Tax increase and GMCA reserves</b>	<b>(88,338)</b>	<b>(96,857)</b>	<b>(3,203)</b>	<b>(654)</b>	<b>(5,442)</b>	<b>(194,494)</b>

## Use of Reserves £5,442k

In 2021/22 there are a small number of investments (which were agreed in 2020/21 as part of the budget) which will be financed from the targeted use of reserves. This targeted use of £1,442k of reserves is an investment in services, agreed last year, which is intended to bring forward developments and allow time for actions to be taken to stabilise budgets.

An additional £4,000k is being returned from the Greater Manchester Combined Authority reserves to support the districts in 2021/22. This funding is to be used to support the 2021/22 budget due to the significant cost and income loss pressures facing the Council as a result of the COVID-19 pandemic.

## **New Homes Bonus £654k**

Changes were made to the New Homes Bonus grant two years ago, introducing a national baseline for housing growth and reducing the period over which the grant is paid to four years from 2018/19. These changes have reduced the amount of grant the Council receives. The level of grant expected in 21/22 is greater than originally anticipated but the funding is for one year only. The future of New Homes Bonus is expected to become clearer later in 2021.

## **Collection Fund Surplus £3,203k**

As a billing authority, the Council is required to maintain a separate 'Collection Fund' for all transactions relating to income from business rates and Council Tax. The Collection Fund was in surplus up to the end of 2019/20 due to Council Tax collection rates being better than originally forecast. Surplus accrued up to the end of 2018/19 was already assumed in the MTFP, the increase in surplus in 2019/20 has increased this figure for 2021/22. A significant deficit is forecast for 2020/21 due to the impacts of COVID-19.

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## **Business Rates, Top Up Grant and Business Rates Reliefs Reimbursement Grants £88,338k**

The Council collects Business Rates for its area based on local rateable values provided by the Valuation Office Agency (VOA) multiplied by a uniform Business Rate set nationally by Central Government. The Council retains a proportion of the total collectible rates due. Since 2017/18, the Council has been part of the 100% retention pilot for Greater Manchester which means that the Council retains 99% of total collectible rates, with 1% distributed to the Greater Manchester Fire and Rescue Authority. The Council no longer receives any Revenue Support Grant or Public Health Grant from Central Government as a result.

The Business Rates regime, includes a number of reliefs such as Small Business Rate Relief, Charitable Occupation Relief and a new Retail Discount Relief from 2019/20. Where mandatory reliefs are awarded by the Council, the loss in business rates revenues is reimbursed by Government through grant. The Council also receives a 'Top-Up Grant' for the difference between the level of business rates it is able to collect and the level that Government assesses the Council needs as part of the finance.

The total forecast income from Business Rates and related grants reflects the business rates baseline and top up grant figures in the provision local government finance settlement. Any Business Rates income in excess of forecasts will be taken to reserves for future investment. If Business Rates income falls below forecasts, the deficit in year will need to be repaid from reserves in 2021/22.

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# Appendix 5 Statement on Robustness of the Budget Estimates

## **Director of Finance (Section 151 Officer) Statement on Robustness of the Budget Estimates**

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

### **Use of reserves and the General Fund balance**

**Appendix 6** considers the reserves and balances of the Council and their anticipated use over the next three years. Previous Budgets have approved the use of reserves to fund one-off initiatives and investments in the revenue budget, and the 2020/21 budget proposed the use of £12.395m of further investment from reserves. £5m was to support the Children's Social Care Budget with a further £7.395m targeted investment to support projects and service improvement across Children's Services, Growth, and Operations & Neighbourhoods. This was a significant investment of reserves into services, with much of the investment to provide time for services to improve and reduce their spending overall. Such a level of funding from reserves to support services where improvement plans are in place is unsustainable in the medium term, and cannot be continued into future years.

For 2021/22 the budget proposes the use of £1,442m of reserves which is a continuation of the investment approved as part of the 2020/21 budget. In addition £4,000k is being returned to districts from the Greater Manchester Combined Authority reserves and this funding is to be used to support the 2021/22 budget due to the significant cost and income loss pressures facing the Council as a result of the COVID-19 pandemic

Section 26 of the Local Government Act 2003, places a duty on the Section 151 Officer to ensure the Council has established a minimum level of reserves to be retained to cover any unforeseen demands that could not be reasonably defined within finalising the proposed budget. The Director of Finance is recommending a proposed minimum general fund balance of £27.437m from 1 April 2021, which is which is a small increase on last year, reflecting the increased risk exposure and reduced size of the Council's current Capital Programme. Further information is set out in **Appendix 6**.

### **Monitoring and forecasting**

The Council will continue to undertake robust monthly budget monitoring throughout the financial year. This will include specific assessment and monitoring of the delivery of planned savings, and regular review and updating of the MTFP to identify future financial risks at the earliest opportunity.. Proposed savings have been subject to review and challenge by Finance, Senior Officers and Members and this review process will continue to monitor delivery of savings and identify new savings for future years.

## Risk Assessment

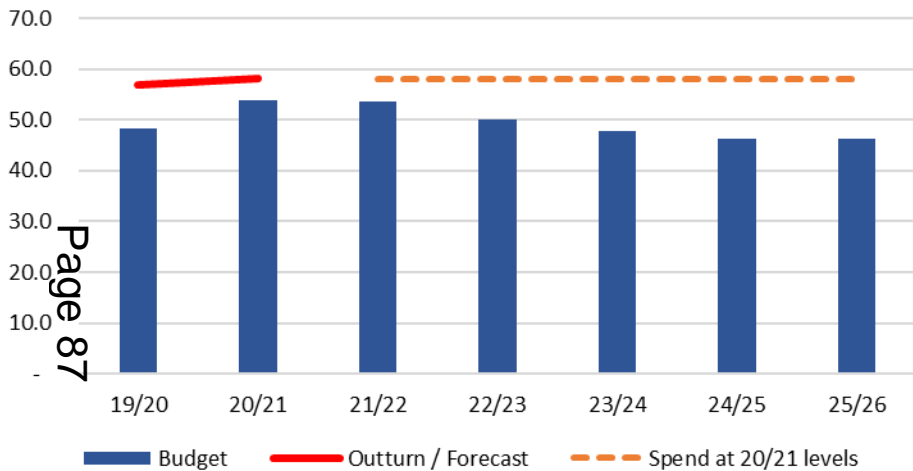
The proposals set out in this report will enable the Council to balance the 2021/22 budget, but there remain a number of significant risks which could impact on 2021/22 and future years.

- **Children's Social Care:** The financial pressures in this area continue to present the single greatest risk to the Council. Further detail is set out on the following page of this appendix.
- **Education:** We continue to experience growing pressures in Local Authority funded areas including Home to School Transport and Pupil Support Services. National trends in SEN provision indicate that these pressures may well continue to increase in future years, resulting in further financial pressures. Further detail is set out on page 4 of this appendix.
- **Adults Services:** The Council continues to face significant demographic and other cost pressures which present a significant challenge for future years. Costs pressures and any notable variation in demographic forecasts and contractual assumptions could have significant financial implications for the Council.
- **Income generation:** A number of pressures emerged during 2019/20 due to under-recovery of income across the Growth and Operations & Neighbourhoods directorate, with plans in 20/21 to review service delivery and establish a sustainable future delivery model. The economic impacts of COVID-19 have placed further pressures on these areas, and the speed of recovery is likely to be dependent on local and regional economic conditions.
- **Council Tax and Business Rates Income:** Appendix 4 highlights the pressures facing the Council in respect of income from Council Tax and Business Rates. The resourcing position for 2021/22 is based on estimates and assumptions, reflecting conditions and experience in 2020/21. Any significant variation from these assumptions, such a further deterioration in collection rates, could result in a further deficit position on the Collection Fund in March 2022 which will need to be repaid in future years.
- **Future Local Government Funding:** Government have committed to a review of Local Government funding but the timescales for that review remain unclear. The absence of a multi year finance settlement and no indication of how the funding model may change, mean it is very difficult to develop financial plans for the medium term. The MTFP, at this stage, assumes that Local Government Funding will be sustained at current levels, but that there will be no increases in funding for future years. The continuing lack of certainty over the timing and outcome of the fair funding review, makes planning beyond 2021/22 extremely difficult. Any significant change to the allocation methodology for Local Government Funding could have a significant impact on the MTFP.

## Children's Social Care

The Council has allocated significant additional investment to the directorate budget provision over recent years to support service improvements, including seven key sustainability initiatives from 2020/21. Despite the pandemic and significantly increased numbers of open cases in the statutory children's system since June 2020, cared for children (CfC) numbers has remained static, however the full impact of lockdown is not yet known. Similarly to other local authorities there is the potential for growth in numbers to come forward in the early part of 2021.

Children's Social Care Budget £m



### Service Wide Budget Risk

A significant risk is the underlying assumptions in the MTFP. There are inbuilt budgetary savings to achieve, following the investment in the improvement plans outlined above, of £7.3m by 2024/25. A further saving of £0.5m from operational efficiencies has been identified as part of the 2021/22 budget process to contribute to the corporate savings.

The service is currently overspending by £4.1m, mainly on external placements. There is a risk that the service will not bring spending back on line or be able to deliver the savings to the timeline or scale assumed.

### External Placements

Despite CfC numbers remaining stable there are huge pressures in the market resulting in higher costs of placing individual children. To help to address placement sufficiency

and placement mix and improvements across strategic commissioning, placement procurement and brokerage, contract management and quality assurance, a Commissioning Manager has been recruited. Alongside this there is a Placement and Permanence panel where the service continue to review each placement/care arrangement, and a brokerage service which will manage centrally all contract negotiation and variances to placement fees. The Commissioning/Brokerage team is the smallest in GM, supporting the greatest number of Cared for Children. Some of the posts are on fixed term contracts which will result in an even smaller team by the end of 2020/21. This team is fundamental in terms of identifying and driving down financial costs of costly external provision. Capacity in the team presents a significant risk to deliver a reduced budget.

### Time Limited funding

Some of the preventative service areas such as Early Help are funded on one off or time limited funding. If funding is withdrawn or does not continue, there is a risk that the preventative work will not be fully delivered which will potentially drive the numbers of CfC back up, impacting on the ability of the service to deliver the budget reductions expected.

# Appendix 5 Statement on Robustness of the Budget Estimates

## Education

The Dedicated Schools Grant (DSG) provides ring fenced revenue funding for allocation to education providers, allocated in four blocks, it should be noted that this year the Department of Education (DfE) have rolled Teachers Pay and pensions grant into DSG:

	2020-21	2021-22	Increase
<b>Schools Block (includes Academies)*</b>	169.918m	183.081m	13.163m
<b>High Needs Block</b>	24.425m	28.277m	3.852m
<b>Early Years Block</b>	17.261m	17.494m	0.232m
<b>Central Schools Services Block</b>	0.953m	1.114m	0.161m
<b>Total</b>	<b>212.557m</b>	<b>229.965m</b>	<b>17.408m</b>

Schools Block funding is allocated on a per pupil basis and has increased due to increased pupil numbers, and increased funding per pupil from government. The increase in High Needs Funding is also due to an increase in the amount of funding rates and a growth in pupil numbers. The High Needs increase in funding for Tameside is capped at the maximum increase the DfE will allow (12%). The DfE formula therefore acknowledges that Tameside should receive an additional £3.2m, but there is insufficient in the national budget to allow this hence the cap. The Early Years Block relates to an increase in the rate.

## High Needs Pressures:

The funding pressures facing the Council are being replicated in local authorities across the country. Pressure on schools budgets, fundamental changes in education policy (Children's and Families Act) and increasing accountability are all impacting. These pressures in the high needs DSG budget impact on the Council budget. Most notably this has caused significant service and financial pressures in our educational psychology and home to school transport services. The drivers for the high needs deficit are:

- The increasing high needs population, special school places and resourced provision
- A continued significant increase in the number of Education Health Care Plans issued
- The SEND Reforms (Part Three of the Children and Families Act) place additional responsibilities and accountabilities on Local Authorities
- Increases in the number of Post 16 placements requiring top up funding and the associated costs are increasing.

A Deficit Recovery plan has been developed in line with DfE requirements, which as been presented to schools forum and Education Attainment Board. Details of which can be found in the report. [Item 4 - High Needs Deficit Recovery 2021-22 FINAL.pdf \(moderngov.co.uk\)](#)

Further consultation will be need with schools to achieve this plan, and appropriate decision making and governance routes within the council where appropriate.



# Appendix 5 Statement on Robustness of the Budget Estimates

## Risk environment

The Council operates in an environment of increasing uncertainty and risk. Throughout the budget preparation process, the impact and likelihood of identified risks has been assessed, to ensure that assumptions are sound and sustainable, and that the level of reserves held by the Council is considered to be prudent and appropriate. As set out in appendix 6, the maintenance of reserves is essential to mitigate against an increasing risk profile.

## Conclusion

In the light of the risk assessment and the details of the budget as set out in this report, which are based on the best information available at the time, and the strength of the Council's Internal Control Systems, **it is the opinion of the Section 151 Officer as the Director of Finance that the budget estimates for 2021/22 are robust, and the level of reserves adequate for the time being.**

**However, the Council faces a significant budget gap beyond 2021/22, and this budget gap will increase if planned reductions in spending are not delivered in 2021/22. The Council must ensure a relentless focus on delivery of savings, both in 2021/22 and planned for 2022/23, to have any chance of closing the gap in future years. The Council has made use of reserves over the last few years, to provide services with the time to improve, but this is not sustainable in the long run and the Council needs to ensure robust and transparent management of these services to ensure the delivery of the improvement plans in place. A failure to turn around these budget areas will in turn result in an inability to set a balanced budget in future years and raise questions on its ability to deliver value for money services for its residents.**

This statement is in compliance with Section 25 of the Local Government Act 2003. This is not a guarantee that spending will be within every budget line but it is reasonable to believe that the expenditure can be contained within the overall resource envelope agreed by the Council.

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## Reserves Strategy

The requirement for financial reserves is acknowledged in statute. The Local Government Finance Act requires billing and precepting authorities in England and Wales to have regard to the level of reserves needed for meeting estimated future expenditure when calculating the budget requirement. Local authorities may also set aside parts of the General Fund reserve for specific purposes; these are referred to as Earmarked Reserves.

There are a range of safeguards in place that help to prevent local authorities over-committing themselves financially. These include:

- the balanced budget requirement: sections 31A, 42A of the Local Government Finance Act 1992, as amended;
- The Section 151 Officers' duty to report on robustness of estimates and adequacy of reserves (under section 25 of the Local Government Act 2003) when the authority is considering its budget requirement;
- the legislative requirement for each local authority to make arrangements for the proper administration of their financial affairs and that the proper officer (Director of Finance) has responsibility for the administration of those affairs section 151 of the Local Government Act 1972; and
- the requirements of the Prudential Code.

These requirements are reinforced by section 114 of the Local Government Finance Act 1988 which requires the Director of Finance in England and Wales to report to all the authority's councillors if there is or is likely to be unlawful expenditure or an unbalanced budget. This would include situations where reserves have become seriously depleted and it is forecast that the authority will not have the resources to meet its expenditure in a particular financial year.

Operating reserves and provisions are a vital element of prudent financial management arrangements for all councils, and may be held for a number of different purposes. They can be broadly categorised as three main types:

- A working balance which helps smooth cash flow operation and avoids the need to borrow temporarily (General Fund balances).
- A contingency to cushion the impact of future unexpected events and emergencies (an element within the base revenue budget or general reserves).
- A means of building up funds to meet expected future requirements or liabilities (earmarked reserves).

In addition, the Council maintains a number of technical accounting reserves (unusable reserves) which are required for the interaction of legislation and proper accounting practice. These reserves, which are generally not resource backed, cannot be used by the Council and are held for accounting purposes only.

## Review of reserves

Recent changes to local authority funding have significantly increased the level of risk being managed by the Council. The Council is facing a number of significant budget pressures, risks and uncertainties, which combined with future funding uncertainty and general economic and political risk, means that the potential financial exposure of the Council continues to increase.

The Director of Finance has a fiduciary duty to local taxpayers, and must be satisfied that the decisions taken on balances and reserves represent proper stewardship of public funds. The level and utilisation of reserves will be determined formally by the Council, informed by the advice and judgement of the Director of Finance. To enable the Council to reach its decision, the Director of Finance should report the factors that influenced their judgement, and ensure that the advice given is recorded formally.

Section 26 of the Local Government Act 2003, places a duty on the Section 151 Officer to ensure the Council has established a minimum level of reserves to be retained to cover any unforeseen demands that could not be reasonably defined within finalising the proposed budget. The Director of Finance will therefore:

- include in annual the budget report to Council, a statement setting out the proposed minimum level of General Fund Balances to be maintained for the coming financial year; and
- undertake an annual review of the reserves alongside the preparation of the annual financial statements. This annual review will provide a statement on the purpose and levels of reserves held, and make recommendations for any changes to the level or allocation of reserves.

## Use of reserves

Revenue balances can be used to meet the cost of emergencies, unexpected events or un-budgeted statutory items. The Director of Finance can authorise this type of expenditure but must report it to Executive Cabinet at the earliest opportunity.

Revenue balances may also be used to supplement un-budgeted but necessary expenditure that could impact on service delivery if not incurred. The Director of Finance can authorise this expenditure after consultation with the Chief Executive/Executive Leader. The Director of Finance must also ensure that such expenditure would not have a detrimental effect on the overall finances of the Council, and must report it to Executive Cabinet at the earliest opportunity.

## Minimum level of general fund balances

Over time the risks facing an organisation can change and as such a more proactive risk based approach is required when setting a minimum level of reserves. In the context of the increasing pressures and risks facing the Council and Local Government in general, an analysis of financial risks is now undertaken as part of the budget setting process, to establish the required minimum level of general fund balances that should be set aside for the coming financial year.

The risk assessment for the minimum level of general fund balances has been reviewed and updated as part of the budget setting process for 2021/22. This assessment is set out on the following page. The proposed minimum level of general fund balances from 1 April 2021 is recommended at £27.4m, which is slightly greater than in 2020 reflecting the increased risk exposure and reduced size of the Council's current Capital programme.

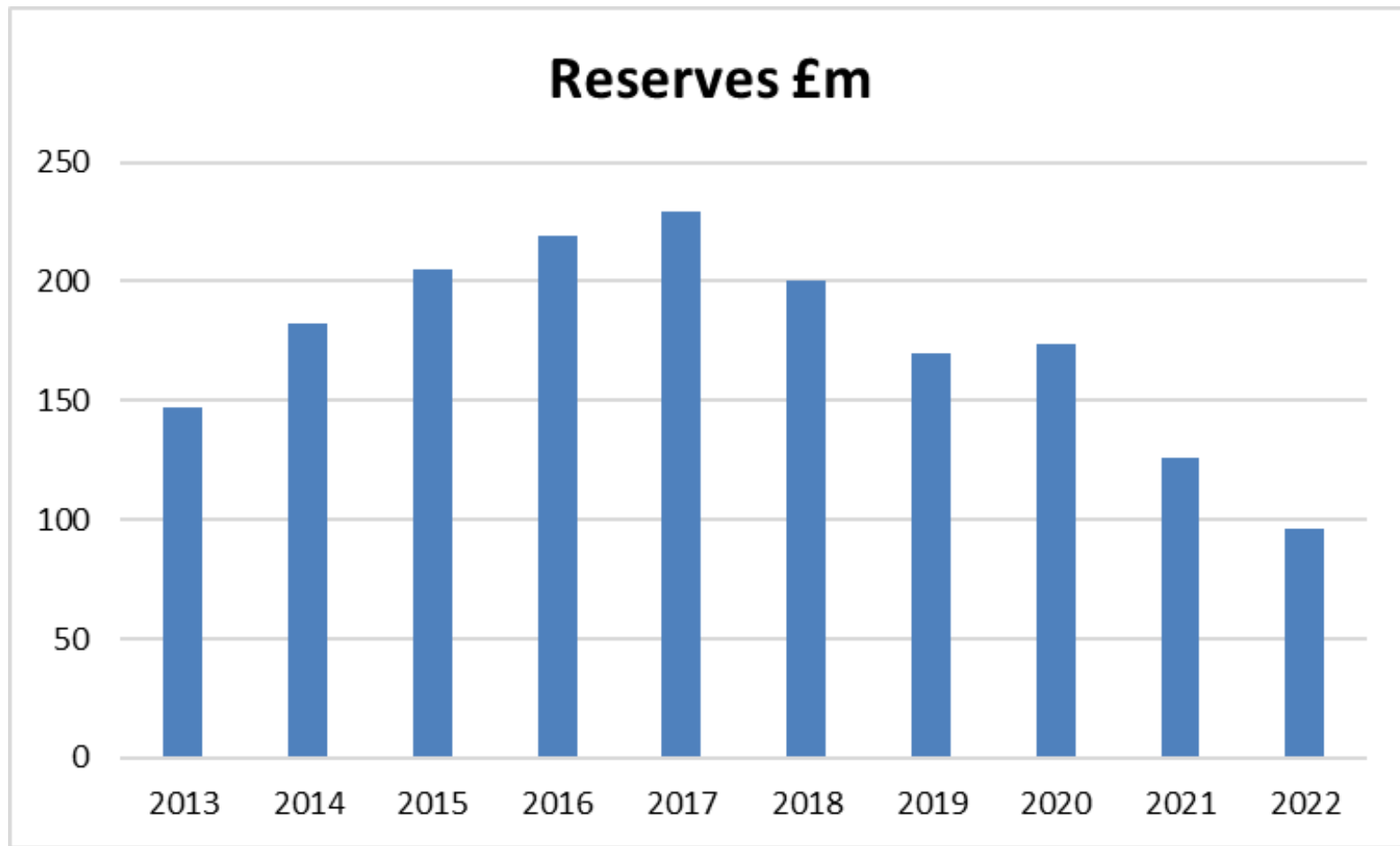
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<b>Total Minimum General Fund Balance recommended for 1 April 2021</b>	<b>£27,437k</b>
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# Appendix 6 Reserves Strategy

## Risk assessed minimum level of general fund balances from 1 April 2021

Risk	£000s	Basis of Assessment
<b><u>Inflation</u></b>		
General Pay Awards exceed assumed increase by 2.5%	1,016	1% of Employee Costs
General price inflation exceeds current forecasts by 2.5%	1,125	1% of Budget for non-staffing costs
<b><u>Savings and Pressures</u></b>		
Non-delivery of savings identified for coming year	884	10% of savings target for 2021/22
Service specific pressures/investments exceed cost estimates	1,569	10% of Pressures identified for 2021/22
<b><u>Service Demand / Demographics</u></b>		
Forecast Demand and Demographics exceed current forecasts:		
Children's Services	6,075	10% of Children's Services net budget
Adult's Services	2,011	5% of Adult's net budget
<b><u>Income</u></b>		
Income forecasts fall short of current forecasts by 5%	2,272	5% of Budgeted Income
Unexpected reductions to Government Grant Income	3,376	2% of Government Grant Income
Unexpected decline in Business Rates Income	349	5% of Gap between forecast rates and safety net
<b><u>Reactive / responsive scenarios</u></b>		
Impact of major disaster or emergency	3,000	Director of Finance Assessment
<b><u>Capital</u></b>		
Capital Receipts not realised or delayed	790	5% of current forecast capital receipts
Capital Financing Costs exceed current estimates	496	5% of Capital Financing Budget
Capital Project delivery / Supply Chain Risk / costs exceed contingencies	4,474	5% of Total Capital Programme
<b>Total Minimum General Fund Balance Required</b>	<b>27,437</b>	



The Council has been in a strong financial position with regard to reserves which it accumulated over a period of time. However, whilst the Council's current level of reserves remains strong, many of these are to meet known or expected liabilities and for planned investment. By the end for 2020/21 the Council will have invested over £70m on Capital Projects and £49m to support investment in the revenue budget, including Children's Social Care.

# Appendix 6 Reserves Strategy

## Categories of Reserve

Reserves can only be used for the purpose for which they were created. The Executive Cabinet can change the use of the earmarked reserve if it so wishes or move funds between reserves, providing this is not contrary to proper accounting practice. The Director of Finance will make recommendations to Executive Cabinet as part of the annual review of reserves. Reserves are categorised into one of the following, to aid understanding and decision making for reserves:

Category	Description	Approval Required to spend
<b>Accounting reserves</b>	This will include two sub categories: 1) Unusable reserves - those reserves required by proper accounting practice that are not resource backed. 2) General Accounting Reserves - reserves established as good accounting practice for specific accounting purposes (such as the PFI smoothing reserves and Leasing reserves)	Director of Finance
<b>Grants and Contributions</b>	Reserves to hold unspent grants and contributions received from external sources.	1) For the purposes intended by the original contribution - <b>Director of Finance</b> 2) For an alternative purpose - <b>Executive Cabinet</b>
<b>Liabilities and Risk</b>	Reserves held to mitigate against known and anticipated liabilities and risks. This will include for example self insurance reserves.	Director of Finance
<b>Capital Reserves</b>	Capital Receipts, Capital Grants and Reserves earmarked for capital purposes. These reserves are used to finance the capital programme.	Director of Finance
<b>Schools Reserves</b>	Reserves for Schools and Education expenditure, including the ring fenced schools balances.	Director of Finance
<b>Budget Resilience Reserves</b>	Reserves held for planned revenue investment in services, for example reserves set aside for planned investment in Children's Services, and to provide resilience for specific services not covered by general fund balances such as the waste levy reserve.	Executive Cabinet
<b>Strategic Priorities Reserves</b>	Reserves held for planned or intended investment in Strategic Priorities. This will include reserves such as the Care Together Reserve.	Executive Cabinet

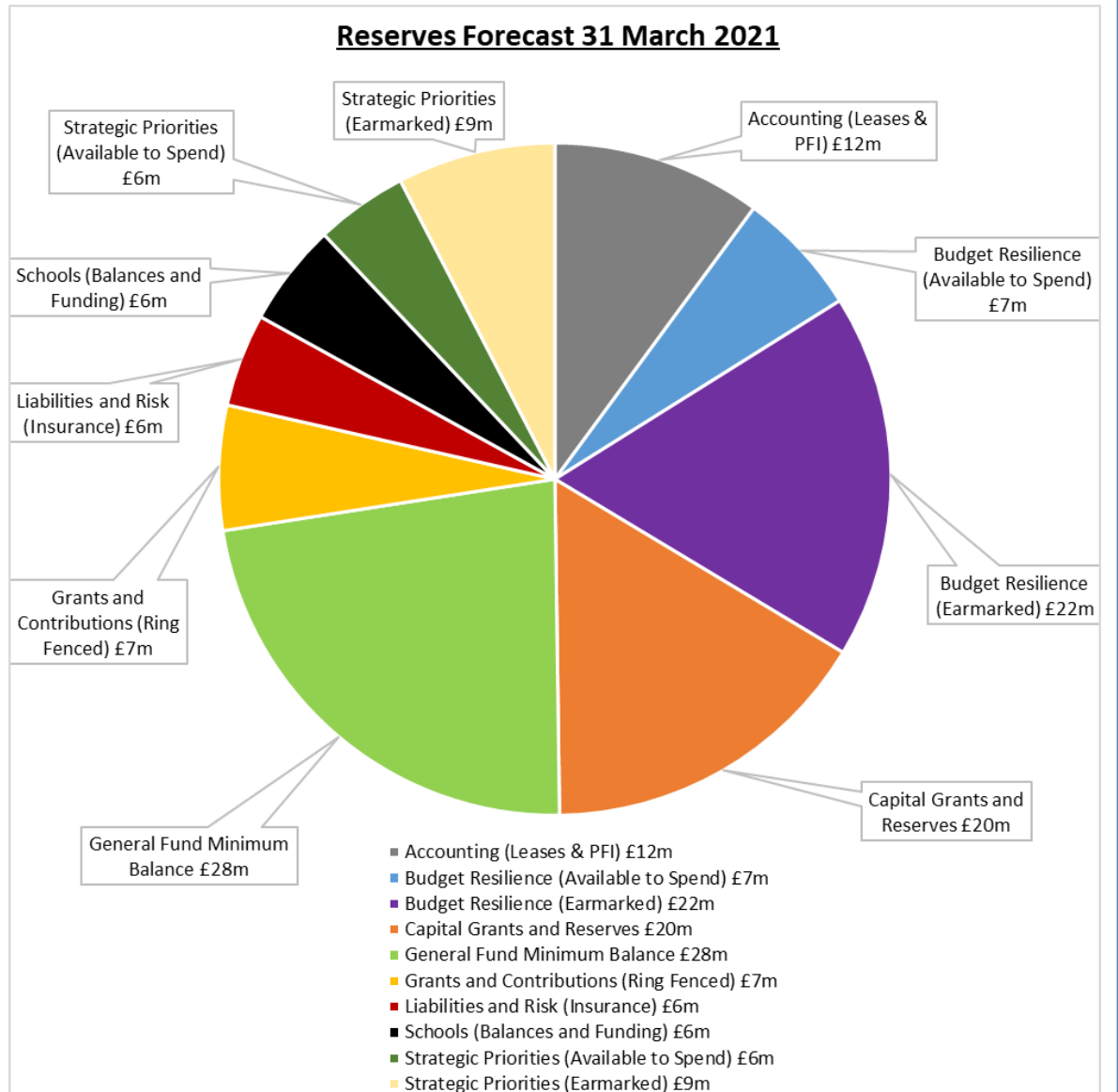


# Appendix 6 Reserves Strategy

## Categories of Reserve

Existing reserves are categorised in accordance with the reserves strategy which was approved by Council in February 2019. The categories and forecast value of reserves at 31 March 2021 are shown in the chart (right).

Whilst the overall level of reserves held by the Council remains strong. Most of these reserves are earmarked, with only £13m generally available to spend outside of the general fund balance of £28m. Whilst not all other reserves are fully committed, funds are earmarked for expected commitments or restrictions on their use mean that funds cannot be freely applied to support general expenditure.



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## Budget Proposals 2021/22

### Vision and key priorities:

To enable and empower people to improve or maintain their well-being and live at home as independently as possible, as part of their local neighbourhood, for as long as possible:

- **The right person:** people who need support are identified and prioritised
- **The right time:** to maximise independence, increase resilience and prevent things getting worse
- **The right place:** at home wherever possible, in the community or in a specialist setting – according to need and what is most cost-effective
- **The right support:** just enough to keep people safe and prevent, reduce or delay the need for long term help, delivered by the right people with the right skills
- **The right partner:** working more effectively with individuals, their friends and families and in partnership with other organisations – to achieve more joined-up and cost-effective support.

The essence of ASC services is to support individuals and families to live fulfilled lives with great outcomes in their local neighbourhoods, and as such the services work to support all the Corporate Priorities. Services look to build resilience and minimise the formal interventions needed to ensure good outcomes.

### Purpose of the Directorate:

To ensure compliance with statutory duties as detailed in the Care Act 2014 and other legislation, and to ensure individuals are safeguarded and live great lives. The Directorate are responsible for delivering services within the available budget and for exploring opportunities to continually develop services to improve outcomes and efficiency.

Spend Analysis	Revenue Budget £
<b>Expenditure</b>	
Employees	23,856,047
Premises Related Expenditure	1,288,610
Transport Related Expenditure	189,171
Supplies and Services	3,415,130
Third Party Payments	61,201,206
Transfer Payments	100,055
Recharge Expenses	771,830
<b>Expenditure Total</b>	<b>90,822,049</b>
<b>Income</b>	
Recharge Income	(308,140)
Customer and Client Receipts	(13,565,330)
Government Grant Income	(27,414,610)
Other Income	(9,319,968)
<b>Income Total</b>	<b>(50,608,048)</b>
<b>Grand Total</b>	<b>40,214,000</b>

## Services Delivered

Adult Services provides a wide variety of functions and services including assessment and care management, direct provision of services and a commissioning and contract monitoring function. The service employs approximately 570 staff to deliver these services.

Approximately 70% of all direct provision services are commissioned in the independent sector – this includes residential and nursing care, home care services, 24 hour supported accommodation services for people with learning disabilities, people with mental health issues and extra care housing. Services are delivered for older people, people with learning disabilities, mental health issues and physical disabilities.

## Achievements and Successes 2020/21:

- Despite the current pandemic, services have continued to support people to live independently in their own homes and have maintained all service provision.
- The Support at Home model has been fully rolled out, with home care providers providing approximately 2,000 hours more per week.
- Where individuals have chosen to isolate alternative engagement has been managed via all providers.
- On-going support to all providers, with Public Health to support where there are covid outbreaks – daily contact and Outbreak Control Team Meetings..
- Despite the pandemic the number of people with LD in paid employment has been maintained.
- 96% of people who consented in care homes have had the vaccine.
- Daily support with all providers has been maintained through the pandemic.
- A reduction in the number of younger people being placed in out of area residential placements through the supported accommodation programme
- Services were delivered within the allocated budget, though this continues to be supported with additional funding via the improved Better Care Fund (iBCF)
- A further successful winter pressures grants exercise with VCS organisations
- Regular briefings for providers and staff circulated every week.

## How is the service performing?

At the end of 2020 Adult Services were helping 3,646 people to remain in their own homes. 1,417 of these people were in receipt of more than one type of service.

CRS continues to support 2,723 people helping them to remain in their own homes safely.

We have reduced the number of new admissions to permanent residential or nursing care in both 18-64 and 65+ age groups which is slightly above the England average in 65+ group. (11.8 per 100,000 compared to 14.6 and 644.6 per 100,000 compared to 584 respectively).

Satisfaction with care services has increased from 56.8% to 61.1%.

Significant improvement has been made in helping adults with learning disabilities into paid employment 8.3% and is significantly above the England average 5.6%. In Tameside 96.1% of people with a learning disability are living in settled accommodation compared with the England average 77.3% and NW average 85.3%

# Appendix 7 Director of Adults Budget Proposals

## What are the key challenges and priorities for 2021/22 and beyond?

- To continue to support people to live independently in their own homes with the appropriate advice, guidance and support.
- Continue to deliver supported accommodation and day time options programmes to return people to borough, improve outcomes and deliver savings..
- To develop the neighbourhood offer, with all partners, to ensure there are appropriate services for people to live within the borough.
- The development of the local offer to carers.
- An effective progression into adulthood offer to ensure a smooth transition from Children's to ASC.
- Continue to improve the quality of in house and commissioned services.
- Development of Adult's complex safeguarding model.
- To sustain the level of performance and staff resilience through a second year of pandemic.

## What does the service need to do to deliver the corporate priorities?

- A service offer that works consistently and positively with all key stakeholders and partners.
- A good understanding of how best to develop and support resilience with the people we support to create a resilient and self-managing population.
- A resilient, well-trained and motivated workforce across the whole system.
- Responsive and resilient services that are funded to deliver key services
- A vibrant VCS to meet people's needs and minimising the need for formal services.
- Responsive providers who can modify their offer within the current restrictions

## What challenges and risks is the service facing?

- Resilience of the workforce and of informal carers as the pandemic continues.
- Inability to meet the needs of the local population within the identified financial envelope.
- BCF and Winter Pressures funding are key supports to the Adult budget. The former has been confirmed for 2021-22, a further pressure if winter pressures does not continue.
- GM transformation funding ends 2021-22 which creates a significant financial pressure.
- Demographic pressures already known through transition work with Children's Services will place significant financial pressures on ASC – in the next 5 years it is predicted that approximately 46 young people with complex needs will be transitioning through to Adult Services and require a service.
- In 2017 there were approximately 39,600 people aged 65+ living in Tameside. By 2025, the 65+ population is estimated to grow to approximately 45,600 (a 15% increase). Healthy life expectancy for males in Tameside is 58.1 years and for females is 57.6 years; both lower than the England average.

## How does the service support regional/national priorities or requirements?

- Continue to develop integrated approaches across the whole system to ensure people are supported to live at home
- Full engagement with the GM H&SC Partnership and GM/NW ADASS programmes
- Develop the local workforce to deliver priorities
- Ensure performance is reviewed as part of core management function (AMT) and take prompt action where performance not delivering.
- Working closely with all partners to support the vaccination and testing programme locally.

## How will the service measure success?

- Increase in the number of people living at home without formal social care services.
- Decrease in the number of residential and nursing care placements
- Increase in the number of people with LD in paid employment
- Increase in the number of people using CRS, leading to reduction in number of A&E attendances.
- Increase in the number of people accessing social prescribing and engaged with assets in their neighbourhoods.
- Decrease in the number of people accepting a Direct Payment
- Increase in people reporting that they have a good quality of life and feel in control of how they achieve their outcomes.

## Statutory or legislative obligations:

- Care Act 2014
- Mental Health Act 1983
- Mental Capacity Act 2005
- Housing Grants, Construction and Regeneration Act 1996 - Disabled Facilities Grant Regulations
- Health and Social Care Act 2008 (Regulated Activities) Regulations 2014 – Provision of regulated services.
- Coronavirus Act 2020 and associated guidance

Service	Revenue Budget £
Adults Commissioning Service	37,576,141
Adults Neighbourhood Teams	8,790,196
Integrated Urgent Care Team	2,083,070
Long Term Support, Reablement & Shared Lives	13,035,563
Mental Health / Community Response Service	3,923,310
Senior Management	(25,194,280)
<b>Grand Total</b>	<b>40,214,000</b>

## Savings 2021/22

Service Area	Saving Title	Saving Forecast				
		2021/22	2022/23	2023/24	2024/25	2025/26
		£000s	£000s	£000s	£000s	£000s
Cross-Cutting	Out-of-Borough Savings including Mount Street and Hart Street	665	665	665	665	665
		<b>665</b>	<b>665</b>	<b>665</b>	<b>665</b>	<b>665</b>

## Pressures 2021/22

Nature of Pressure	Description of pressure	Pressures Forecast £000s - Incremental				
		2021/22	2022/23	2023/24	2024/25	2025/26
Demographic Pressures	ICFT Support Functions	7	7	8	7	0
Demographic Pressures	ICFT Support Functions - Non Recurrent	-113	0	0	0	0
Demographic Pressures	Various demographic pressures include increased placement costs for Support at Home, Day Services, Direct Payments and Mental Health, plus inflation on current contracted services.	4,863	-863	0	0	0
Staffing related cost pressure	Cost of salary increments	407	0	0	0	0
Staffing related cost pressure	Cost of additional 0.75% pay award for 20/21	167	0	0	0	0
		<b>5,331</b>	<b>-856</b>	<b>8</b>	<b>7</b>	<b>0</b>

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## Budget Proposals 2021/22

Service	Revenue Budget £
Child Protection & Children In Need	7,665,420
Children's Social Care Safeguarding & Quality Assurance	1,955,990
Children's Social Care Senior Management	(6,441,620)
Early Help & Youth Offending	434,990
Early Help, Early Years & Neighbourhoods	4,309,600
Looked After Children (External Placements)	28,028,770
Looked After Children (Internal Placements)	9,961,330
Looked After Children (Support Teams)	7,595,520
<b>Grand Total</b>	<b>53,510,000</b>

### **Purpose of the Directorate:**

The purpose and key functions for which the Directorate is responsible are set out in section 18(2) of the Children Act 2004. This includes (but is not limited to) responsibility for children and young people receiving education or children's social care services and all children looked after by the local authority or in custody.

The Directorate is responsible for securing the provision of services which address the needs of all children and young people, including the most disadvantaged and vulnerable, and their families and carers. The Directorate is responsible for the performance of local authority functions relating to the education and social care of children and young people.

The Directorate has a responsibility to -

- work with partners to promote prevention and early intervention and offer early help so that emerging problems are dealt with before they become more serious.
- promote effective care planning for our Looked After Children, caring and effective corporate parenting, with key roles in improving their educational attainment, providing stable and high quality placements, permanency planning, and preparation for adulthood.
- providing Youth Justice services for children involved in the youth justice system (including those leaving custody), secure the provision of education for young people in custody and ensure that safeguarding responsibilities are effectively carried out.
- Providing safe and effective child protection and Child in Need services
- understand local need and secure provision of services taking account of the benefits of prevention and early intervention and the importance of co- operating with other agencies to offer early help to children, young people and families.

The Directorates activities are underpinned by and contributes towards the Corporate priorities, specifically Starting Well, Living Well, Place Based Services and a Vibrant Economy.

# Appendix 8 Director of Children's Services – Children's Social Care

## Services provided include -

- Out of hours emergency support
- A multi-agency "front door" access point
- Statutory assessments of need
- Assessment, planning, intervention and review for children in need, child protection and looked after children including care leaver.
- A range of early help assessment and support.
- Youth Offending services
- One of three statutory partners in local safeguarding arrangements

Performance of the Children's Social Care Services Directorate is currently judged as Requires Improvement to be Good by the regulator, following inspection in May 2019. This is an improved position following an Inadequate judgement in November 2016. Improvement has been slow, but notable improvements have been made. Whilst much more of our activity is now judged to be requires improvement or good, there remains significant inconsistency.

Spend Analysis	Revenue Budget £
<b>Expenditure</b>	
Employees	23,386,433
Premises Related Expenditure	325,980
Transport Related Expenditure	340,960
Supplies and Services	3,184,110
Third Party Payments	32,675,510
Transfer Payments	3,745,110
Recharge Expenses	306,480
Capital Items & Reserve Movements	(188,550)
<b>Expenditure Total</b>	<b>63,776,033</b>
<b>Income</b>	
Recharge Income	(362,210)
Government Grant Income	(9,372,643)
Other Grants Reimbursements and Contributions	(177,650)
Other Income	(340,930)
Customer and Client Receipts	(12,600)
<b>Income Total</b>	<b>(10,266,033)</b>
<b>Grand Total</b>	<b>53,510,000</b>

**Achievements and successes in 2020/21:** Improvements through 2018/19 was slow, but this picked up in 2019/20. The upward/positive trajectory of many key indicators and the "rolling 12 months" showing a generally positive direction of travel, including a reduction in referrals and re-referrals for statutory services, reduced numbers of children's subject to a child protection intervention/ plan, or requiring statutory support as a Child in Need. Unfortunately this has been largely reversed with the advent of Covid and we have seen significantly increased numbers of contacts, referrals and cases held in the statutory system since June 2020, although this has not worked through to impact on the Child Protection or Cared for Children numbers.

Significant progress has though been made in further developing a locality based early help offer and the role out of Team Around the School with demonstrable impact, including the launch of our EH Access Point and Website. Close working arrangements between our EH services, Education and Schools during Covid has enabled significant numbers of children and families to be promptly and appropriately supported and minimised escalations into statutory services.

Significant progress has been made in delivering on the 7 Cared for Children sustainability projects despite the pandemic and most have remain on track.

## Key priorities for 2021/22 and future years

At this stage in our improvement, although our reliance on agency staffing has now significantly reduced from a peak in 2017/18, it remains to high following an increase in Spring 2020. We retain a focus on further improving our work force stability and moving from a relatively high, but reducing reliance on newly qualified Social works. This is supported by an enhanced work force development offer including a second supported year in practice and a training program commencing January 2021 to support the quality of our practice.

In partnership with HR colleagues a recruitment and retention campaign will be launched in 2021

In Tameside we are now getting the basics right most of the time and we are now able to add to the focus on core compliance, a focus upon effective relationship based practice, but there remains a way to go to embed this consistently across the service. Signs of Safety remains our core practice framework, which continues to be embedded for frontline practitioners, supervisors and senior managers in 2021/22.

Our quality audits show that whilst the large majority of casework meets standards that are either Requires Improvement or Good, some casework remains Inadequate. This remains a priority for 2021/22 and we are launching an updated and revised Quality Assurance framework focused more on the wider engagement and ownership by managers across the service and with improved feedback and learning lops

The quality of our plans and the timeliness of achieving permanence for our children in care remains a priority.

We have made good progress on the implementation of a Multi Agency Safeguarding Hub (MASH) and incorporated this within an overarching and locality based operational model spanning Early Help and Social Care along with an aligned Early Help Access Point launched in 2020. The aim being to protect and safeguard the most vulnerable children from harm, neglect and abuse by taking a more holistic view of the needs and the situation of those most vulnerable and to ensure that we are able to support and when necessary intervene at an earlier pre statutory point and that our early help is appropriately targeted, evidence based and outcome focused , and we would anticipate more fully embedding this in 2021/22.

The number of Looked After Children remains high but stable and this a priority for 2021/22 to ensure that only those children who need to enter care and that once in care plans for permanency are both agreed and implemented in good time. This is supported by our 7 point Looked After Sufficiency plan and a range of other aligned activity.

## Savings 2021/22

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Service Area	Saving Title	Saving Forecast				
		2021/22	2022/23	2023/24	2024/25	2025/26
		£000s	£000s	£000s	£000s	£000s
Early Help, Early Years & Neighbourhoods	Alignment of services to neighbourhoods model	10	10	10	10	10
Early Help, Early Years & Neighbourhoods	Alignment of services to neighbourhoods model	70	70	70	70	70
Early Help, Early Years & Neighbourhoods	Alignment of services to neighbourhoods model	64	64	64	64	64
Early Help, Early Years & Neighbourhoods	Alignment of services to neighbourhoods model	32	32	32	32	32
Duty and Locality Teams	Duty and Locality Teams	235	235	235	235	235
Children's Social Care Safeguarding & Quality Assurance	Review of staffing	81	81	81	81	81
		<b>492</b>	<b>492</b>	<b>492</b>	<b>492</b>	<b>492</b>

## Pressures 2021/22

Nature of Pressure	Description of pressure	Pressures Forecast £000s - Incremental				
		2021/22	2022/23	2023/24	2024/25	2025/26
Other service pressures	Systems Investment / Liquid Logic	-250	0	0	0	0
Staffing related cost pressure	Cost of salary increments for 20/21	329	0	0	0	0
Staffing related cost pressure	Cost of additional 0.75% pay award for 20/21	179	0	0	0	0
		<b>258</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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## Budget Proposals 2021/22

Service	Revenue Budget £
Access Services	3,780,000
Assistant Executive Director - Education	285,455
School Performance and Standards	239,815
Schools Centrally Managed	1,656,650
Special Educational Needs and Disabilities	1,277,080
<b>Grand Total</b>	<b>7,239,000</b>

### Purpose of the Directorate:

The Education Service has a strategic leadership responsibility for the Starting Well priority. In addition improved learning outcomes are vital to all subsequent corporate priorities notably Living Well, Ageing Well and Vibrant Economy.

**Service Objectives and Services Provided:** The Education Service has strategic leadership responsibility for the Starting Well priority as part of the Council's Corporate Plan '*Our People, Our Place, Our Plan*'. In addition, improved learning outcomes are vital to all subsequent corporate priorities, notably Living Well, Ageing Well and Vibrant Economy.

Our Education Service has the following core functions:

Early Years – to ensure sufficient provision is available and that the quality is either good or outstanding;

School Improvement – to ensure that all education provision is either good or outstanding;

Place Planning & Admissions – to ensure we have sufficient school places and that children all have fair access to our schools;

Special Educational Needs – to ensure that all children's needs are accurately assessed at the first opportunity and they receive education provision that meets their needs and helps them to achieve their potential;

Alternative Provision – to deliver provision for children who are too ill to attend school and those who have been permanently excluded from school;

Virtual School – to fulfil our corporate parenting responsibility for children in care;

Specialist Services – to manage resources (including oversight of whole council wide trade with schools), governor services, school attendance service, elective home education, children missing education, music service.

The statutory functions for which the Education Service is responsible for are set out in annex 2 of Schools Revenue Funding 2021 to 2022. As outlined in Tameside's Schools Strategy (agreed by Executive Cabinet in August 2018) the Council is committed to delivering more assertive and systematic leadership in order to deliver these key functions. To do this well we will be a credible, effective and responsive partner for schools and central government and have an effective and engaged relationship with all our schools. Our success is dependent on mutual co-operation.

## Achievements and successes in 2020/21

- Supported all schools to remain open throughout the COVID 19 pandemic, including at least weekly updates for school leaders, weekly planning via our scenario planning group, Public Health and Health and Safety webinars, risk assessment templates and advice, and launching a parent helpline for parents with children with additional needs.
- 85.6% of young people were placed in their 1<sup>st</sup> choice secondary school compared to 82.2% nationally.
- 91.5% of children were placed in their 1<sup>st</sup> choice primary school compared to 90.2% nationally.
- 78% of 2 year olds are benefitting from universal funded early education places despite the coronavirus pandemic closures.
- 100% of Personal Education Plans completed in Summer term 19/20 for our cared for children.
- EHC plans maintained by Tameside is 1738 in 2021, 1575 in 2020, 1344 in 2019.
- The volume of plans completed in the 2020 calendar year was 299 (2019 – 409, 2018 – 348).
- Timeliness of EHCPs completed in 20 weeks increased to 83% when excluding exceptions (from 49% in 2019 calendar year).
- Over 27,000 supermarket vouchers distributed to families in need eligible for free school meals over October half term, Christmas holidays and February Half Term.
- Closed the gap with national standards by 3% in KS1 Phonics Check.
- Around 15,000 calls made to schools by the SLOs.

2021/22



## Key priorities for 2021/22 and future years

Greater capacity and stability in the Council's Education service in recent years, has enabled a more rigorous approach to our core functions (outlined above) be implemented.

This year the service's focus has been to support schools throughout the COVID-19 pandemic. We have worked closely with schools to enable them to remain open and provide support for all pupils with a clear focus in the most vulnerable.

The Borough's clear priorities (Reading, Attendance, SEN support) continue to be the right areas for focus. Despite the impact of COVID-19 on the school data landscape, the data on the impact of targeted work continues to show it is an effective improvement tool.

Our approach also continues: evidence-informed practice and **brokering support locally** to strengthen the system; a focus on **relationships and partnerships**, which have been extremely important in the Council's COVID-19 response, resulting in an effective, as well as harmonious, school system during the exceptionally difficult context of a pandemic.

For 2021/2 our specific focus will be to secure early intervention for 2021/2 academic year and focus recovery support on **disadvantaged and vulnerable children and accelerating our SEND improvement plans**. Approaches will include **early language development, transformation of the Tameside PRU and an exclusion culture; reading especially in Year 7; ongoing SEND transformation; Wellbeing for Education Return.**

Spend Analysis	Revenue Budget £
<b>Expenditure</b>	
Employees	7,599,870
Premises Related Expenditure	21,530
Transport Related Expenditure	3,248,365
Supplies and Services	2,361,650
Third Party Payments	19,519,624
Transfer Payments	172,865
Recharge Expenses	853,280
Capital Items & Reserve Movements	(80,150)
<b>Expenditure Total</b>	<b>33,697,034</b>
<b>Income</b>	
Recharge Income	(2,046,690)
Customer and Client Receipts	(1,098,587)
Government Grant Income	(23,311,317)
Other Income	(1,440)
<b>Income Total</b>	<b>(26,458,034)</b>
<b>Grand Total</b>	<b>7,239,000</b>

## Savings 2021/21

Service Area	Saving Title	Saving Forecast				
		2021/22	2022/23	2023/24	2024/25	2025/26
		£000s	£000s	£000s	£000s	£000s
Access and SEND	Behaviour & Attendance Offer	124	105	105	105	105
Pensions Increase Act	Pensions Act Increase	88	88	88	88	88
		<b>212</b>	<b>193</b>	<b>193</b>	<b>193</b>	<b>193</b>

## Pressures 2021/22

Nature of Pressure	Description of pressure	Pressures Forecast £000s - Incremental				
		2021/22	2022/23	2023/24	2024/25	2025/26
Demographic pressures	SEN Home to School Transport	1,000	0	0	0	0
Staffing related cost pressure	Cost of salary increments for 20/21	22	0	0	0	0
Staffing related cost pressure	Cost of additional 0.75% pay award for 20/21	8	0	0	0	0
		<b>1,030</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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## Budget Proposals 2021/22

Service Area	Revenue Budget £
Population Health	15,397,000
<b>Grand Total</b>	<b>15,397,000</b>

### **Purpose of the Directorate:**

Our purpose is to improve and protect the health and wellbeing of people living and working in Tameside. We work closely with partner organisations to understand and address the wider issues that influence people's health locally:

- Provide public health leadership, information, advice and understanding to enable decisions that are based on people's need and what is effective.
- Commissioning and monitoring key Public Health prescribed and non-prescribed services and functions
- work with partners to protect Tameside residents from communicable and non-communicable diseases and environmental hazards.
- Client and commissioning lead for Leisure Services and the capital programme (Active Tameside) – ensure the resilience of these services going forward.

### **Vision and key priorities:**

- Improve population health and wellbeing and reduce inequalities
- Lead, develop and implement the Borough response to COVID-19 via the Outbreak Management Plan, Test, Trace and Isolate
- Support for Tameside Starting Well partnership and action plan, developing co-located children's neighbourhood teams, integrated 0-19 services with particular focus on infant mortality, child health speech, language and communication needs and school readiness
- Development of integrated specification for 0-19 Healthy Child Programme, recommissioning of breastfeeding peer support, home visiting/Peer Support
- Review of Active Tameside estate, management fee and contract – to ensure financial and future sustainability. Promoting Active Neighbourhoods via the Active Alliance
- Recommissioning a new Health Improvement offer – increasing our focus on tobacco control and asset based community development
- Tackling Substance Misuse issues across the population including via the specialist treatment service
- Improving sexual health outcomes across the system including an open access integrated sexual health service
- Taking a strategic lead role in tackling Domestic Abuse across Tameside
- Delivery of Sustainable Food Strategy and partnership action plan
- Delivery of Age Friendly Communities Strategy and action plan, including Ageing in Place programme
- Take action to address health inequalities and wider determinants of health by reducing the impact of environmental factors on health such as air quality and the built environment
- Provide specialist support to the wider health and social care system to embed a preventative approach,
- Continue to work with directorates across the Strategic Commission in the design of joint commissioning processes, including across Greater Manchester

# Appendix 10 Director of Population Health Budget Proposals

## Services Delivered (D = delivered; C = commissioned)

- Public Health support and advice to wider system (D)
- Health Protection (D): oversight/assurance & local co-ordination of COVID response, responding to outbreaks, establishment of testing strategy, local contact tracing, communications
- Coordination and leadership of the annual flu vaccine campaign (D)
- Health Improvement programmes (D& C): physical activity, smoking cessation/ weight management, oral health
- Integrated specialist substance misuse treatment service (C)
- Integrated Sexual Health service (C)
- Contribution to Domestic Abuse support services and strategic leadership (D & C)
- General Practice Locally Commissioned Services (C): smoking cessation; weight management; LARC; chlamydia screening; health checks
- Starting Well Programme - Healthy Child Programme – Infant feeding, Health Visiting, FNP and School Nursing (C), Early Years/Early Help, Neighbourhood Model, Early Attachment and CYP Emotional Health and Wellbeing
- Public Mental Health Programme (D & C)
- Ageing Well Programme (D&C)

## Achievements and Successes 2020/21:

- Delivery and leadership of COVID-19 response – Containing Covid, outbreak management, testing programme and contact tracing
- Delivery and commissioning of statutory functions for public health
- Recruitment of new strategic lead post around domestic abuse - has introduced new governance process with new DA Steering Group and Operational Group – also have plans throughout 2021/22 to meet our statutory obligations under the DA Bill; conduct in depth finance and needs assessment work; and develop a new Domestic Abuse Strategy for Tameside.
- Secured additional funding for public health programmes including Physical activity (Local Pilot) and Domestic Abuse
- Scaled up tobacco programme with successes in reduced prevalence and smoking in pregnancy
- Lead delivery of the local Maternity Transformation Programme
- Commissioned services working differently due to Covid-19, and taking learning to improve pathways and increased engagement with families
- Improved up take of the Healthy Start Scheme across Tameside.
- Coproduced a new Children and Young People's Emotional and Mental Wellbeing Community Offer
- Performance of drug and alcohol services - embedding the Alcohol Exposed Pregnancy Programme into CGL core service delivery and doubled number of interventions delivered, review of PIPS service and Hidden Harm Needs Assessment completed
- The overall rate of prescribed LARC has seen recent year-on-year increase, several STI diagnoses rates reducing and latest data from 2019 shows overall STI diagnoses in Tameside significantly lower than national average, latest HIV testing coverage data shows significant increase from previous year (2018)
- Ageing Well Nutrition and Hydration programme launched, Ageing in Place, Intergen project and Age Friendly Champions and Social Connectors programme

# Appendix 10 Director of Population Health Budget Proposals

## How is the service performing?

Progress against key public health outcomes is monitored nationally and regionally via the Public Health Outcomes Framework (www.phoutcomes.info). Examples are below:

- Significant reductions in Smoking in Pregnancy at a faster rate than GM or nationally, to 13.6% in 2019/20
- Prevalence of smoking in Routine and Manual workers fell very slightly from 28.9% in 2018 to 28.8% in 2019
- Significant increases in physical activity levels (Active People Survey)
- As of December 2020, more people had been vaccinated against flu than at the same time in whole of 2019 for 5 of the 6 measured targets

## Individual service level KPIs

- Lead for delivery of local and mobile testing sites, and ATS for rapid testing – consistent high levels of testing Delivery of local contact tracing and support for high risk settings – high levels of engagement with hard to reach residents
- Support and management of over 150 outbreaks across schools, workplaces, care homes
- Training in infection control, covid guidance and risk assessment to all early years settings, schools, care homes and domiciliary care providers in the Borough
- Over 2019/20 – 562 people quit smoking in Tameside: an increase of 35 compared to 2018/19
- The Health Improvement service conducted 1460 health checks in the community
- Excellent performance (best in GM) within school aged immunisations - HPV vaccination coverage significantly above national average and continues to improve (currently 95.1% uptake)
- Increase in Alcohol referrals, implemented CGL Alcohol plan leading to increase in risk management of alcohol users. Increase referrals by 50% into PIPS service and continued focus on Branching CYP services
- Local roll out of national PrEP (pre-exposure prophylaxis) programme to prevent HIV infection amongst high risk groups.

Spend Analysis	Revenue Budget £
<b>Expenditure</b>	
Employees	954,780
Transport Related Expenditure	4,100
Supplies and Services	13,098,530
Recharge Expenses	607,760
Capital Items & Reserve Movements	(123,590)
Third Party Payments	1,085,120
Premises Related Expenditure	1,000
<b>Expenditure Total</b>	<b>15,627,700</b>
<b>Income</b>	
Other Income	(156,380)
Recharge Income	(50,000)
Other Grants Reimbursements and Contributions	(9,320)
Customer and Client Receipts	(5,000)
<b>Income Total</b>	<b>(230,700)</b>
<b>Grand Total</b>	<b>15,397,000</b>

## How does the service support regional/national priorities or requirements?

- Deliver local authority response to Covid-19 and contain and manage the pandemic
- Provide GM Public Health leadership via GM DsPH and subgroups
- Supports the Health Economy in delivery of the NHS Long Term Plan
- Delivers on subregional priorities and strategies, eg GM Population Health priorities and strategies, GMCA, GM Health and Social Care Partnership
- Leads on the delivery and implementation of national policy
- Lead Authority on the development, delivery, implementation and evaluation of the Alcohol Exposed Pregnancy Programme - Lead Authority across GM for BBV and Hepatitis C

# Appendix 10 Director of Population Health Budget Proposals

## What are the key challenges and priorities for 2021/22 and beyond?

- Continue to respond to managing the Covid pandemic and response, and deliver 'BAU' public health functions and commissions
- The continued need to identify further efficiencies and savings continues to present challenges within a reduced programme capacity and the need to further prioritise the overall work programme.
- Embed Public and Population Health in strategic commissioning, integration and the co-location of health and social care servicing relating to children, young people and families.
- Review the Health Protection function to ensure pathways, roles and responsibilities are optimised
- Re-commission Health Improvement Services (smoking and healthy weight) to deliver efficiencies and value for money
- Development of plans to meet statutory requirements under DA bill
- Develop a financially sustainable sport and leisure offer
- Deliver and commission programmes to deliver on the ambitions across life-course areas of the corporate plan
- Promoting Health in All Policies including supporting the further development of the Healthy Spaces/ Clean Air agenda
- Recommissioning of sexual health service including a focus on community-based provision

## What does the service need to do to deliver the corporate priorities?

- Continue to deliver high-quality Population Health advice and support to the system, to ensure that health and prevention are at the core of plans
- Prioritise action to contain Covid – refocus public health capacity and resources
- maintain a focus on those experiencing the poorest health outcomes through the services we commission and our work with local partners
- Continue to provide universal services for children and adults to support all council priorities. In particular:
  - Very best start in life
  - Longer and healthier lives with good mental health
  - Independence and activity in older age, and dignity and choice

## How does the service support regional/national priorities or requirements?

- Deliver local authority response to Covid-19 and contain and manage the pandemic
- Provide GM Public Health leadership via GM DsPH and subgroups
- Supports the Health Economy in delivery of the NHS Long Term Plan
- Delivers on subregional priorities and strategies, eg GM Population Health priorities and strategies, GMCA, GM Health and Social Care Partnership
- Leads on the delivery and implementation of national policy
- Lead Authority on the development, delivery, implementation and evaluation of the Alcohol Exposed Pregnancy Programme - Lead Authority across GM for BBV and Hepatitis C

## How will the service measure success?

Success can be measured through delivery of our key services and functions, and evidenced through the Public Health Outcomes Framework (PHOF) and the key metrics outlined in the corporate plan.



## What challenges and risks is the service facing?

- Capacity and resources to manage the Covid pandemic and required public health response
- Outbreak responses and specialism of team in sort supply – high workloads
- Impact of austerity on public services and health status
- Working to reduce the health gap
- Making the case for prevention - Well-chosen interventions implemented at scale, help avoid poor health, reduce the growth in demand on public services, and support inclusive economic growth.
- The continued need to identify further efficiencies and savings continues to present challenges within a reduced programme capacity and the need to further prioritise the overall work programme.
- Impact of Covid on local economy and jobs
- High demand in services and flexible service delivery need - sexual health service with upcoming recommissioning during 20/21, mental health services, health visiting and school nursing

## Statutory or legislative obligations

The local authority statutory duties for public health services are mainly outlined in the Health and Social Care Act 2012 legislation. They include the duty to improve public health through mandated and non-mandated functions.

## Savings 2021/22

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Service Area	Saving Title	Saving Forecast				
		2021/22	2022/23	2023/24	2024/25	2025/26
		£000s	£000s	£000s	£000s	£000s
Commissioning	Sport and Leisure	150	0	0	0	0
Commissioning	ICFT CONTRACT	0	500	500	500	500
Commissioning	Health Improvement Recommissioning	93	186	186	186	186
Commissioning	Sport and Leisure	0	300	300	300	1077
Health Improvement	Schools Health & Wellbeing Reductions	13	13	13	13	13
Commissioning	Drugs and Alcohol Recommissioning	200	200	266	266	266
Commissioning	CYP Emotional Health and Wellbeing	16	16	16	16	16
		<b>472</b>	<b>1,215</b>	<b>1,281</b>	<b>1,281</b>	<b>2,058</b>

## Pressures 2021/22

Nature of Pressure	Description of pressure	Pressures Forecast £000s - Incremental				
		2021/22	2022/23	2023/24	2024/25	2025/26
Inflationary Pressures	Pressure for part year savings - Drugs & Alcohol contract	67	0	34	0	0
Inflationary Pressures	ICFT Community Services Contract Inflation – recurrent 19/20 value - no additional inflation on contract value from 20/21	200	200	200	200	200
Inflationary Pressures	Pennine Care Contracts – 19/20 inflation within 20/21 contract value - Service retendered from 1 October 2020	-35	0	0	0	0
Staffing related cost pressure	Cost of salary increments for 20/21	18	0	0	0	0
Staffing related cost pressure	Cost of additional 0.75% pay award for 20/21	7	0	0	0	0
		<b>257</b>	<b>200</b>	<b>234</b>	<b>200</b>	<b>200</b>

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## Budget Proposals 2021/22

### Service Objectives and Services Provided:

The following services are delivered from Growth Directorate:

#### **STRATEGIC PROPERTY DIVISION**

- Oversight and senior level management of the CCG and Council estate merged during 2019 under the new Director of Growth, to ensure consistency in delivering the Corporate Plan and this has proved invaluable during this years pandemic, ensuring a joined up and expedient approach when identifying and managing Covid19 testing and vaccination sites. A Strategic Asset Management Plan (SAMP) has been developed and approved by Cabinet during 2020, including a new estates strategy, an updated Disposals Policy and new Freehold Reversions policy. A worksmart project has commenced, involving a comprehensive review of the operational estate and future service needs, with the pandemic and associated home working providing an opportunity to maximise agile working across the workforce and identify areas to rationalise the estate to realise revenue savings and a pipeline of capital receipts from 2021/22 . The team manage a rent roll of c£1.4m; undertake rent reviews to maximise income, acquisitions and disposals of land and buildings and provide surveying and valuation professional advice on development and regeneration projects.
- The Facilities Management and Environmental Development Teams oversee property management of the Councils operational estate, including building compliance. It undertakes the Corporate Landlord function, managing the various external contracts which support this operation, including client management of the facilities management and school meals services undertaken by the LEP. The service also has a team which manages the councils responsibilities for sustainability and utility management, writes bids to support carbon reduction building improvements and works with colleagues across Greater Manchester to deliver the GMCA 5yr Environment Plan.
- In December 2020 Executive Cabinet approved the budget to commission a review of 1,500 property assets, which will culminate in pipeline of sites for development and disposal pipeline to support the Capital Programme. The Asset Management, Capital Programme and Housing Adaptations Teams oversee major construction and smaller scale projects, including Ashton Old Baths new Data Centre, Hyde pool extension, demolition of the former Denton pool, extensions and repairs to schools, including Hyde Community College. The team has a client management role with the Local Enterprise Partnership (LEP) and this contract was reviewed during 2020, with Cabinet approving a further extension to the framework in July 2020. Housing Adaptations are continuing throughout the pandemic, ensuring this critical service continues to support Tameside residents to live independently in their own homes.

## **DEVELOPMENT, INVESTMENT AND HOUSING DIVISION**

- Develops, manage and deliver strategic development sites, major regeneration programmes and town centre initiatives, such as Ashton Moss innovation zones, Godley Green Garden Village and Stalybridge Town Challenge. They deliver other major regeneration programmes, such as Hattersley Central and bring forward employment sites for development, such as St Petersfield. The team prepare and submit funding bids and manage external funding and relationships with funders and stakeholders. The Housing Growth Team includes strategic housing, housing market intelligence; Empty Property Strategy, housing development delivery, refugees and asylum work. The team is currently developing a new Housing Strategy and Housing Delivery Plan, linking with the estates review work, to identify development opportunities for new housing, including homes for our care leavers and residents with specialist needs.
- The Economy, Employment & Skills Service supports businesses to start and grow and helps our residents to improve their skills and access employment, training and apprenticeships. During 2020/21, the team has had to adapt to the pressures brought about by the pandemic, with staff seconded into different roles to respond to business enquiries, process and distribute business grants and work with population health colleagues to ensure businesses are supported to operate in a Covid safe way. The team produced a Covid19 Economic Response Plan and draft Inclusive Growth Strategy, which is due to be published by March 2021. They design and deliver bespoke projects in partnership with other agencies to support residents into employment; provide careers information, advice, education and guidance and intervene as appropriate to reduce young people 'Not in Education, Employment and Training' (NEET). The team provide key worker support to adults with disabilities and health conditions through Routes to Work and provide Adult Community Education to residents 19+ including English, maths, ICT and employability courses.

## **PLANNING & STRATEGIC INFRASTRUCTURE DIVISION**

- The team works closely with GMCA and TfGM in shaping Transport Policy and Strategy. They help deliver major projects within the Borough, such as the new Tameside (Ashton-under-Lyne) transport interchange, TransPennine Upgrade initiatives and the Hattersley ticket office improvements. The Planning teams process planning applications, deal with pre application enquiries and appeals, undertake Building Regulations inspections, investigate complaints and potential enforcement matters and process Land Charges applications. They also work with the Combined Authority to produce a development plan for Greater Manchester and will be developing a Local Plan for Tameside, whilst responding to Central Government's proposed reforms of the planning system. The service also hosts and manages the GMCA Ecology Unit, which delivers services within Greater Manchester and the wider North West of England.

## Achievements and successes in 2020/21

- Published Strategic Asset Management Plan, new Disposals Policy and declared some council owned sites surplus to requirements, to enable them to be brought forward for development or community uses.
- Commenced Worksmart Project, completing all service property needs surveys.
- Inclusive Growth Strategy published.
- Ashton Interchange completed.
- Supported the delivery of the governments Kickstart Scheme to help residents back into employment.
- Delivered over 30 Tameside Employment Fund Placements
- Facilitated 23 residential placements for residents with special needs and care leavers, e.g. Mount Street
- Secured external funding to undertake site investigations at Ashton Moss and St Petersfield, to help bring the sites forward to create thousands of employment opportunities for Tameside residents.
- Undertook a further review of the LEP and extended the contract to 2024.
- Commenced construction of the new Data Centre at Ashton Old Baths, St Petersfield with completion due early 2021/22.
- Commenced demolition of the former Denton pool building with completion due early 2021/22, to bring the site forward for development.
- Commenced construction of the Hyde Pool extension with completion due early 2021/22.
- Godley Green Garden Village site surveys completed, community consultation completed and planning application prepared.
- For period 1 April 2019 to 31 March 2020 474 affordable homes constructed:
  - 19/20 completions - 88 properties utilising £2.85m
  - 19/20 Starts on site to be completed in 20/21 172 properties utilising £5.86m of grants
- £1.2M Heritage Action Zone funds secured for Stalybridge Town Challenge.
- Completed site investigations in Stalybridge to ascertain costs of bringing sites forward for development.
- Published various planning data, surveys and studies to inform a Greater Manchester Plan and future Local Plan for Tameside.
- Undertook 1141 number of Local Land Searches in 2020, an increase of 46.1% from 2019.

## Response to COVID19:

- Produced Covid19 Economic Response Plan.
- Administered and paid out 240 number of Discretionary Business Grants totalling £2,345,250
- Set up ARG and LRSG Open Covid19 Business Grants Scheme to ensure £6.8m ARG and £1.8m LRSG Open support to businesses impacted by the pandemic. Latest performance ARG 214 grants equalling £295k and LRSG Open 168 grants equalling £590k
- Managed the Humanitarian Hub property, equipment and facilities set up.
- Sourced more than 20,000 food donations and supplies for the Humanitarian Hub and food banks.
- Set up Covis19 Business Resilience Clinic supporting 53 local companies with free help from business community champions such as finance and digital.
- Set up and facilitated Covid19 Business Leaders' Group
- Ensured the council's operational buildings are Covid secure.
- Ensured primary school meals available for vulnerable children.
- Identified and set up Covid19 drive through and lateral flow testing sites across Tameside.
- Set up Covid19 Vaccination sites for GP's in Tameside – property and facilities management, insurances and licences.
- Covid business enquiries – responded to approximately 2,100 emails and 600 telephone calls.

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## **Key priorities for 2021/22 and future years**

- Continue to respond to Covid19 Pandemic and work to support businesses and residents of Tameside.
- Continue development and delivery of Strategic sites:
  - Godley Green
  - Ashton Moss
  - St Petersfield
  - Hattersley
- Town centre regeneration:
  - Vision Tameside, Ashton-under-Lyne
  - Stalybridge Town Centre Challenge
  - Droylsden
  - Hyde
- Delivery of Growth savings plans.
- Strategic Asset Management Plan property rationalisation and disposals to generate revenue savings and capital receipts (corporate cross cutting budget savings project).
- Complete review of 1,500 land and property assets.
- Tranche 3 disposals pipeline – sites declared surplus to requirements.
- Publication of the Housing Strategy/Delivery Plan and provider frameworks to support care leavers and adults housing needs to 2024 (corporate cross cutting budget savings project).
- Delivery of the Inclusive Growth Strategy.
- Work with GMCA to produce a Spatial Plan (Plan of 9).
- Respond to Central Governments Planning Reform announcements and proposals and progress the Local Plan when the primary legislation is in place to proceed.
- Publish Tameside's Environment & Sustainability Plan.
- Commence In Work Progression Pilot with DWP.
- Recommence face-to-face Adult Community Education Service when safe to do so.
- Complete digitalisation of Local Land Searches.
- Mottram Bypass and Glossop Spur Impacts Study completed.
- Review Building Control Service and alternative service delivery options.
- Maximise external funding opportunities.

# Appendix 11 Director of Growth Budget Proposals

Spend Analysis	Revenue Budget £
<b>Expenditure</b>	
Employees	5,564,710
Premises Related Expenditure	5,325,550
Transport Related Expenditure	24,400
Supplies and Services	30,713,960
Third Party Payments	272,800
Transfer Payments	435,660
Recharge Expenses	438,290
Capital Items & Reserve Movements	1,457,020
<b>Expenditure Total</b>	<b>44,232,390</b>
<b>Income</b>	
Recharge Income	(12,771,510)
Customer and Client Receipts	(4,222,980)
Government Grant Income	(15,032,280)
Other Income	(2,144,920)
Interest Income	(605,700)
Other Grants Reimbursements and Contributions	(35,000)
<b>Income Total</b>	<b>(34,812,390)</b>
<b>Grand Total</b>	<b>9,420,000</b>

Director/ Assistant Director	Revenue Budget £
Growth	386,544
Investment, Development & Housing	2,390,293
Planning & Transportation	638,631
Strategic Property	6,004,533
<b>Grand Total</b>	<b>9,420,000</b>

## Pressures 21/22

Directorate	Nature of Pressure	Description of pressure	Pressures Forecast £000s - Incremental				
			21/22	22/23	23/24	24/25	25/26
Growth	Reduction in other fees/charges/income	Delay in delivery of additional income targets due to COVID	1,000	-500	-250	-250	0
Growth	Other service pressures	Local Plan exc staffing	-40	149	19	33	25
Growth	Other service pressures	Removal of one-off budgets funded from reserves	-1,360	-844	0	0	0
Growth	Staffing related cost pressure	Cost of salary increments for 20/21	50	0	0	0	0
Growth	Staffing related cost pressure	Cost of additional 0.75% pay award for 20/21	36	0	0	0	0
			<b>-314</b>	<b>-1,196</b>	<b>-231</b>	<b>-217</b>	<b>25</b>

## Savings 21/22

Service Area	Brief Description	Saving Forecast				
		2021/22	2022/23	2023/24	2024/25	2025/26
		£000s	£000s	£000s	£000s	£000s
Corporate Landlord	Asset Management Accommodation Strategy (operational)/ WorkSmart (Lease Out of Tameside One Office Floor)	300	300	300	300	300
Corporate Landlord	Reduction in costs associated with the Tameside Additional Services Contract (TAS)	200	200	200	200	200
Corporate Landlord	Asset Management Accommodation Strategy (operational)/ WorkSmart (Relocation of Droylsden Library and Coming out of Hattersley Hub Offices and Community 7 Rooms)	20	80	145	145	145
Corporate Landlord	Cost Reduction of Utility (Gas and Electricity) by installation of energy saving measures in Council Buildings	0	20	45	70	100
Planning	Budget reductions across a number of budget lines reflecting historic underspends.	7	7	7	7	7
Planning	Recurrent income Review Land Charges fees aligned to completion of Land Registry digitisation project to ensure that the remaining chargeable services are at an appropriate up to date level	57	57	57	57	57
Planning	Planning and Transportation Review	55	55	55	55	55

## Savings 21/22

Service Area	Brief Description	Saving Forecast				
		2021/22	2022/23	2023/24	2024/25	2025/26
		£000s	£000s	£000s	£000s	£000s
Economy, Employment & Skills	Reduction in posts, income generation from management fees and restructuring external budgets.	76	33	33	33	33
Economy, Employment & Skills	Reduce Employment and Skills project budget by £10,000 (40%).	10	10	10	10	10
Development & Investment	Future Income Generation – Contributions to post	52	52	52	52	52
Corporate Landlord	Asset Management Accommodation Strategy (operational)/ WorkSmart	177	384	558	591	624
		<b>954</b>	<b>1,198</b>	<b>1,462</b>	<b>1,520</b>	<b>1,583</b>

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## Budget Proposals 2021/22

Service Area	Revenue Budget £
Community Safety & Homelessness	4,905,022
Cultural & Customer Services	2,993,012
Engineers, Highways & Traffic Management	3,739,900
Management & Operations	(1,354,455)
Operations & Neighbourhoods Management	30,909,050
Operations, Greenspace & Markets	4,904,201
Public Protection & Car Parks	1,167,528
Waste & Fleet Management	3,969,742
<b>Grand Total</b>	<b>51,234,000</b>

### **Purpose of the Directorate:**

Operations and Neighbourhoods deliver many of the front line services which the public first associate with the functions of a Council including many statutory services. From refuse collection, Libraries and Highways maintenance, these are services that you use daily whether you are a resident, visitor or on business.

### **Vision and key priorities:**

- Continue to deliver a comprehensive range of frontline services and Covid compliance function throughout the pandemic.
- Development and delivery of regional objectives – Tackling Congestion, Air Quality, Minimum Licensing Standards, Green Travel, Community Cohesion, Community Safety Strategy, Domestic Abuse, Waste and recycling, Homelessness
- Contributing to the building back a stronger community in the face of economic challenges and post the Covid pandemic – addressing issues of inequality, supporting vulnerable residents and the local economy.
- Delivery of capital programme: – Flood management, replacement of fleet, new cremators, LED lighting,, playgrounds, Tameside Highways Improvements 2 (TAMP).
- Implementation of a Walking and Cycling strategy in line with Local Walking and Cycling Infrastructure Plan (LCWIP).
- Development of Cultural offer both digitally and through an evolving venue and delivery strategy (Ashton Town Hall, a new Droylsden Library).
- Conduct a borough wide-review of car parking
- Address the issue of waste contamination within Tameside, specifically reducing rejected loads and increasing the mass balance performance.

## Statutory responsibilities under the following acts in the appropriate clauses (for full details see constitution)

- Licensing Act 2003
  - Gambling Act 2005
  - Local Government (Miscellaneous Provisions) Act 1982
  - Local Government (Miscellaneous Provisions) Act 1976
  - Public Health (Control of Disease) Act 1984
  - Local Authorities Cemeteries Order 1977 Officer of the burial authority
  - Cremation Regulations Registrar for various matters relating to cremation Health and to nominate a Medical Referee and Deputy Referees under the regulations
  - Highways Act 1980 S37(5)
  - Building Act 1984 S61(2) Weights and Measures Act 1985 S72 Chief Inspector (Weights and Measures)
  - Environmental Protection Act 1990 S149
  - Public Health Act 1961, the Building Act 1984, the Local Government (Miscellaneous Provisions) Acts 1976 and 1982, the New Roads and Street Works Act 1991 and the Environmental Protection Act 1990.
  - Road Traffic Regulation Act 1984
  - Disposal (Amenity) Act 1978.
  - Safety of Sports Grounds Act 1975
  - Sunday Trading Act 1994.
  - Clean Air Act 1993
  - Control of Pollution Act 1974.
  - Agriculture Act 2020.
  - Civil Contingencies Act 2004
  - The Health Protection (Coronavirus, Restrictions) (All Tiers) (England) Regulations 2020
- There are six key health protection regulations. These regulations provide rules to be complied with for the public and businesses, they also provide powers that allow the Council to enforce for non-compliance;;
- The Health Protection (Coronavirus, Restrictions) (Local Authority Enforcement Powers) (England) Regulations 2020
  - The Health Protection (Coronavirus, Restrictions) (No. 3) (England) Regulations 2020
  - The Health Protection (Coronavirus, Wearing of Face Coverings in a Relevant Place) (England) Regulations 2020
  - The Health Protection (Coronavirus, Collection of Contact Details etc. and Related Requirements) Regulations 2020
  - The Health Protection (Coronavirus, Restrictions) (Self-Isolation) (England) Regulations 2020
  - The Health Protection (Coronavirus, International Travel) (England) Regulations 2020



## Statutory responsibilities under the following acts in the appropriate clauses (2) ( for full details see constitution)

- To exercise the following powers under the Anti-social Behaviour, Crime and Policing Act 2014:
- Provision of Libraries, Customer Services and Cultural Services
- The provision of Parks, Countryside and Play Areas
- To exercise the Council's powers and duties in relation to the safety of reservoirs.
- The operation and management of indoor and outdoor markets
  
- **Flood & Water Management Act 2010 & Land Drainage Act 1991:**
- F&WMA 2010 established area Councils' as the Lead Local Flood Authority to coordinate the management of Risk Management Authority (Section 13 F&WMA 2010)
- Maintain a register of local structures and features that are likely to have a significant effect on flood risk (Section 21 F&WMA 2010).
- In the event of a significant flood, investigate to which authorities have flood risk management functions and whether these authorities have or intend to carry out these functions (Section 19 F&WMA 2010).
- Provide consultations for the Planning Authority on the design of surface water drainage submitted for major development sites (Town and Country Planning (Development Management Procedure) (England) Order 2015)
- Determine and consent, where appropriate, the changes to the structure of ordinary watercourses (Land Drainage Act 1991).
  
- Countryside & Rights of Way Act 2000
- Traffic Management Act 2004
- Reservoir Act 1975
- Highways Act 1980
- Section 41 – Duty to maintain the highway
- Section 130 – Protect right of public to use and enjoy the highway
- Section 156 – Duty to remove obstruction from the highway e.g. snow
- Highways Act 1986 – Duty to maintain
- Health and Safety at Work Act 1974

## Services Delivered

The directorate provides fundamental and essential front-line services which affect every Tameside resident of every age, every day of their lives, thereby supporting the corporate priorities of Starting Well, Living Well and Ageing Well. We are central to Place Based delivery ensuring we provide a physical infrastructure to support economic growth. Services such as refuse, highways, engineering, regulatory services, culture, libraries, markets, community safety, parks, green spaces and the local street scene enhance peoples' lives and improve the health & wellbeing of residents. In addition, customer services, welfare rights, homelessness services and the emergency on-call service help residents with a wide range of problems from minor issues to major, life-changing crises. The bereavement service even helps residents through the end of their lives.

## Achievements and Successes 2020/21:

- Continuation of frontline services throughout Covid-19, including staff redeployment to ensure resilience.
- Establishment of the Covid Compliance Team
- Major changes in service delivery to ensure Covid-19 compliance at all funerals
- Call Centre staff took Covid-19 related calls to help our vulnerable residents access their basic needs
- After initial lockdown successfully re-opened all Libraries in Tameside for face to face services and support digital access for the most vulnerable.
- Opening & operating the Town House – homeless hostel & community hub
- Reducing the number of rough sleepers to zero across the borough
- Introduction of the Councils' first core fleet electric vehicles and charging infrastructure
- Delivery of the major capital projects – including structural and highways maintenance projects
- Recycling at a rate of 54%, above the UK average of 48%

## How is the service performing?

- The Service is performing well delivering front-line services to residents within budget and meeting the statutory responsibilities of the Directorate.
- The challenges of austerity and budget restraints mean that we need to continually look at service efficiency and review the standard of delivery.
- Key issues include: Homelessness, Rough sleeping and the availability of supported housing. Recycling and contamination rates in waste. A holistic and effective response to Domestic Abuse. Issues of Anti Social Behaviour and tackling knife crime. Improving air quality and increasing access to sustainable transport.
- All of the key issues and performance against priorities will be monitored through the Public Service Reform Board.
- Against the delivery of front-line services, the Directorate will focus on meeting challenging budget savings, finding service efficiencies and redeveloping the way we deliver services in a post-Covid world.

# Appendix 12 Director of Operations and Neighbourhoods

12.1m bins collected per year	758km of highway maintained	311 retaining walls, totalling 31km, inspected	13,739 Covid-19 Engagement Contacts made
3942 Covid-19 Compliance Visits/Interventions	92 Road Bridges and 46 Footbridges maintained	Manage and maintain 37 children's play areas	166,000 issues of digital items from Libraries
3300 disabled parking blue badges issued	Transport 600+ vulnerable residents each day	268km of public rights of way and bridleways inspected	Manage 41 School Crossing Patrol Points
Over 102,000 telephone calls answered by the Call Centre in 20/21	32 War memorials / remembrance sites inspected & maintained	35,000 highway & greenspace trees inspected and maintained	Maintain and operate a fleet of over 200 vehicles and items of plant
Advice provided towards 1358 Covid-19 Service Access Requests	Rehousing 166 people to prevent and reduce homelessness	2103 residents supported to claim £5 million of welfare benefits	35 Covid outbreaks investigated
Recycling rate approaching 60%	4600 pest control visits per year	Over 245,000 engagements, for Cultural Services (almost) 200 virtual events and activities	Maintain 44,500 road gullies
3000 funerals a year	865 licensed premises	1453 Taxi Tests completed	1800 food premises regulated

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# Appendix 12 Director of Operations and Neighbourhoods

## What are the key challenges and priorities for 2021/22 and beyond?

- Reframing and delivering services in a financially challenging and post-Covid environment.
- Delivering responsibilities under the Clean Air Plan, Minimum Licensing Standards, Community Cohesion, Domestic Abuse and Homelessness.
- Review of the Refuse Collection Regime
- Delivering a wide range of capital projects including the Cycling and Walking Schemes, Highways Improvements, Droylsden Library
- Maintenance and repairs to deteriorating infrastructure assets, including boundary walls, bridges, culverts.
- Maintaining universal services for residents with diminishing resource.
- Developing a Cultural Framework to support Cultural Recovery in Tameside

## What does the service need to do to deliver the corporate priorities?

Whilst Operations and Neighbourhoods is central to the corporate themes of 'Infrastructure and Environment' and 'Nurturing Communities', the essential front-line services it provides supports all the corporate priorities of Starting Well, Living Well and Ageing Well.

Given the wide-ranging ambitions of the 'Our People Our Place Our Plan', successful collaboration within the Directorate, across the Council/CCG, and with external partners, is essential to maximise the effectiveness of the services provided.

Spend Analysis	Revenue Budget £
<b>Expenditure</b>	
Employees	21,078,169
Premises Related Expenditure	2,842,050
Transport Related Expenditure	6,078,927
Supplies and Services	10,644,043
Transfer Payments	1,676,264
Recharge Expenses	2,556,710
Capital Items & Reserve Movements	(35,783)
Third Party Payments	34,084,741
<b>Expenditure Total</b>	<b>78,925,121</b>
<b>Income</b>	
Recharge Income	(15,023,608)
Customer and Client Receipts	(9,584,586)
Government Grant Income	(2,699,883)
Other Grants Reimbursements and Contributions	(31,230)
Other Income	(351,814)
<b>Income Total</b>	<b>(27,691,121)</b>
<b>Grand Total</b>	<b>51,234,000</b>

## How will the service measure success?

The Directorate team monitor the following as a measure of service success and health:

- Delivery of successful capital projects across the directorate, within budget and on time.
- Reducing sickness absence – a happy and motivated workforce.
- Covid Compliance and support to the residential and business community.
- Increase cross-service collaboration with innovative ideas and transformational projects.
- Increase cultural engagement for our residents.
- Residents saying they are well informed and engaged in a timely manner
- Decreasing the numbers of complaints, FOI and Ombudsmen enquiries.
- Decreasing the numbers of residents who are vulnerable and homeless.

## What challenges and risks is the service facing?

- Successful completion of major capital projects across the directorate, within budget and on time.
- Reducing contamination levels and increasing recycling levels to reduce the waste levy through targeted awareness campaigns.
- Ensuring that the borough's car parking review leads to a greater understanding of residents' needs and address income pressures.
- Maintaining occupancy levels across the Markets in light of the high street decline
- Ensuring that we monitor and address issues of Community Safety and Cohesion.
- Increasing service demands on the frontline services that the Directorate provides.
- Further budget pressures across the Directorate.

## How does the service support regional/national priorities or requirements?

- Development and delivery of regional objectives – Tackling Congestion, Air Quality, Minimum Licensing Standards, Green Travel, Community Cohesion, Community Safety Strategy, Domestic Abuse, Homelessness.
- Lead on a GM project to design and implement a series of common minimum standards for licensed drivers, vehicles and operators.
- Implementation of a Walking and Cycling strategy in line with Local Walking and Cycling Infrastructure Plan (LCWIP).

## Pressures 21/22

Directorate	Nature of Pressure	Description of pressure	Pressures Forecast £000s - Incremental				
			21/22	22/23	23/24	24/25	25/26
Operations and Neighbourhoods	Reduction in other fees/charges/income	Additional income pressures in car parks and markets	839	-439	-400	0	0
Operations and Neighbourhoods	Other service pressures	Removal of one-off budgets funded from reserves	-1,757	-334	-190	0	0
Operations and Neighbourhoods	Staffing related cost pressure	Cost of salary increments for 20/21	361	0	0	0	0
Operations and Neighbourhoods	Staffing related cost pressure	Cost of additional 0.75% pay award for 20/21	165	0	0	0	0
Operations and Neighbourhoods	Other service pressures	LHA Homelessness funded accomodation	786	-556	0	0	0
			<b>394</b>	<b>-1,329</b>	<b>-590</b>	<b>0</b>	<b>0</b>

## Savings 21/22

Service Area	Saving Title	Saving Forecast				
		2021/22	2022/23	2023/24	2024/25	2025/26
		£000s	£000s	£000s	£000s	£000s
Engineers	Highway maintenance efficiencies	67	67	67	67	67
Public Protection & Car Parks	CCTV Connection to Dark Fibre	0	89	89	89	89
Engineers	Work with STAR to ensure procurement in Stores is best value and on contract	68.5	137	137	137	137
Management & Operations/Operations & Greenspace	Review of Security Provision	10	20	20	20	20
Public Protection & Car Parks	Public Protection operating review	110	225	225	225	225
Public Protection & Car Parks	CCTV Equipment	49	49	49	49	49

## Savings 21/22

Service Area	Saving Title	Saving Forecast				
		2021/22	2022/23	2023/24	2024/25	2025/26
		£000s	£000s	£000s	£000s	£000s
Waste & Fleet Management	Reduce collection frequency - 3 weekly Blue Bin collections	130	265	265	265	265
Waste & Fleet Management	Reduce collection frequency - Black bin collections to 3 weekly	130	265	265	265	265
Operations & Neighbourhoods	Review of customer contact delivery	51	97	97	97	97
Engineers	Design Charges	70	70	70	70	70
Management & Operations	Non filling of vacant post - Cemetery Operative	30	30	30	30	30
Management & Operations	Review of dog wardens service	12	12	12	12	12



## Savings 21/22

Service Area	Saving Title	Saving Forecast				
		2021/22	2022/23	2023/24	2024/25	2025/26
		£000s	£000s	£000s	£000s	£000s
Operations & Greenspace, Markets	Transfer processing of street sweepings into the waste levy	200	250	250	250	250
Operations & Greenspace, Markets	Review of vehicle costs	100	100	100	100	100
Operations & Greenspace, Markets	Review of seasonal agency provision	53	107	107	107	107
Operations & Greenspace, Markets	Non filling of street cleansing vacant posts	20	20	20	20	20
Operations & Greenspace, Markets	Markets Events	50	50	50	50	50
Waste & Fleet Management	Review of service provision	9	9	9	9	9

## Savings 21/22

Service Area	Saving Title	Saving Forecast				
		2021/22	2022/23	2023/24	2024/25	2025/26
		£000s	£000s	£000s	£000s	£000s
Operations & Greenspace, Markets	Transfer processing of street sweepings into the waste levy	200	250	250	250	250
Waste & Fleet Management	Cost recovery of wheelie bins	190	190	190	190	190
Community Safety & Homelessness	Review provision of Statutory Housing Service contract	50	100	100	100	100
Operations & Neighbourhoods	STAR Procurement	50	50	50	50	50
Cultural & Customer Services	Cancellation of the Tour of Britain Series, Tour of Britain and associated cycling events	140	206	66	66	0
Cultural & Customer Services	Non filling on vacant posts for Museum of Manchester Regiment (MMR)	70	50	50	50	50
Cultural & Customer Services	Non filling of vacant posts	157	157	157	157	157
Operations & Neighbourhoods	Review of book access points in Post Offices	6	6	6	6	6
		<b>1,823</b>	<b>2,621</b>	<b>2,481</b>	<b>2,481</b>	<b>2,415</b>

## Budget Proposals 2021/22

Service Area	Revenue Budget £
Exchequer	1,320,435
Governance	3,778,900
People & Workforce Dev	2,504,560
Policy, Performance & Communications	1,463,105
<b>Grand Total</b>	<b>9,067,000</b>

### **Purpose of the Directorate**

Responsibility for the council's corporate functions sits within the Governance & Pensions Directorate ensuring that all decisions made by the council are carried out in accordance with the council's governance framework. The directorate provides business management, support and guidance to services within the council on legal, human resources and policy and communications issues. This internal support to frontline service ensures that they are able to deliver the aims of the Council's Corporate Plan.

### **Vision and key priorities**

#### **Exchequer services**

- To collect all monies owed to the Council
- Administer means tested benefits to residents of the Borough
- To manage the personal finances of Adults Social Care service users for whom the Council acts as an Appointee or Deputy.

#### **Democratic Services**

- Successfully deliver scheduled local elections, Mayoral election and other elections that may be called during the year.
- To support the formal Council decision making process.
- Support school appeals processes.
- Continued implementation of key functions of modern. Gov meeting software.
- Support Local Government Boundary Review

### **Policy & Communications**

- Bespoke improvement and service development (new ways of working)
- Effective communication and marketing of Tameside & Glossop (organisationally and Place Shaping)
- Consultation and Engagement
- Performance analysis
- Equalities support and advice
- Change and Improvement project support
- Research, intelligence and insight
- Policy analysis and development

### **Executive Support**

- Continue to be an integral part of the successful and professional delivery of key enabling back office functions.
- Ensure that our statutory duties in relation to information and data for both the council and CCG are adhered to.

## Vision and key priorities

### Legal Services

- To continue to work with service areas to give the right and proper legal guidance relevant to the subject matter, whilst keeping the organisation and individuals safe and meeting our legal obligations.

### Statutory or legislative obligations

Policy, Performance and Communications works across the Strategic Commission (Tameside Council and Tameside and Glossop CCG) to support policy and strategy development, including the development of the Corporate Plan and delivery Plan; provides support to the Executive Leader; Engagement and Consultation, including support and advice to service managers and commissioners undertaking service redesign; internal and external communications; and performance management, intelligence and insight.

Much of the directorate:-

- Supports the CCG and the Council where their activities align in the spend of pooled budget arrangements under s 75 NHS Act 2006
- To represent and advise the Council's schools in accordance with the Council's trading agreement
- To support and provide advice to the Council's corporate landlord function and on commercial property and contractual transactions generally.

## Human Resources & Organisation Development

**Worksmart Project** – redesign and transformation of our working and employment arrangements following during the pandemic and beyond

**Workforce Engagement and Wellbeing** – continue to engage our workforce to gauge satisfaction levels and receive feedback to inform future priorities, continue with our proactive approach to support our workforce

**Pathways to grow our own talent** – continue to strengthen our approach to supporting apprenticeships, work experience and work placements, to ensure we grow our own and meet any skills gaps emerging

**Elected Member Development** – continue to support the Elected Member Briefing Sessions and development as identified

**Employee Recognition and Awards** – refresh our approach to employee recognition, including the introduction of an annual virtual awards ceremony

**Refresh People Plan** – develop our refreshed plan for 2021/4

**Workforce Cross Cutting Theme Budget Reductions** – deliver the plans and commitments to reduce workforce costs associated with agency, overtime/additional hours and staff travel

**Recruitment** – review and refresh of all recruitment methods and processes to embrace digital recruitment and on-boarding

**Health and Care Integration** - Engagement of Workforce, lead the transaction process for the workforce, continued delivery of the shared OD plan for Health & Care, support the development of primary care workforce

**Children's Improvement Plan** - continued delivery of the range of workforce priorities relating to the recruitment, development and retention of social work and associated workforce, support the 7 key strategic priorities

## Human Resources & Organisation Development

**Systems Development** - to continue to review current ICT systems and processes to ensure that these operate efficiently and effectively and achieve the objectives of the service/function and are compliant with statutory requirements.

**Collaboration/Partnership** - continue to consider and progress areas of collaborative working both within the local economy and across GM to drive efficiencies

**STRIVE leadership and blended learning offer** – continue to develop the offer for our workforce, including the increased use of digital platforms and other media

**Squad working** – continued development and use of squad methodology for improvement and workforce engagement

**Green Travel** – development of a green car salary sacrifice scheme to be launched in March 2021 and expansion of the existing cycle to work scheme to enable greener purchases to be launched in Feb 2021; these schemes contribute to the wider climate change programme

**Competency Framework** – development of a new competency framework to support the corporate plan and embed the organisations values and behaviours across the workforce. The pilot provided valuable insight into how the framework can support employee engagement and development and is due to be launched in Spring 2021.

**High quality transactional services** – Recruitment, Payroll, Pensions administration and accounts payable services that offer compliant, high quality services to our customers.

**A diverse and inclusive workforce** - strengthening of our current approach to equality, diversity and inclusion to ensure a truly diverse and inclusive workforce, including softer elements of diversity covering working carers, armed forces veterans and looked after children

**Service redesign activity support** – support all council services through their service redesign plans, from design through to implementation, in achieving their efficiency targets in support of the Council's overall budget plan and having in place alternative service delivery models that are fit for purpose

## Services Delivered

**Exchequer** provides a Council Tax and Business Rates administration and collection function with estimated net collectable debits for 2020/21 being £111m for Council Tax and £58m for Business Rates. The service also administers Housing Benefit and Council Tax Support benefits. Both benefits are means tested. Housing Benefit provides support for housing costs for anyone on a low income and Council Tax Support provides assistance towards Council Tax payments. On average £14m a year is paid out in Council Tax Support and £73m in Housing Benefits. The service also manages a key financial system – Capita on which the administration of Council Tax, Business Rates and benefits are based. The Adults Social Care Finance function is means tested for assistance in paying adults social care costs in addition to providing an Appointee and Deputyship function for residents who are unable to manage their own finances. The Income & Collection Service raises invoices and collects monies owed for goods and services provided by the Council

**Democratic Services** has responsibility for running all local and national elections within the borough along with public votes on specific issues ensuring that all are run correctly and in adherence with the law. Democratic Services provide member services to the 57 elected members also working jointly with the Executive Support Team whilst also administrating the meetings of the democracy of the council, CCG and support to the Greater Manchester Pension Fund. The Executive Support team also provide support to the senior management team within the council in addition to the corporate support to Tameside and Glossop Clinical Commissioning Group (CCG). They are also responsible for the management of information and improvement including complaints management and service improvement and directorate support.

**People and Workforce Development** provide support to the organisation to have a suitably skilled and knowledgeable workforce in place to ensure delivery of our organisational priorities and objectives. This includes: supporting the employment aspects of the Single Commission function; supporting the further development of alternative service delivery models to ensure they are fit for purpose and affordable; enabling the organisation to attract and recruit the best employees and have a workforce that is representative of the community; supporting and developing our workforce to meet career aspirations and fulfil potential; reward and retain our employees, ensuring their contributions are recognised and celebrated; inspire and support strong leadership and management to enable a vibrant, innovative and inclusive culture; enable a flexible and agile workforce that is able to work across service and organisational boundaries; and encourage and support a healthy, engaged and productive workforce and environment.

The **Systems Team** provides leadership, delivery, maintenance and improvement of a range of corporate systems that support major priority areas namely HR, Finance, Adults, Children's and Education.

The **Registration Service**, also customer facing, registers all births and deaths within the borough, take notice of intended marriages and civil partnerships and conduct all marriages and civil partnerships that take place in the borough's registered venues.

The **Recruitment, Payroll and Pensions Team** provide a compliant and high quality service to ensure staff are remunerated (pay and pensions) in line with statutory and policy requirement and administer all recruitment. They are also responsible for the payment of the authorities foster carers.

The **Accounts Payable Team** are responsible for the processing and payment of the Council's suppliers and payees in an accurate and timely way, supporting good client supplier relations and cashflow in the economy.

## Achievements and Successes 2020/21

### Exchequer Services

Successful spend of Discretionary Housing Payment monies April to December £391.6k

Payment of £45.1m COVID Business Rates Grant monies to 4,073 businesses from April to October 2020.

Payment of £1.8m COVID Business Rates Grant monies post September 2020 as at Jan 2021.

Despite COVID and suspension of recovery of monies on track to achieve collection rates of 94% for current year Council Tax and 96% NNDR

Administered discretionary COVID Council Tax Support Hardship Scheme totalling £ 1.843m resulting in every Council Tax Support claimant receiving a £150 reduction from Council Tax.

Administered the mandatory and discretionary Self Isolation Payments where NHS instructed a person they must by law self isolate. Number of successful cases paid totalling 501 value £251k as at 11 Jan 2021.

Maximising Income exercise of recovery of monies using HMRC/DWP data up to December 2020 resulted in £846k collected.

Revised Court hearing process in accordance with HMCTS guidance for virtual hearings to take place for recovery courts in accordance with COVID guidelines.

Review of Single Person Discounts taking place Jan 2021. Last review in 19/20 realised £640.67k on the Council Tax Base after removing Single Person Discount from 2,034 accounts.

Undertook the Discharge to Assess work for social care financial assessments where people released from hospital post coronavirus have to be assessed under different funding streams.

Commenced the mandatory Housing Benefit Accuracy programme with DWP and on course to achieve targets set by DWP.

## Achievements and Successes 2020/21

### Policy and Performance

Supporting inspection and accreditation (Peer review preparation, Ofsted Inspection preparation)

Significant future proofing projects / major improvement work programmes – Ofsted / ILACS, Census, LGBCE electoral review

Support to Executive Leader (blogs, speeches etc.)

Supporting consultation- enabling difficult decisions and avoiding legal challenge. Enabling over 50 consultations per year. 5,000 plus responses

Enabling the organisation to meet its statutory equality duties

Supporting Scrutiny Panels / Overview Panel

Leading Co-operative Council Accreditation

Support to emerging initiatives/ policy issues (humanitarian hub, complex vulnerability)

Delivery of the Corporate Plan (e.g. Environment Strategy)

Providing a communications and external relations support to the organisation

Providing timely and accurate information to residents and staff through various channels and networks to enable informed choices, actions and positive behaviour change

Providing advice and guidance to staff, elected members and schools on media and public relations - liaising with the media on behalf of Officers, Cllrs and schools, providing press briefing notes, drafting quotes for enquiries, and arranging media training

Developing the Tameside offer to market the borough - Increasing Civic pride as well as well as promoting Tameside as a desirable place to live a visit for people outside of the borough.

Reach on social media of 1 million plus per annum

Supporting dozens of events and initiatives including behaviour change driving cost reductions recruitment of foster carers, seasonal events etc)

Providing a 24/7 emergency communications service

Design of 2,000 organisational assets

Production of Borough Newsletter 3 times per annum



## Achievements and Successes 2020/21

### People and Workforce Development

Significant improvement in performance of creditors function with 98% of invoices being paid within 30 days.

Clearing of all accounts payable within 24 hours of lockdown to ensure no local businesses were adversely affected by outstanding payments. 1018 suppliers/payees were paid a total of £11.6m. During lockdown the average number of days taken to pay suppliers was 6 days.

Support the mobilisation of the whole workforce changes in response to Covid 19 pandemic

Developed and delivered a range of health and wellbeing interventions for our workforce

Directly supported the Covid response by delivery of the humanitarian hub, neighbourhood contact hub, planning for community testing programme.

Development of flexible pay arrangements in response to the Covid 19 pandemic

Development of a comprehensive redeployment programme for 200 staff to ensure they are fully utilised when not able to do their normal job role during the pandemic

Development and update of weekly FAQs for our managers and workforce

Secured free employee health and wellbeing advice for our private social care workforce

Developed and delivered a fast track recruitment campaign for social care

Met with all trade unions on a weekly basis during the lockdown and subsequent period to ensure full engagement provided

Supported the schools workforce in their return to work in a Covid secure environment, including input into weekly communications to school leaders, provision of webinars and supporting the development of plans for the introduction of testing in schools.

Continued delivery of the STRIVE leader/aspiring leaders programme and conversion to digital delivery method 66 people accessed STRIVE (across 3 cohorts of 7 modules each ) during 2020/2021. 33 people accessed ALP (across 2 cohorts of 6 modules each) during 2020/2021. On the wider workforce calendar 474 people have attended various courses. In addition to the above:

Wellbeing: it Starts with you has been delivered to 216 people over 17 sessions.

Health and Wellbeing have delivered 12 networking sessions to Mental Health First Aiders and Wellbeing Champions each with same 8 attendees.

Achieved ILM assurance for the STRIVE leadership programme

Development of digital induction and Chief Executive welcome sessions where 115 people have attended over 5 virtual sessions

Joint Tameside and Salford leadership apprentice programme and conference, 50 apprentices currently on programme from Tameside and the CCG

# Appendix 13 Director of Governance Budget Proposals

Achieved member level status of the Good Employment Charter

Undertook a whole workforce survey with 55% return rate

136 TMBC and 9 CCG apprenticeships currently being undertaken, 35 TMBC and 4 CCG recruited apprentices and 101 TMBC and 5 CCG upskilling

14,557 e learning completions across 210 individual courses, equating to 17137:31:41 hours of learning

Secured and delivered a range of health, wellbeing and resilience resources for our workforce

Implemented the UNISON Care Workers Pledge

Implemented a number of workforce principles for flexibility of work, working from home, supporting remote workers

Commenced the Worksmart programme and undertook full consultation and engagement survey with managers

Ongoing substantial support to Children's Improvement Plan and 7 strategic priorities

Introduced HR Business Partnering model

Deployed full time HR Business Partnering resource to support the workforce cross cutting theme and childrens services budget reduction programme

Progressed 110 pieces of casework (disciplinary, grievance, capability)(up to Dec 20)

Processed 285 occupational health and counselling referrals and supported 157 managing attendance meetings (up to Dec 20)

Implementation of the national pay progression scheme for CCG staff

Maintained high pension performance

Reviewed and implementation of revised employment procedures for Council and CCG

Supported the workforce elements of Health and Care Integration programme, including primary care and the development of the Primary Care Academy

Implementation of self service function of iTrent payroll pilot.

Achieved 57 schools buying back recruitment, payroll and pensions function

Achieved 51 schools buying back HR function

Implemented Early Help system

Initiated the Capita ONE strategic review.

Fundamentally changed the way our registrars team operate in light of pandemic within an ever changing landscape of legislation and guidance.

67 job evaluation reviews undertaken to support workforce change and improvement

Continued development of the greater.jobs recruitment model, joining the collaboration's electronic applicant tracking system (ATS) to replace manual processes.

Leading alignment project for the greater.jobs alignment project.

Oversee all recruitment activity for the council and CCG– 415 adverts to date from April 2020

Assisted 5 TUPE Academisations

Onboarded 2 new customers to payroll and pensions team during 20/21 (Thomas Ashton and the new created Stamford Park Trust) with 100% accuracy rate

# Appendix 13 Director of Governance Budget Proposals

Implemented 5 pay awards across 6 organisations, winter gritting payment programme for 20/21 and career development scheme for 100 employees

Implemented process changes as a result of “Day One Rights” contract of employment legislative update

Completed annual End of Year Certificate for Teachers Pensions

Implemented built in payment programme for staff in Reablement and Early Help Service. This included 150 staff ensuring both nights and weekend working rota are built into pay each month. This helps reduce holiday pay payments and ensure regularity of contractual pay

Ensured all new starters, transfers, additional jobs and those with contractual changes were administered on time. Volume to date:

New Starters – 600

Transfers – 324

Additional Job - 93

Contractual Changes – 1018

Undertaken pension auto enrolment assessments and declarations for compliance for external clients (Homestart, All Saints, Credit Union)

Introduction and roll out of iConnect for the Local Government Pension Fund

Children and Adults system developments to support the service re Mental Capacity and Best Interest Assessments and Development of Covid Pathways, Integrated system with Early Help system Signs of Safety and channel shifted training to digital delivery. Training of seconded staff in response to COVID.

## What are the key challenges and priorities for 2021/22 and beyond?

### **Exchequer Services**

- **Resources:** Additional COVID related work has stretched resources to the extent that day to day work is not completed timely
- **Recovery:** Focus on recovery of monies against backdrop of stretched resources and mandatory COVID related work
- **Grant Assurance Work:** Significant post grant assurance work required for BEIS and working with internal audit.
- **Digital:** AI, web chat, mobile working for Visiting Officers although this requires resource investment
- **Revised Adult Charging Policy:** Appointee and Deputy Service and Deferred Payment Arrangements reviews
- **Alternative Recovery Methods:** Charging orders on property / Committals
- **Reducing Budget:** from DWP for work undertaken

### **Democratic Services**

- Successfully deliver schedule local, GM Mayor and other elections that may be called during the year.
- Continued management of formal decision making during Covid
- Continued implementation of key functions of modern.gov meeting software

### **Executive Support**

- Continued development of the information case management system including using the data intelligence to be begin to develop service improvement models/failure-demand.
- Successful delivery of the Customer Service Excellence Annual Review for 2021
- Continue to provide business management support to children's services improvement journey
- Delivery of service within budget whilst delivering required efficiency savings
- Continued corporate support to improve admin systems and processes across the organisation.
- Continued corporate support to the response to Covid 19.
- To assist in the delivery of the local and GM Mayoral elections
- To assist in the work related to health transformation/reform

## How does the service support regional/national priorities or requirements?

The services within the directorate are fundamentally enabling services to the rest of the organisation of the council and CCG and therefore by default support regional/national priorities as consequence. Major topics like Clean Air/Carbon Neutral, GM Strategic Framework, Homelessness, School readiness, health improvement are all supported by ensuring key performance and intelligence data is available to support decisions, timely and effective communications take place, right and proper legal guidance is provided, staffing to deliver on key priorities are engaged and supported and the back office support is aligned accordingly.

## What are the key challenges and priorities for 2020/21 and beyond?

### HR & OD

- **Worksmart Project** – redesign and transformation of our working and employment arrangements following during the pandemic and beyond
- **Budget Reductions** – supporting the whole organisation to achieve the necessary workforce changes to support the challenging budget reduction programme, ensuring that we are able to support smooth exits of staff where necessary through a revised voluntary exit scheme
- **Workforce Engagement and Wellbeing** – continue to engage our workforce to gauge satisfaction levels and receive feedback to inform future priorities, continue with our proactive approach to support our workforce. Support and respond to the health and wellbeing needs of our workforce
- **Refresh People Plan** – develop our refreshed plan for 2021/4, ensuring that we have robust policies and guidance that comply with changing legislation and support our organisational values and behaviours
- **Pathways to grow our own talent** – continue to strengthen our approach to supporting apprenticeships, work experience and work placements, to ensure we grow our own and meet any skills gaps emerging
- **Elected Member Development** – continue to support the Elected Member Briefing Sessions and development as identified
- **Employee Recognition and Awards** – refresh our approach to employee recognition, including the introduction of an annual virtual awards ceremony
- **Digitisation of key HR OD work streams including continuing roll out of self service, online learning and development records, greater jobs, phase 2 of the teachers pensions online submissions etc.** **Workforce Cross Cutting Theme Budget Reductions** – deliver the plans and commitments to reduce workforce costs associated with agency, overtime/additional hours and staff travel
- **Recruitment** – review and refresh of all recruitment methods and processes to embrace digital recruitment and on-boarding
- **Equality, Diversity and Inclusion** – ensuring that we are representative of the community we serve, use our own data to challenge our systems and processes. Supporting an inclusive and diverse workforce through active engagement and consultation
- **Health and Care Integration** - Engagement of Workforce, lead the transaction process for the workforce, continued delivery of the shared OD plan for Health & Care, support the development of primary care workforce

## What does the service need to do to deliver the corporate priorities?

Many of the services are enabling services and underpin the Corporate Plan by funding Council services and activities and providing financial security to those on low incomes and the back office support in delivering these function. The Policy & Comms team will develop a delivery and monitoring framework for the Corporate Plan and developing a coherent narrative around delivery of the Corporate Plan. HR & OD will continue to support and delivery of workforce development and engagement programme, further development and use of squad working methodology and continued focus on the key priorities to ensure our employment related policies and practices meet organisational needs.

# Appendix 13 Director of Governance Budget Proposals

- **Children's Improvement Plan** - continued delivery of the range of workforce priorities relating to the recruitment, development and retention of social work and associated workforce, support the 7 key strategic priorities
- **Systems Development** - to continue to review current ICT systems and processes to ensure that these operate efficiently and effectively and achieve the objectives of the service/function and are compliant with statutory requirements.
- **Collaboration/Partnership** - continue to consider and progress areas of collaborative working both within the local economy and across GM
- **High quality transactional services** – Continue to deliver Recruitment, Payroll, Pensions administration and accounts payable services that offer compliant, high quality services to our customers in an ever changing legislative landscape.
- **STRIVE leadership and blended learning offer**– continue to develop the offer for our workforce, including the increased use of digital platforms and other media
- **Squad working** – continued development and use of squad methodology for improvement and workforce engagement
- **Brexit** – respond to any additional workforce changes that are required due to Brexit
- **Challenges**
- Responding to the ever changing workforce issues arising from Covid 19 with the expectation that 'business as usual' is to still continue and impact challenging pressures can have on staff members' positive health and wellbeing
- Achieving the necessary budget reductions within the service to contribute to the wider organisational budget reduction process
- Addressing the impact of reducing income from schools with the requirement to maintain our statutory functions and expectations for schools where the Council continues to be the ultimate employer
- Impact on daily business and employee relations climate across our Tameside schools campus where schools choose not to purchase TU Support
- Responding to the continuing change in demand and operating model in Registrars and reduction in income through mandatory statutory led cessation of services.
- Future workforce models and ensuring the morale and productivity of the workforce
- Maintaining the high levels of performance and output with a very streamlined team which is often stretched and has too many competing priorities and demands
- Addressing issues raised through our gender pay reporting and workforce equality data

## What are the key challenges and priorities for 2020/21 and beyond?

### Policy & Communications

- **Resources:** Additional COVID related work has stretched resources and capacity
- **Recovery:** Supporting the organisation to refocus its strategy and policy agenda post Covid

### Legal Services

- As will all departments covid has increased demand and has stretched existing resources to the extent that work has had to be prioritised which has an impact.
- The increasing demand from children's services in relation to the number of child protection matters, the nature of the cases especially with regards to the impact of covid and the relationship with the courts especially in relation the quality and timely filing of evidence.
- Supporting Children's Services in relation to the review of care orders for children placed at home and care packages particularly from a HRA perspective.
- Supporting Adult Services in relation to it supported accommodation programme and its general service delivery.
- Supporting the growth directorate including the disposals programme. Additional challenge as growth are not in a position yet to provide their action plan for 21/22 which makes it difficult to estimate what demand there will be for legal support and how that will be provided which in turn could have an impact on delivery.
- Godley Green - support to the project and being instructed on planning related matters
- Brexit and its impact on a wide range of matters from state aid, procurement to health and safety enforcement.
- Embedding lean instruction processes with all client departments so that clear and complete instructions are received by legal and client departments can have clarity in relation to timescales.
- Providing timely and detailed legal implications in reports remains a key challenge which is it hoped will be improved in 21/22 by the continued liaison with client departments and the drive for earlier engagement to allow sufficient time for reports to be considered.

## What challenges and risks is the service facing?

One of the main risks for the service is not being able to recover monies owed to the local authority through the collection of Count Tax, Business Rates and other sundry debts owed.

A further challenge will be sustaining high levels of service delivery and support to the whole organisation with limited resource or skills.

Local changes in relation to the impact of schools becoming academies and no longer purchasing the services of the council is also a risk and could result in loss of key income streams.



## How is the service performing?

Generally services within the directorate continue to perform at an optimal level. 100% achievement in relation to turnaround times for registrars, 100% compliance for Customer Service Excellence.

More specifically key indicators effecting the budgets of the organisation are:-

- Council Tax £104.8m collected 2019/20 - 93.52% of total due
- Council Tax current year collection as at December 2020 is 80.41%
- Business Rates £56m collected 2019/20 - 97.01% of total due
- Business rates current year collection as at December 2020 is 79.43%
- Sundry Debt Collection £69.8m 2019/20 – current year in year collection £51.8m

## Legal Services

In light of the additional pressures brought by covid, especially in relation to court proceedings the service is performing well.

The service always operated with an element of flexible working but has embraced working from home and the challenges this is posed especially in relation to conducting advocacy remotely.

As with many services resources are an issue especially if the demand from clients continues to rise. The area of child care legal is under particular strain.

Recruitment has been an issue as demand for quality local government lawyers exceeds supply even in the locum market.

The service has endeavoured to ensure that all reports have been carefully considered and contain detailed legal implications. This has been a challenge given the number of urgent reports.

## People & Workforce Development

Best ever engagement levels (55%) on whole workforce engagement survey

Continued reduction of absence levels to lowest across GM and compared with the Metropolitan Councils in the country

Payment of accounts payable – 98% payment within 30 days.

Payroll accuracy rate 99%.

Pension's performance remains high with record low numbers of outstanding Altair tasks.

High internal audit compliance over a number of areas e.g. payroll, pensions administration and registrars.

Reduced gender pay gap from +2.37% to +1.52%, as at 31 March 2020

Increased % of BAME workforce from 6.73% in 2017 to 8.09% in 2020

Registrars –

- Births, - 1688
- Deaths – 2251
- Marriages – 90
- Civil Partnerships – 4
- Marriage Notices – 417

## Policy & Communications

The service has significantly increased its reach on social media in 20/21 to over a million engagements

The consultation and engagement function has been awarded a 15/15 green star rating

The organisation has been accredited as a co-operative institution

The service has delivered the design of 2,000 organisational assets

The service has led the development of a Community Champions Network, a network of over 200



## How will the service measure success?

The Increased collection of monies owed to the Council and successful external audits of the £73m Housing Benefit subsidy claim paid to claimants on behalf of the DWP and audit of Deputy Service by the Office of the Public Guardian

***There are a number of other ways in relation to measuring success and delivery including:***

- Monthly review of new Workforce dashboard
- KPIs of the Accounts Payable function
- KPIs of the Recruitment, Payroll and Pensions Service
- Delivery of system development against individual system action plans.
- Key workforce metrics relating to: employee absence, disciplinary, grievance etc, apprenticeships, courses attended, elearning
- High levels of assurance on audits
- Positive employee relations with trade union colleagues
- High employee engagement and satisfaction
- Performance of pension administration and reporting to GMPF
- KPIs on timely registration of births, deaths and marriages

Democratically the delivery of successful key elections and maintaining and delivering key decision making governance processes is fundamentally to a successful organisation.

For other enabling services measurement of success can be seen in the reduction in the type of contact made to the organisation in relation to information requests, complaints etc. the volume and complexity of legal interactions across the organisation will also help to determine a line of improvement/success in the delivery of council/ccg services.

Spend Analysis	Revenue Budget £
<b>Expenditure</b>	
Employees	12,673,255
Premises Related Expenditure	48,260
Transport Related Expenditure	39,610
Supplies and Services	2,126,415
Transfer Payments	56,644,958
Third Party Payments	500
Recharge Expenses	79,080
<b>Expenditure Total</b>	<b>71,612,078</b>
<b>Income</b>	
Recharge Income	(865,380)
Customer and Client Receipts	(2,034,563)
Government Grant Income	(58,884,165)
Other Income	(760,970)
<b>Income Total</b>	<b>(62,545,078)</b>
<b>Grand Total</b>	<b>9,067,000</b>

## Savings 2021/22

Service Area	Brief Description	Saving Forecast				
		2021/22	2022/23	2023/24	2024/25	2025/26
		£000s	£000s	£000s	£000s	£000s
Policy and Comms	Generation of income through promotion of design function externally	10	10	10	10	10
Democratic Services	Mayoral Support - one off reduction because of Covid	0	0	0	0	0
Policy and Comms	Review of vacancies and associated structure	20	20	20	20	20
Policy and Comms	Budget reductions across a number of budget lines reflecting historic underspends.	5	5	5	5	5
Policy and Comms	Discontinuation of Life in Tameside and Glossop Website	10	10	10	10	10
Policy and Comms	Review of external advertising	5	5	5	5	5

## Savings 2021/22

Service Area	Brief Description	Saving Forecast				
		2021/22	2022/23	2023/24	2024/25	2025/26
		£000s	£000s	£000s	£000s	£000s
Democratic Services	electoral registration	25	25	25	25	25
Executive Support	Review of vacant posts and structure	81	81	81	81	81
Legal Services	Not replacing trainee solicitor post	70	70	70	70	70
Democratic Services	Review of staff structure - reducing staff hours	41	41	41	41	41
HR	Review of staff structure and associated vacancies	68	68	68	68	68
HR	Review of workforce development budget - for one year and further review thereafter	20	0	0	0	0
		<b>355</b>	<b>335</b>	<b>335</b>	<b>335</b>	<b>335</b>

## Pressures 2021/22

Nature of Pressure	Description of pressure	Pressures Forecast £000s - Incremental				
		21/22	22/23	23/24	24/25	25/26
Inflationary Pressures	Early Help Module of ICS	3	3	3	0	0
Staffing related cost pressure	Cost of salary increments for 20/21	215	0	0	0	0
Staffing related cost pressure	Cost of additional 0.75% pay award for 20/21	102	0	0	0	0
		<b>320</b>	<b>3</b>	<b>3</b>	<b>0</b>	<b>0</b>

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## Budget Proposals 2021/22

Service Area	Revenue Budget £
Digital Tameside	4,204,530
Financial Management	2,436,010
<u>Risk Management &amp; Audit Services</u>	<u>1,677,460</u>
<b>Grand Total</b>	<b>8,318,000</b>

### **Service Objectives - Finance, Risk Management & Audit:**

Financial Management aims to deliver consistently high quality financial support and advice to the strategic commission and our external customers and ensure that the key outcomes of an effective, efficient and economic financial management service are delivered.

The service plays a vital part in delivering some of the Strategic Commission's key Governance outcomes; the annual capital and revenue budgets and Medium Term Financial Plan update, the production of the annual accounts monthly monitoring and forecasting and treasury management are just a few examples.

The Internal Audit service provides the statutory obligations to have an effective internal audit regime for the Council and are a key part of ensuring that the Council assets and processes are adequately safeguarded.

National Anti-Fraud Network (NAFN) – is a national service hosted by Tameside and offers service to all LAs in UK on a subscription basis.

### **Service Objectives – Digital Tameside:**

IT underpins and supports the strategic objectives of the organisation and has a fundamental role to play in improving efficiency, streamlining business processes, enabling new delivery mechanisms and underpinning transformation change programmes.

The service aims to provide

- Consistently high quality support and training for day to day operational systems.
- Fit for purpose equipment for users to make the most of the technology available
- Speedy connectivity in Council buildings.
- Robust and secure infrastructure and connectivity.
- Pro-active advice and guidance to support system implementations, upgrades and advancements.
- Pro-active advice and guidance to support service improvements and transformation change programmes.
- High quality accessible websites.

The work of the IT Service includes:

- Service desk and associated support.
- Build and deployment of user devices including phones.
- System commissioning, deployment, management and support/maintenance/security.
- Data Centre commissioning, management and support/maintenance/security.
- Networks deployment, management and support/maintenance/security.
- Website commissioning and support/maintenance/security

## Service Objectives - Finance, Risk Management & Audit:

Section 151 of the Local Government Act 1972 requires local authorities to make arrangements for the proper administration of their financial affairs and to appoint a Chief Financial Officer (CFO) to have responsibility for those arrangements. The CCG has its own governance structure which states that the Chief Executive as the Accountable Officer as set out in the Health and Social Care Act.

From October 2017 Tameside Council and Tameside and Glossop CCG have a joint CFO which represented the start of an integration of the finance teams from the Council and the CCG. The integrated Accountancy Team is crucial in supporting the CFO to discharge these statutory responsibilities.

The work of the Financial Management Team mirrors, in a wider way, the role of the CFO and is defined and described as:

- Key members of the Strategic Commission's (Council and CCG joint leadership teams), helping them to develop and implement strategy and to resource and deliver the organisation's objectives sustainably and in the public interest;
- being actively involved in and able to bring influence to bear on, all material business decisions to ensure immediate and longer term implications, opportunities and risks are fully considered and aligned with the organisation's financial strategy;
- leading the promotion and delivery by the whole organisation of good financial management so that public money is safeguarded at all times and used appropriately, economically, efficiently and effectively;
- delivering and developing a finance function that is resourced to be fit for purpose and continuously improving;
- being appropriately qualified, suitably experienced, competent, confident and authoritative.

Spend Analysis	Revenue Budget £
<b>Expenditure</b>	
Employees	5,048,090
Premises Related Expenditure	309,910
Transport Related Expenditure	197,090
Supplies and Services	4,442,350
Recharge Expenses	16,355
Capital Items & Reserve Movements	(638,300)
Third Party Payments	234,705
<b>Expenditure Total</b>	<b>9,610,200</b>
<b>Income</b>	
Recharge Income	(768,795)
Customer and Client Receipts	(337,400)
Government Grant Income	(139,760)
Other Income	(46,245)
<b>Income Total</b>	<b>(1,292,200)</b>
<b>Grand Total</b>	<b>8,318,000</b>

## Service Objectives - Finance, Risk Management & Audit:

### Risk Management and Audit Service

The Internal Audit Team provides an independent, objective assurance and consulting activity designed to add value and improve the Council's operations. It helps the Council accomplish its objectives by bringing a systematic, disciplined approach to evaluating and improving the effectiveness of risk management, control and governance processes. This is delivered by:

- Undertaking risk based audits to review and assess internal controls;
- Providing consultancy and assurance work;
- Completing system sign offs to ensure new/updated systems have effective controls;
- Investigating allegations of fraud and irregularity; and
- Ensuring recommendations have been implemented by carrying out post audit reviews.

The Risk, Insurance and Information Governance Team work alongside the Internal Audit Team to ensure:

- A risk management system is in place to identify, assess, evaluate and report risks;
- Cost effective and appropriate insurance cover is in place;
- Advice and guidance is provided in relation to business continuity planning;
- Compliance with data protection legislation namely UK GDPR and the Data Protection Act 2018.

The NAFN Service which is a hosted service and externally funded provides an extensive range of data and intelligence services nationally to local authorities, other public bodies and housing associations. It has embraced change through innovation and the introduction of new services responding to new legislation and member's needs in the context of a rapidly advancing digital world and the ever changing threats from crime and fraud. It is now widely regarded as a centre of excellence for public sector data and intelligence.

# Appendix 14 Director of Finance and IT Budget Proposals

## **Finance and Audit – Achievements and Successes in 2020/21**

The integration journey between the Council and CCG finance teams continues and has enabled the integration of financial reporting to the Executive Cabinet and Strategic Commissioning Board on a consistent basis, allowing the analysis of over £900m of spend, ensuring greater visibility as to the effectiveness of the spending decisions to maximise outcomes for residents. The expanded Integrated Care Fund of over £900m a year continued. Integration of the workforce continues with staff working across both Council and CCG, and with both teams learning from each other. The embedding of new staffing structures has been successful, turnover has been stabilised and vacancies gradually filled. Sickness rates are low. There are 7 members of staff being supported to gain professional accountancy qualifications, and numerous others undertaking qualifications without direct support, as we continue to drive up professional standards. Finance Business Partners were rotated to better align support to services and drive improvements and resilience.

Both sets of statutory accounts were produced on time to revised timescales following the covid pandemic. The financial accounts were both given an unqualified opinion. The Council gained an unqualified value for money opinion, although the auditors warned about the continued reliance on reserves to balance the budget. The 2021/22 budget proposals rely on no further use of reserves, and improvements to the reporting around delivery of savings and efficiencies has been made.

Work and relationships with schools continues to be good. There continues to be pressures caused by schools wishing to convert to academy and underfunding of the High Needs part of the budgets. A recovery plan for high needs spending has been submitted to the DfE to aim to recover the deficit and has the full support of schools. There continues to be robust challenge and monitoring to support those schools who are in deficit, and in preventing further schools from entering into deficit.

The Council's relationship with STAR procurement continues to develop, there have been business improvements with the implementation of Tableau and the purchase of a contract register and management system called InTend.

The Covid pandemic and the move to homeworking has worked well across the teams with staff adapting to the new arrangements effectively. The finance team have supported the design and implementation of the business grants scheme, supported the wider organisation in its covid response and ensured that costs and income were effectively controlled and monitored.

The 2021/22 budget process has been challenging in the circumstances but significant savings plans have been developed alongside robust monitoring, delivery and reporting mechanisms to ensure the plans remain on track during 2021/22 and beyond.



# Appendix 14 Director of Finance and IT Budget Proposals

## **Finance and Audit – Achievements and Successes in 2020/21**

The internal audit plan was delayed due to the response to COVID-19, with the original plan having to be amended to support the organisation deliver against a new risk profile.

Assurance work and fraud investigations have been undertaken in relation to the Business Support Grant provided in response to COVID-19. The corporate risks have been reviewed and reported on a regular basis.

Responsive work in relation to information incidents has been provided together with proactive work to support services conduct due diligence reviews (Data Protection Impact Assessments) for new/amended data sharing and processing arrangements to ensure compliance with data protection legislation.

NAFN continues to grow and develop its service offer and in response to COVID-19 has provided alerts and intelligence to members regarding suspected fraud and worked with BEIS to provide and share intelligence.

## **Finance and Audit - Priorities for 21/22 and beyond:**

To deliver the Audit Plan for 2021/22 and provide a reactive fraud/irregularity response service.

To review and improve the risk management process in place and further develop operational risk registers and business continuity plans to respond effectively to any incidents affecting service delivery.

To continue to provide advice and guidance in relation to risk and insurance to ensure appropriate covers are in place and risks managed to enable claims to be defended.

To deliver the Information Governance Work Plan and ensure the Council is fully compliant with UK GDPR and the Data Protection Act 2018.

# Appendix 14 Director of Finance and IT Budget Proposals

## Finance and Audit - Priorities for 21/22 and beyond:

There is uncertainty around the future structure of CCGs and way that the health system is funded which will impact on how the integrated team operates. Despite this uncertainty it is important to continue with the development of the team and service offer in 2021/22. Specifically, the aims, objectives and key priorities are:

- Continued development of the integrated and robust 5 year rolling medium term financial strategy aligned between Council and health services.
- Support the organisation to move to a more sustainable revenue budget position that focuses on delivery and accountability.
- Develop the cross cutting enabling programmes to support all Council and CCG services to deliver.
- Relaunch the Council's Capital Programme, aligning the spending aspirations with the capital strategy and disposals plans.
- Rollout the next phase of Agresso development to streamline and automate processes including budget monitoring and reporting, alongside budget holder training and improve the use of business intelligence across the Strategic Commission
- Further enhance budget monitoring reporting including both objective and subjective analysis
- Improve interfaces between schools accounting systems and Agresso
- Continue the development of staff by providing development opportunities, including a new round of supported study through the apprenticeship levy as the current cohort of staff are awarded their qualifications.
- Continue to develop the treasury management strategy to maximise returns within the policy framework
- Continue the integration journey by further sharing work tasks and cross skilling the team, providing opportunities for job rotation and work experience across the breadth of the Directorate.
- Produce the financial accounts on time and to a high quality and continue to improve their presentation and readability
- Conduct the annual staff survey to assess progress made by Finance Leadership Team
- Conduct a budget holder survey to ascertain the areas where progress and development is still needed and to facilitate our continuous improvement to the customer offer.
- Ensure all relevant staff complete the Finance Business Partnering certificate
- Support the implementation of the neighbourhood model of service delivery, continuing to integrate community health and council services.
- Proactive support of Children's Services providing transparent and accurate information to officers and members to enable the decision making process.
- Continue the work to develop the Council's fees and charges offer of services seeking to maximise income opportunities and help protect front line services
- Support the organization to recover from the Covid Pandemic, and take opportunities afforded by the Build Back Better and Levelling up agendas.
- Gain Accreditation in the NHS Finance Skills Development and become the first integrated team to gain accreditation

## Achievements and Successes in 2020/21 IT:

Like many other services the impact of COVID has shaped and driven the work programme for IT Services this year. The immediate response to COVID-19, which saw almost 2800 staff seamlessly move from traditional office based working to agile & home working, demonstrated how robust the Councils networks and systems are, how flexible and responsive the service is, and how reliant on technology the organisation has become.

ICT is by nature a fast moving dynamic sector and the Council must ensure that it continues to have the appropriate infrastructure, people and skills in place to implement, support, monitor and keep safe it's 250+ IT systems and over 2,000 users, whilst also being able to plan and build for the future. The new Digital Strategy and Cyber Security Strategies, both approved in September 2020, provide the framework for how we will use technology to transform how and where we work, how we deliver services and how we communicate and collaborate. Work to compile a programme of cross cutting Digital Strategy savings projects is underway. Overseeing the delivery of these projects and ensuring savings are realised will be the new Digital Strategy Delivery Group.

The March "lock down" and subsequent COVID working restrictions almost overnight advanced the Councils Agile and Homeworking ambitions by at least 3 years. A year ago only a handful of staff used video conferencing regularly and collaboration tools such as SharePoint were barely used. There are now over 2000 Skype for Business users, 600 of whom are seamlessly picking up calls to their desktop phone numbers through Skype and hundreds of staff are using tools to better share information with external partners. To ensure staff have the best tools available to support this new way of working the planned roll out of Microsoft Office 365 has been brought forward by 2 years and implementation will begin in March/April 21.

Home working has also had a big impact on printing and accelerated the need to for the organisation embrace paperless ways of working. 2020/21 will see a 65% drop in the number of pages printed, with more services using iMail more efficient and cost effective way of getting letters and documents posted.

Work to update and upgrade the server infrastructure and associated operating systems and databases for many of the Councils systems have been completed with around 15% remaining to be done. A new backup and recovery system, including off-site tape backups, has been implemented as have additional firewall and VPN systems to increase home working capacity, resilience and security.

The planned service review has not taken place. The delay was necessary to enable the service to factor in the impact of COVID and new ways of working including the implementation of Office 365. The review will be a priority for 2021/22.

## Achievements and Successes in 2020/21 IT:

Throughout the year, working with services and third party software suppliers, we have been upgraded over 70 systems and also moved many on to new servers. Alongside this the service undertook a major upgrade of laptop operating systems and desktop software which involved replacing over 2000 laptops/computers and installing new Office 2016 software suite. The logistics of doing this safely within COVID working restriction proved challenging but was completed with minimal fuss and inconvenience.

The service has also been called upon to support the Councils COVID response to vulnerable residents and local businesses. New systems for supporting residents shielding, along with multiple on-line grant application forms for local businesses have been rapidly developed in house. Alongside this improvement and new functionality to the staff portal (including widening the scope to include CCG staff) have been completed to help improve communication and engagement with our remote workforce.

In February 2020 a new customer contact centre system was implemented at short notice to ensure the Council has a fit-for-purpose platform for volume telephone calls over the crucial year end/year start period. The system was then scaled up as home working was introduced in March with over 500 agents across over 40 services now using the system dealing with over half a million calls a year. Webchat functionality was also introduced at the same time and has quickly proved a popular channel for customers using the website with over thirty thousand chats taking place.

The final quarter of 20/21 will see the completion of the latest phase of the Tameside Fibre Network development as well as the hand-over of the new Ashton Old Baths Data Centre, which will begin to be commissioned in March 21 with systems starting to be moved from Rochdale in May 21.

The fibre network reach now extends to Hattersley, Broadbottom, Mottram, Hollingworth, Mossley as well as Glossop and Hadfield connecting dozens of GP surgeries, schools and Council building and assets. Through the Cooperative Network Infrastructure (Digital Coop) over a 100 commercial connections to local businesses are also benefiting from superior internet connectivity that fibre brings.

Despite having a Cyber team of 1 person - A priority for the service through the year has been Cyber Security and ensuring that the Councils digital assets are safe. Alongside the new Cyber Strategy and associated action plan being approved, the service has undertaken a second phishing exercise to test staff awareness of potentially malicious email and all staff have undertaken on-line cyber security training. A new self service password and account unlocking system has been implemented as a forerunner to increasing both the length and complexity of passwords to ensure they are more secure..

## IT Key Priorities 21/22 going forward:

- A review of the service offer will take place in order to assess the capacity to deliver on the new Digital Strategy and to meet the expectations of services going forward.
- Delivery of the Digital Strategy and associated Cross Cutting savings projects including paperless working, centralised telephone system, printing review and agile working for front line staff.
- Implementation of Microsoft Office 365 including migration of files from shares to SharePoint and extensive user training resources.
- Re-location of Data Centre from Rochdale to new state of the art facility located in Ashton Old Baths,
- Commercialization of the new Data Centre – the 1st such facility in the borough.
- Implement new Disaster Recovery facility at TGH.
- Deliver Cyber Security Strategy and Action plan and achieve Cyber Essentials and IA SME Gold cyber accreditation.
- Continue to upgrade all Council sites to ensure they have fast, flexible and secure cabled and Wi-Fi networks in place.
- Expansion of the borough's public Wi-Fi network
- Continue programme to ensure all servers run supported version of operating systems, databases and third party software.
- Redesign of network to support homeworking to ensure its resilient and fit-for-purpose for long term permanent home working arrangements.
- Move content into the new GIS solution and significantly enhance all systems that use location based data.
- Remove desktop phones and move all telephony to either Contact Centre system or Skype/Teams
- Implementation of technologies to support the new ways of working such as desk booking and enhanced virtual and hybrid meeting technology, including corporate on-line training platform
- Standardise Councillors technology and associated training.
- Establish an appropriately resourced Cyber Security Team.
- Create a single register of all IT systems in operation across the organisation and implement a process to effectively managing the life cycle of all systems.

## Pressures 21/22

Nature of Pressure	Description of pressure	Pressures Forecast £000s - Incremental				
		21/22	22/23	23/24	24/25	25/26
Other service pressures	IT Revenue budget pressures	93	112	98	-11	0
Staffing related cost pressure	Cost of salary increments for 20/21	81	0	0	0	0
Staffing related cost pressure	Cost of additional 0.75% pay award for 20/21	38	0	0	0	0
Other service pressures	Office 365	600	0	0	0	0
		<b>812</b>	<b>112</b>	<b>98</b>	<b>-11</b>	<b>0</b>

## Savings 21/22

Service Area	Saving Title	Saving Forecast				
		2021/22	2022/23	2023/24	2024/25	2025/26
		£000s	£000s	£000s	£000s	£000s
Digital Tameside	Customer Contact	0	2,000	2,000	2,000	2,000
Digital Tameside	Digital Mail	0	250	250	250	250
Digital Tameside	Digitisation of paper records	0	780	780	780	780
Digital Tameside	Mobile working	0	738	738	738	738
Digital Tameside	Electronic signatures	0	50	50	50	50
Digital Tameside	Cashless Solutions	0	250	250	250	250
Financial Management	Asset Valuation Services	55	55	55	55	55
Capital & Financing	MRP overpayment	1,299	0	0	0	0
		<b>1,354</b>	<b>4,123</b>	<b>4,123</b>	<b>4,123</b>	<b>4,123</b>

## CORPORATE BUDGETS

### 2021/22

Corporate Budgets relate to income and expenditure that is not directly attributable to service provision or back office services, and includes contingency budgets where precise costs and budget have not yet been allocated to services. The main budget items include:

- Cost of the Chief Executive's Office and Members Allowances
- Contributions to AGMA
- Coroner's costs
- Capital and financing costs including borrowing costs and provision for the repayment of debt used to fund capital investment in previous years.
- Income includes interest on cash balances invested under the Treasury Management Strategy.

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Service	Revenue Budget £
Capital and Financing	4,775,000
Contingency	(9,873,000)
<u>Corporate and Democratic Core</u>	<u>5,051,000</u>
<b>Grand Total</b>	<b>(47,000)</b>

Spend Analysis	Revenue Budget £
<b>Expenditure</b>	
Employees	1,225,940
Premises Related Expenditure	11,880
Transport Related Expenditure	12,450
Supplies and Services	7,137,350
Third Party Payments	746,590
Recharge Expenses	100
Capital Financing Costs	9,921,000
Capital Items & Reserve Movements	(5,239,000)
<b>Expenditure Total</b>	<b>13,816,310</b>
<b>Income</b>	
Customer and Client Receipts	(553,310)
Government Grant Income	(9,002,000)
Other Income	(462,000)
Interest Income	(3,624,000)
Recharge Income	(222,000)
<b>Income Total</b>	<b>(13,863,310)</b>
<b>Grand Total</b>	<b>(47,000)</b>



## Pressures 2021/22

Directorate	Nature of Pressure	Description of pressure	Pressures Forecast £000s - Incremental				
			21/22	22/23	23/24	24/25	25/26
Contingency	Demographic Pressures	Demographic Contingencies	1,149	4,102	3,853	5,393	4,282
Contingency	Staffing related cost pressure	Cost of pay award (2%) and increments for 22/23 and after	0	3,093	2,483	2,513	2,272
Corporate costs	Staffing related cost pressure	Cost of additional 0.75% pay award for 20/21	8	0	0	0	0
			<b>1,157</b>	<b>7,195</b>	<b>6,336</b>	<b>7,906</b>	<b>6,554</b>

## Savings 2021/22

Service Area	Saving Title	Saving Forecast				
		2021/22	2022/23	2023/24	2024/25	2025/26
		£000s	£000s	£000s	£000s	£000s
Exchequer	SPD Review	100	100	100	100	100
People & Workforce Development	Salary Sacrifice Schemes	45	45	45	45	45
Cross-Cutting	Workforce Review	1,000	1,500	1,500	1,500	1,500
Central Services	Contingencies and Mayoral Support	136	136	136	136	136
Capital & Financing	Manchester Airport Investments	1,062	967	967	967	967
Capital & Financing	Pension Advanced Payment	460	460	460	460	460
		<b>2,803</b>	<b>3,208</b>	<b>3,208</b>	<b>3,208</b>	<b>3,208</b>

## Budget Proposals 2021/22

### Key Objectives

- The Strategic Commission is assured about the ongoing quality of health and care services commissioned on behalf of the population.
- The Strategic Commission is supported by the quality and safeguarding teams to effectively discharge its duty to commission, design and procure high quality services on behalf of the local populations.
- The objectives are achieved by the team providing a wide range of advice, support, challenge and assurance functions throughout the organization.

### Summary of Service Objectives and Services Provided:

#### **Quality Team:**

The core function of the Quality Team is ensure the Strategic Commission has effective systems and processes in place to ensure the organisation is able to effectively discharge its duty to commission quality services on behalf of the local population. Quality is the central principle of our health and care services; it is what matters most to people and what motivates and unites the workforce. The Strategic Commission is committed and responsibility for securing continued high quality services for its local population. Quality underpins the Corporate Plan and Priorities of Starting Well, Living Well and Ageing Well, Place Based Services and Vibrant Economy.

Service Area	Revenue Budget £
Safeguarding and Quality Assurance	142,000
<b>Grand Total</b>	<b>142,000</b>

Spend Analysis	Revenue Budget £
<b>Expenditure</b>	
Employees	257,030
Premises Related Expenditure	9,000
Transport Related Expenditure	5,900
Supplies and Services	106,640
Recharge Expenses	4,110
<b>Expenditure Total</b>	<b>382,680</b>
<b>Income</b>	
Recharge Income	(65,410)
Customer and Client Receipts	(78,400)
Other Income	(96,870)
<b>Income Total</b>	<b>(240,680)</b>
<b>Grand Total</b>	<b>142,000</b>

Quality is defined as safe services, with good user outcomes and that users of the service have a positive experience. This means embedding quality and safety into the core business of the organisation; from the initial inception of a new commissioning proposal, to ensuring it has robust quality assurance mechanisms for those services already commissioned through to ensuring users' experience of accessing these services is used effectively to inform and continuously improve the quality of commissioned services.

## **Quality Improvement Team**

To drive up the quality of care in care homes and domiciliary care

## **Safeguarding Team:**

The Quality and Safeguarding Directorate is responsible for ensuring that the health economy meets its statutory functions to prevent, recognise and respond to all elements of abuse of all vulnerable groups. (Care Act 2014: Children Act 1989:2004)

Key outputs of the safeguarding service are the following:

- To ensure that the whole health economy pays due regard to protect and support vulnerable people in all services
- To ensure that health services in Tameside and Glossop work with multi agency teams to support and enhance the overall service provision for vulnerable families and adults at risk.

## **Safeguarding Partnerships**

Support the multi agency statutory responsibilities for safeguarding children, young people and adults at risk.

## **Emergency Planning and Preparedness**

Fulfil statutory functions with regard to EPRR

To provide safeguarding support and advice for safeguarding to practitioners across all services

- To professionally challenge some elements of safeguarding practices within Tameside and Glossop.
- To ensure that there is coordination of implementation of any developments in safeguarding nationally, regionally and locally.
- Provide the Designated Cared for Children statutory functions of the CCG.
- The Directorate also is responsible for the management of statutory multi agency safeguarding arrangements for children and adults (Partnerships).

## **Individualised commissioning team**

The team is responsible for the assessment, commissioning and active complex case management of

- NHS Continuing Healthcare for Adults And Children
- NHS Funded Nursing care
- Effective Use of Resources
- Individualised Commissioning of Rehabilitation and Complex services for Mental Health , Learning Disabilities & Acquired Neurological Injuries
- Psychiatric Intensive care

The team has responsibility for ensuring that the health economy meets its statutory functions in relation to services listed above

The team also ensures the independent provider market is available, skilled and responsive to deliver the safe, effective and value money care that is required to meet an individuals assessed need.

The directorate also manages the function of Effective Use of Resources and Emergency Planning and preparedness for the CCG.

# Appendix 15 - Quality & Safeguarding

## Achievements and successes in 2020/21

### Quality

- Continued strengthening of the contract performance, quality assurance and governance arrangements for the monitoring of T&G Care homes. This has seen a continued improvement in the number of care homes moving from requires improvement to good and a reduction in the number of inadequate care homes. Intelligence systems in place now ensure early oversight of care homes which may require additional support and intervention from the Quality Improvement Team.. This has now been expanded into domiciliary care provision.
- Continued implementation of an integrated health and care approach to deliver the GM ambition to reduce nosocomial infection including gram negative Ecoli infections across the economy.
- Implementation of health element LD delivery plan to support the improved uptake of Health Checks for people with Learning Disabilities and to reduce health inequalities for this group.
- Redesign of ICFT contract quality and performance monitoring requirements to reflect a system approach.
- Development of commissioning for quality framework for children's social care commissioning.
- During the Covid 19 pandemic staff redeployed to support Covid 19 testing, Adult Social Care Commissioning support to care homes, ICFT Quality team.

### Safeguarding

- The team has continued to support acute, community, primary and commissioned care services together with partners across the system. There has been an increase in contact for support, advice and supervision to colleagues throughout the pandemic.
- Ensured CCG is compliant with statutory safeguarding responsibilities - No easements of safeguarding legislation and guidance during the pandemic .
- Continued to work with partners to respond effectively to the changing landscape and complexities post pandemic, Facilitated and coordinated improved partnership forums and increased workload support safeguarding partnerships and GMCA workstreams
- Contributed to statutory safeguarding reviews- there has been an increase in referrals and screening
- Improved the local LeDer process including sharing and learning from reviews, supporting reviews and undertaking a multi agency review. TGCCG successfully met the NHSEI timescales for completion of LeDer reviews in Dec 2020. The first TGCCG LeDer annual report has been published on the CCG website.
- During Covid 19 pandemic staff supported Fit testing for FFP3 masks and infection prevention training for private providers.

## Achievements and successes in 2020/21

### **Individualised Commissioning**

- the completion of deferred assessments within timeframes set by NHS E&I
- Despite the majority of the team being redeployed into frontline clinical services, the team maintained a core function to ensure that existing care packages continued to be appropriate, safe and effective. Maintained a duty service to deal with crisis support and commissioning
- Developed and managed a community FIT Testing service to ensure that community care staff were safe in delivering care to people with Aerosol generating procedures
- Developed and delivered a Infection Prevention and Control Training programme for all independent sector providers
- Developed a whole economy monitoring system of all covid funded discharges from acute bed bases and community admission avoidance packages. Applied same principles to develop a system for whole economy monitoring of Discharge to Assess funding
- Set trajectory and system to achieve deferred CHC assessments
- During Covid 19 pandemic staff redeployed to ICFT discharge service, district nursing, ICFT digital health hub and PCFT discharge team.

## Key priorities for 2021/22 and future years

- Reconfiguration in NHS, movement of functions and staff to different parts of the system as ICS legislation comes into place.

### Quality

- Quality and safeguarding Assurance of smaller value contracts via a risk stratification approach
- Work with LA colleagues to ensure quality and safeguarding assurance of Public Health, Adult Social Care, children's social care, Home Care and Support at Home commissioned services are sighted within Quality Assurance report.
- Revision of contract quality and safeguarding assurance mechanism for the Pennine Care Foundation Trust contract
- Ensuring contract arrangements for the Integrated Care Foundation Trust contract reflect the transition of functions and services.
- Develop and implement digital strategy for care home and domiciliary sector

### Individualised commissioning

- Focus on Children's Continuing care - to ensure the equitable quality in assessment commissioning and case management of children compared to adults. ( whole economy )
- Maintain a monitoring system for D2A to ensure assessments are completed within timescales so there is no increase financial burden in the economy
- Mental health Accommodation review for NHS funded clients as part of the whole economy accommodation strategy
- Review of whole economy complex care panels.
- Pilot the GM CHC process digitalisation programme.

### Safeguarding

- **NHS Reforms – Safeguarding in an ICS:** Contribute to the development of a new GM health safeguarding system that supports place based safeguarding responsibilities inline with Long Term Plan which outlines the establishment of ICS's by 2022. ensuring T&GCCG meets its statutory responsibilities during and beyond transition.
- **COVID recovery and restoration:** Provide assurance that individual CCG statutory safeguarding functions are being maintained, Contribute to the Children's Safeguarding Partnerships and Adult Boards risk mitigation ensuring a coordinated response from health services, Work with health partners to Identify any areas of potential capacity and demand issues, Support Covid-19 work streams with in the CCG, locality and across GM
- **Safeguarding Partnership:** Develop options for further integration for the children and adult business support teams
- **Safeguarding Assurance:** Continue to improve processes to gain safeguarding assurance to ensure that commissioned providers are accountable to provide safeguarding interventions to support children, adults and families.



# Appendix 15 - Quality & Safeguarding

Directorate	Nature of Pressure	Description of pressure	Pressures Forecast £000s - Incremental				
			21/22	22/23	23/24	24/25	25/26
Quality & Safeguarding	Staffing related cost pressure	Cost of salary increments for 20/21	2	0	0	0	0
Quality & Safeguarding	Staffing related cost pressure	Cost of additional 0.75% pay award for 20/21	2	0	0	0	0
			<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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# Appendix 16 CCG Budget Proposals

## CCG Financial Position 2021/22

For most of the 2020/21 financial year the CCG has been operating under a national NHS command and control finance regime which whilst providing short-term financial stability during the pandemic, has limited future planning. NHS planning guidance for 2021/22 has not yet been published and the national timetable for financial planning is delayed. It is expected there will be a financial rollover of 2020/21 budgets into Q1 of 2021/22 and the planning round deferred to Quarter 1, 2021/22 with a focus on Q2-Q4. Operational planning guidance is expected to be issued in April and plans for Q2-Q4 formally submitted to NHS England in June.

In light of the above, it is impossible for the CCG to finalise budget setting for 2021/22 at this stage and furthermore, longer term plans beyond 2021/22 cannot be prepared until there is an understanding of the proposed NHS national restructure of commissioning organisations.

Such circumstances and delays bring considerable concerns, risks and significant detrimental consequences on other services and health outcomes as all attention is focused on managing the pandemic. Waiting lists in cancer and other specialties have increased exponentially during this time which have inevitably further heightened inequalities and unmet demand on the health needs of our local population. This therefore adds even greater pressure on our medium term financial plan.

For the purposes of joint reporting of Integrated Commissioning Budgets across the Strategic Commission, the CCG budgets shown are based on long term plans developed before the COVID pandemic in late Autumn 2019. While figures included in this report will inevitably change following publication of detailed planning guidance, they provide a useful indicative picture of our expected financial position based on known factors before the pandemic.

Allocation (£ 000)	2021/22	2022/23	2023/24	2024/25
Published Core	401,027	414,409	427,099	427,099
Primary Care	37,674	39,348	41,267	41,267
Running Cost	4,556	4,556	4,556	4,556
<b>Published Recurrent Allocation</b>	<b>443,257</b>	<b>458,313</b>	<b>472,922</b>	<b>472,922</b>
Additional Recurrent Allocation	0	0	0	0
Non Recurrent Allocation	0	0	0	0
<b>Total In Year Funding</b>	<b>443,257</b>	<b>458,313</b>	<b>472,922</b>	<b>472,922</b>

Do Nothing Spend (£000)	2021/22	2022/23	2023/24	2024/25
ACUTE	230,083	237,174	244,297	244,297
COMMUNITY HEALTH SERVICES	39,027	40,187	41,357	41,357
CONTINUING CARE	20,316	21,585	22,934	22,934
CORPORATE	4,556	4,556	4,556	4,556
MENTAL HEALTH	41,190	42,502	43,732	43,732
OTHER	28,536	30,211	33,592	33,592
PRIMARY CARE - CCG	56,717	58,564	60,315	60,315
PRIMARY CARE - Delegated	37,674	39,348	41,267	41,267
<b>Total Spend (Do Nothing)</b>	<b>458,099</b>	<b>474,128</b>	<b>492,051</b>	<b>492,051</b>

<b>QIPP Target</b>	<b>14,842</b>	<b>15,815</b>	<b>19,129</b>	<b>19,129</b>
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Expected Savings	11,196	12,131	13,056	13,056
<b>Savings Still to Find</b>	<b>3,645</b>	<b>3,684</b>	<b>6,073</b>	<b>6,073</b>

Based on our pre-COVID long term plan for 2021/11, we anticipate:

- £443.3m Expected funding (pre-COVID)
- £458.1m Total Spend (in a do nothing scenario before QIPP)
- **£14.8m QIPP (Savings) Target**
- £11.2m Expected Savings Based on pre-COVID QIPP Plans
- **£3.6m Savings Still to Find**

# Appendix 16 CCG Budget Proposals

## Indicative Expenditure Plans (based on pre-COVID estimates)

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# Appendix 16 CCG Budget Proposals

## Expected Savings

- During the first half of 2020/21, under command and control, all QIPP activity was suspended while efforts were concentrated on the pandemic response. In the second half of the year, the programme was reinstated with an adjusted savings target of £7,994k. We are on track to deliver this, but 85% of the target will be realised non recurrently which places greater pressure on 2021/22.
- As 2021/22 allocations have not yet been published, we do not know what the QIPP target will be for next year or beyond. However we know the financial position as we recover from COVID to be extremely challenging, meaning that a substantial savings requirement is inevitable.
- Our pre-COVID plans included recurrent savings which would contribute to closing this gap. These come from a combination of pre-existing schemes, opportunities identified through the Star Chamber process and savings identified more recently as part of the cross cutting themes work.

- Our ability to realise some of the planned savings may be impacted by contracting arrangement put in place as part of the future NHS financial regime. But we are unable to assess or quantify this until full guidance is published.

- Based on our pre-COVID plans, the following savings are expected. This is based on the CCG's standard optimism bias assumptions:
  - **Green** - 100% realisation
  - **Amber** - 50% realisation
  - **Red** - 10% realisation

- Based on pre-COVID plans we would be facing a gap of £3,645k in 2021/22. To close this gap we would either need to turn amber and red schemes green in order to realise the savings, or identify new schemes. However the quoted are all subject to change when planning guidance is published and this gap likely to increase.

Planned Savings Before Optimism Bias - £000s	2021/22	2022/23	2023/24	2024/25
R	40	40	40	40
A	9,553	9,853	10,153	10,153
G	6,416	7,201	7,976	7,976
<b>Grand Total</b>	<b>16,009</b>	<b>17,094</b>	<b>18,169</b>	<b>18,169</b>

Expected Savings Post Optimism Bias - £000s	2021/22	2022/23	2023/24	2024/25
Acute	2,993	3,093	3,193	3,193
Mental Health	5	5	5	5
Community	200	200	200	200
Prescribing	2,250	2,750	3,250	3,250
Primary Care	347	347	347	347
CHC	600	650	700	700
Running Costs	70	70	70	70
Other Programme	4,732	5,017	5,292	5,292
	<b>11,196</b>	<b>12,131</b>	<b>13,056</b>	<b>13,056</b>

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## APPENDIX 17 – KEY THEMES FROM BUDGET CONVERSATION SURVEY

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

## APPENDIX 17 – KEY THEMES FROM BUDGET CONVERSATION SURVEY

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



## APPENDIX 17 – KEY THEMES FROM BUDGET CONVERSATION SURVEY

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

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# Appendix 18 Capital Investment

## Capital Programme 2020-23

Total Approved and Earmarked Capital Programme						
	2020/21 Projected Outturn £000	2020/21 Budget (Approved) £000	2020/21 Budget (Earmarked) £000	2021/22 Budget (Approved) £000	2022/23 Budget (Approved) £000	Total Budget £000
<b>Growth</b>						
Development And Investment	6,427	7,132	9,630	10,893	606	28,261
Corporate Landlord	341	369	7,057	137	-	7,563
Estates	45	45	1,400	69	-	1,514
<b>Operations and Neighbourhoods</b>						
Engineering Services	8,545	8,789	12,250	10,447	-	31,486
Vision Tameside	158	158	-	-	-	158
Environmental Services	2,589	2,661	700	1,633	-	4,994
Transport	2,509	2,481	-	165	-	2,646
Stronger Communities	16	16	200	-	-	216
<b>Children's</b>						
Education	11,089	12,125	-	4,972	-	17,097
Childrens	192	193	387	370	-	950
<b>Finance &amp; IT</b>						
Finance	13,417	13,430	500	-	-	13,930
Digital Tameside	3,282	3,282	-	-	-	3,282
<b>Population Health</b>						
Active Tameside	3,436	3,361	-	500	-	3,861
<b>Adults</b>						
Adults	2348	2,781	12,700	871	-	16,352
<b>Total</b>	<b>54,394</b>	<b>56,823</b>	<b>44,824</b>	<b>30,057</b>	<b>606</b>	<b>132,310</b>

# Appendix 18 Capital Investment

## Indicative Additional Capital Investment Requirements 2021 – 2026

Figures below are purely indicative based on an exercise undertaken in January 2019. Indicative requirements for future years are currently being reviewed as part of an overall review of the Capital Programme and Capital Receipts forecasts.

Service Area	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	Total £000
Vision Tameside	-	-	-	-	-	-
Investment & Development Estates	10,815	16,050	11,500	9,000	5,000	52,365
<b>Total Growth</b>	<b>10,815</b>	<b>16,050</b>	<b>11,500</b>	<b>9,000</b>	<b>5,000</b>	<b>52,365</b>
Engineering Services	400	3,150	3,050	3,550	-	10,150
Environmental Services	200	850	300	250	200	1,800
Transport	2,750	1,150	-	170	101	4,171
Corporate Landlord	-	-	-	-	-	-
Stronger Communities	150	55	-	-	-	205
<b>Total Operations and Neighbourhoods</b>	<b>3,500</b>	<b>5,205</b>	<b>3,350</b>	<b>3,970</b>	<b>301</b>	<b>16,325</b>
Education Children	5,053	211	-	-	-	5,264
<b>Total Children's</b>	<b>5,053</b>	<b>211</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5,264</b>
Finance	-	-	-	-	-	-
Digital Tameside	270	340	485	340	785	2,220
<b>Total Finance &amp; IT</b>	<b>270</b>	<b>340</b>	<b>485</b>	<b>340</b>	<b>785</b>	<b>2,220</b>
Active Tameside	-	-	-	-	-	-
<b>Total Population Health</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Community Health - Estate	-	10,000	25,000	2,500	2,500	40,000
<b>Total Adults</b>	<b>-</b>	<b>10,000</b>	<b>25,000</b>	<b>2,500</b>	<b>2,500</b>	<b>40,000</b>
Exchequer	-	-	-	-	-	-
<b>Total Governance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total</b>	<b>19,638</b>	<b>31,806</b>	<b>40,335</b>	<b>15,810</b>	<b>8,585</b>	<b>116,174</b>

## Pay Policy Statement 2021/22

### **Pay Policy Statement for the Year 2021/22**

The Pay Policy Statement sets out the Council's approach to pay policy in accordance within the requirements of Section 38 of the Localism Act 2011. The Pay Policy Statement has also been revised to take into account the Council's approach to approval by Full Council for severance payments in excess of £95K in line with guidance received from the Department for Communities and Local Government (DCLG). This pay policy applies for the year 2021/22 unless replaced or varied by Full Council.

It does not cover teaching staff whose salaries and terms and conditions of employment are set by the Secretary of State. Academy Schools are an entirely separate legal entity from the Council and are covered by Academies Act 2010 and as a separate employer are responsible for setting salaries for their employees.

The purpose of the Pay Policy Statement is to ensure transparency and accountability with regard to the Council's approach to setting pay. The Pay Policy Statement has been approved by Council and is publicised on the Council's website in accordance with the requirements of the Localism Act 2011 in March each year.

### **Underlying Principles**

The Council is committed to and supports the principle of equal pay for all our employees. Equal pay between men and women is a legal right under both United Kingdom and European Law. The Equality Act 2010 requires employers not to discriminate on grounds of the nine protected characteristics.

The Council applies terms and conditions of employment that have been negotiated and agreed through appropriate collective bargaining mechanisms (national or local) or as a consequence of authority decisions, these are then incorporated into contracts of employment.

# Appendix 19 Pay Policy Statement 2021/22

The Pay Policy Statement identifies:

- The method by which salaries and severance payment are determined.
- The detail and level of remuneration of the Council's most senior managers i.e. Chief Executive and Leadership Team, which accords with the requirements of the Localism Act 2011.
- The process for ensuring that the Pay Policy Statement is applied consistently, including the Staffing Panel which has delegated powers in relation to senior manager pay and employment.
- The detail and level of remuneration for the lowest level of employee.
- The ratio of pay of the top earner and that of the median earner.

It should be noted that the Pay Policy Statement does not include information relating to the pay of Teachers or Support Staff in schools who are outside the scope of the Localism Act 2011.

The Statement complies with all statutory and legal requirements.

In this policy we use the term "Senior Manager" to mean the same as "chief officer" as described in the Localism Act 2011. The Council already separately publishes information about pay and average pay, which is also set out here.

Highest Pay (per annum)	£182,036 p.a. (fte)
Average Pay (per annum)	£28,012.37 p.a. (fte) (based on mean) £25,933.08 p.a. (fte) (based on median)
Pay difference (between average & highest pay)	£154,023.63 (based on mean) £156,102.92 (based on median)
Pay Multiple (ratio between the average and the highest pay)	6.5:1 (based on mean) 7:1 (based on median)
Pay Multiple (ratio between the lowest and the highest pay)	10.2:1

## 1. Policy on the remuneration of its Senior Managers

Chief Executive and Chief Officers conditions of service are in line with the Joint Negotiating Committees for Chief Executives and Chief Officers. The pay levels for the Chief Executive and Directors are determined by the Council's Senior Staffing Panel on appointment, having regard to the Council's duty to ensure best value and after taking professional advice on pay levels, market conditions and other relevant employment factors.

Assistant Director pay is determined by a job evaluation process, which was undertaken in 2011. The scheme used was one designed by the Local Authority Employers Organisation, which advises Councils at a national and regional level on employment and pay issues.

The level of remuneration is determined as set out above. Other than allowable out of pocket expenses, the Council does not make other payments to Senior Managers in addition to basic salary for undertaking their core role. Overtime is not payable to Senior Managers.

Any remuneration package in excess of £100K will be determined by Council.

## 2. Policy on the remuneration of its lowest paid employees

In this policy, we use the definition of lowest paid employee as being those paid on spinal column point (SCP) 1 of the National Joint Council for Local Government Services, plus the Living Wage (LW) supplement payment where SCP 1 is below the LW rate, which was introduced within the Council pay structure in September 2016. We use this because it is the lowest substantive pay grade used for local authority employees.

Our policy is that an employee would normally only be paid at this rate if they were in the first year of appointment to a post which has been evaluated under the national scheme for evaluating local authority jobs. The Council uses the nationally agreed job evaluation scheme for employees of local authorities which is used by a large proportion of other local authorities.

Once someone has been in post a year they will, subject to satisfactory performance, move to the next increment in the pay scale. Increments are payable each year on 1 April, until the maximum point of the grade is reached.

The Council's pay structure is available on the website at <http://www.tameside.gov.uk/paystructure>

**3. Policy on the relationship between -**  
**(i) the remuneration of its Senior Managers, and**  
**(ii) the remuneration of its employees who are not Senior Managers**

The Council has no formal policy on the relationship between the remuneration of Senior Managers. The Hutton review entitled Fair Pay in the Public Sector considered the multiple should be no greater than 20 to 1 (lower is better) and based on the current situation the Council falls well below this threshold. The authority does not have a policy on maintaining or reaching a specific 'pay multiple', however, the authority is conscious of the need to ensure that the salary of the highest paid employee is not excessive and is consistent with the needs of the authority. These pay rates may increase in accordance with any pay settlements which are reached through their respective national negotiating bodies.

At Tameside, the pay multiple between the Chief Executive's pay and the lowest paid employee in the organisation is 10.2:1 and is therefore well within this recommended range.

**4. Policy relating to the remuneration of Senior Managers on recruitment**

All posts are subject to the Council's recruitment and selection process for job appointments, including promotion. Appointments will normally be made at the minimum of the relevant pay scale for the grade, although this can be varied if it is necessary to secure the best candidate. When recruiting to all posts the Council will take full and proper account of all provisions of relevant local government, employment and equalities legislation.

On occasions, the Council may need to consider market forces supplements for employees, which might include Senior Management posts. Authorisation arrangements for market forces supplements would be subject to approval by the Senior Staffing Panel. No such supplements are currently in place.

The Council will ensure that before an offer of appointment is made, any salary package for any post that is in excess of £100,000 is considered by full Council.



## 5. Policy relating to increases and additions to remuneration for each Senior Manager

Senior Managers are paid at a spot rate salary. The majority of Council staff receive nationally agreed pay awards when they are applied. These do not automatically apply to Senior Managers at Assistant Director level and above. The Senior Staffing Panel make the determination as to whether and when there is to be an increase in the current spot rate salaries. Assistant Director's and Directors received a 2.75% pay increase to reflect the national pay award in 2020/21. The Chief Executive has received a 2.75% pay award in 2020/21 to reflect the national pay award.

## 6. Policy relating to the use of performance related pay for Senior Managers

The Council does not pay performance related pay to Senior Managers or any other member of the workforce. The Council believes that it has sufficiently strong performance management arrangements in place to ensure high performance. Any areas of under-performance would be addressed through the capability/disciplinary procedure as appropriate.

## 7. Policy relating to the use of bonuses for Senior Managers

The Council does not pay bonuses to Senior Managers or any other member of the workforce and does not intend to introduce any bonus schemes.

## 8. The approach to payment of Senior Managers on their ceasing to hold office under or to be employed by the Authority

The approach to payment of Senior Managers is the same as those which apply to all Council employees.

Currently, the Council operates a scheme where employees may apply for voluntary severance. Payments under the scheme are capped at a maximum of 30 weeks' pay (based on the rate of pay set in 2013) for all employees, including Senior Managers. Any applications within this scheme are subject to approval by Director (Governance & Pensions). As indicated within the Voluntary Severance Scheme, the Director (Governance & Pensions) is authorised to consider any exceptions where a robust business case exists to do so in the interests of the organisation.

Employees who take severance under the scheme are advised that they do so on the basis that the Council will not re-employ them and they contractually commit to returning any severance costs should they apply for any jobs with the Council, including any Community School or Voluntary Controlled School, within 12 months of their leaving date.

Compensation payments for loss of office are considered in situations where an employee's post becomes at risk and/or the employment relationship is no longer tenable. A maximum payment of 12 weeks applies to all employees, including Senior Managers.

The Council's approach is to treat each case on its individual merits, taking professional advice on the appropriateness, and ensuring that all payments represent value for money to the taxpayer.

Employees who are 'at risk', having been displaced from their role, currently have a 4 week period from the date they are notified to access the Voluntary Severance Scheme, with the additional loss of office payment in some circumstances. If an employee does not choose to access the Voluntary Severance Scheme they will be supported in securing alternative employment. If the secured employment is at a grade lower than their previous post they will be assimilated to the new grade at the top spinal column point and receive pay protection up to their previous salary rate for a maximum period of 6 months.

No severance package will be made in excess of £95K. The components of any such package will be clearly set out and will include pay in lieu of notice, redundancy payment, pension release costs, settlement payments, holiday pay and any fees or allowances paid in line with the relevant legislation.

## 9. Transparency

The Council meets its requirements under the Localism Act, the Code of Practice on Data Transparency and the Accounts and Audit Regulations in order to ensure that it is open and transparent regarding senior officer remuneration.

Senior Managers' pay is published on the Council's website each year. The current pay rates for senior managers are available at: <http://www.tameside.gov.uk/transparency>

## 10. Gender Pay Gap

From April 2017, gender pay legislation requires employers (public, private or voluntary sector) with 250 or more employees to publish statutory calculations every year showing how large the pay gap is between their male and female employees.

There are two sets of regulations which impose the mandatory gender pay gap reporting obligations on employers:

- The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017
- The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017

The legislation requires the following 6 measures to be reported:

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1	Mean gender pay gap	The difference between the mean hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees.
2	Median gender pay gap	The difference between the median hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees
3	Mean bonus gap*	The difference between the mean bonus pay paid to male relevant employees and that paid to female relevant employees
4	Median bonus gap*	The difference between the median bonus pay paid to male relevant employees and that paid to female relevant employees
5	Bonus proportions*	The proportions of male and female relevant employees who were paid bonus pay during the relevant period
6	Quartile pay bands	The proportions of male and female full-pay relevant employees in the lower, lower middle, upper middle and upper quartile pay bands

*\*Measures 3, 4 and 5 are not reportable at Tameside Council as there are no bonus payments.*

# Appendix 19 Pay Policy Statement 2021/22

As at 31 March 2020 a snapshot of the Council's workforce (including all employees, apprentices and casual staff in post) provides:

Mean gender pay gap	+1.52%			
Median gender pay gap	-6.14%			
Mean bonus gap	N/a			
Median bonus gap	N/a			
Bonus proportions	N/a			
Quartile Pay Bands	<b>Quartile</b>	<b>Male</b>	<b>Female</b>	<b>Grand Total</b>
	Lower	272 (40.3%)	403 (59.7%)	675 (100%)
	Lower Middle	253 (37.4%)	423 (62.6%)	676 (100%)
	Upper Middle	196 (29.0%)	479 (71.0%)	675 (100%)
	Upper	253 (37.5%)	422 (62.5%)	675 (100%)
	<b>Grand Total</b>	<b>974 (36.1%)</b>	<b>1727 (63.9%)</b>	<b>2701 (100%)</b>

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Tameside's mean gender pay gap is +1.52% meaning that overall females have lower pay than males. The mean gender pay gap has reduced from +2.37% in 2019 demonstrating that more female employees are being paid above the average salary in the organisation.

However, Tameside's median gender pay gap is -6.14% meaning that when using the median indicator (ie the salary that sits half way between the lowest and the highest salary range which is an F grade) overall more females employees are paid at this salary than males. Tameside's negative median gender pay gap shows that more females are paid at this level than males, due to the high percentage of females in the middle quartiles. Over half (50%) of females are in the middle quartiles.

Both the mean and median indicators have improved since 2019, demonstrating that the Council is continuing to support women to achieve higher pay.

Overall there remains a higher percentage of males in the highest paid jobs (26%), compared to 24% of females which results in a positive mean gender pay gap where men are paid more, with women earning 1.52% less per hour than their male counterparts.

The Council is committed to reducing the gender pay gap and will continue monitor and review recruitment and reward processes, develop career pathways to enable and support career progression and continue to support flexible working and family friendly policies to enable both men and women to progress within the workforce.

## 11.05 Commitment to The Living Wage

The Council is committed to becoming an accredited Living Wage Foundation Employer. The Living Wage is a rate of pay per hour, which is enough to make sure workers and their families can live free from poverty.

The Council implemented the Living Wage Foundation rate of pay in September 2016 for all employees (excluding apprentices, work placements and traineeships, which have been created to enable access to the work place training and job opportunities). This is paid by means of a supplement to Council employees whose hourly rate of pay falls below the nationally set rate, as required annually.

This rate will continue to be reviewed in line with the nationally negotiated NJC pay award.

The Council will encourage and promote all employers, both directly and through their subcontractors, to pay a Living Wage, and promote the Living Wage principles when there are opportunities to so do in the Borough.

The Council strives to make Tameside a better place and is of the view that payment of a Living Wage can have a positive impact on the delivery of services as well as economic and social benefits in the Borough.

The Council is committed to providing better quality value for money services and feels the payment of the Living Wage Foundation will contribute to this goal.

## **12. Pension Enhancement**

The Council has agreed policies in place on how it will apply any discretionary powers it has under Pensions regulations. It is not Council policy to apply the available discretions to award additional pension to any members of the pension scheme (regulation 31).

## **13. Re-employment of Staff**

The Council is under a statutory duty to appoint on merit and has to ensure that it complies with all appropriate employment and equalities legislation. The authority will always seek to appoint the best available candidate to a post who has the skills, knowledge, experience, abilities and qualities needed for the post.

In recent years significant numbers of individuals have left the Council voluntarily on enhanced exit payments owing to the significant reduction in its budget. These exit payments have helped unlock substantial reductions in staff costs in the medium to longer term and have helped in meeting the challenge of reducing the deficit. However, given the scale of the costs associated with exit payments it is vital that they offer value for money to the taxpayer who funds them.

As it would be reputationally damaging to the Council to use public funds for employees to receive exit payments and then quickly returned to public sector roles, the Council has a policy that any employee who returns to the Tameside public sector or on public sector contracts or agency work within 12 months of exit are required to repay their exit payment. This is in line with government guidance to ensure that the taxpayer is not unduly compensating an individual for loss of employment only for them to return to the public sector after a short period of time hence getting a windfall. Employees who have received an enhanced exit package can accept employment with the Council but where they do this within 12 months of signing a compromise agreement they are will be obliged to repay their exit package.

If a candidate is a former employee in receipt of an LGPS pension or a redundancy payment this will not rule them out from being re-employed by the Council. Clearly where a former employee left the authority on redundancy terms then the old post has been deleted and the individual cannot return to the post as it will not exist.

The Council will also apply the provisions of the Statutory Redundancy Payments Modification Order regarding the recovery of redundancy payments if this is relevant and appropriate. Pensions Regulations also have provisions to reduce pension payments in certain circumstances to those who return to work within the local government service.

The authority will apply the provisions of the Recovery of Public Sector exit payments in accordance with any regulations made under The Enterprise Act 2016 and any other applicable legislation and guidance.

#### **14. Policy Amendment**

The Council may seek to change elements within the pay policy as part of any necessary efficiency review or as other circumstances dictate.

This policy statement will be reviewed each year and will be presented to full Council each year for consideration in order to ensure that a policy is in place for the authority prior to the start of each financial year.

## 15. Pay Policy References

- Agency workers directive 2011
- Hutton Fair Pay in the Public Sector Final Report (March 2011)
- Joint Negotiating Committee for Local Authority Chief Executives
- Joint Negotiating Committee for Chief Officers of Local Authorities
- Local Government (Early Termination of Employment)(Discretionary Compensation) (England and Wales) Regulations 2006
- Local Government Pension Scheme (Benefits, Membership Contributions) Regulations 2007
- Localism Act 2011
- National Joint Council for Local Government Services
- Tameside Borough Council Scheme of Delegation
- The Accounts and Audit (England) Regulations (2011)
- The Equality Act 2010
- The Secretary of State for CLG Code of Recommended Practice for Local Authorities on Data Transparency
- Local Government Transparency Code 2014
- HM Treasury Recovery of Public Sector exit payments consultation response



# APPENDIX 20 – TREASURY MANAGEMENT STRATEGY

## 1. INTRODUCTION

- 1.1 The Treasury Management service is an important part of the overall financial management of the Council's affairs. At 31 March 2020 the Council had £143m of investments which need to be safeguarded, and £141m of long term debt, which has been accrued over the years to help to fund the Council's capital investment programmes. The Council is also the lead authority responsible for the administration of the debt of the former Greater Manchester County Council on behalf of all ten Greater Manchester Metropolitan Authorities. As at 31 March 2020, this represented a further £40m of debt. The significant size of these amounts requires careful management to ensure that the Council meets its balanced budget requirement under the Local Government Finance Act 1992. Generating good value for money is therefore essential, in terms of both minimising the cost of borrowing and maximising the return on investments.
- 1.2 Under the Local Government Act 2003, the Department for Communities and Local Government issued in March 2010 revised "Guidance on Local Government Investments". The 2003 Act requires an authority "to have regard" to this guidance. Part of this guidance is that "A local authority shall, before the start of each financial year, draw up an Annual Investment Strategy for the following financial year, which may vary at any time. The strategy and any variations are to be approved by the full Council and are to be made available to the public." This strategy is set out in **Appendix 20A**.
- 1.3 A revised edition of the CIPFA Prudential Code and CIPFA Treasury Management Code of Practice was produced in November 2011. The guidance arising from this Code has been incorporated within this report. In 2017, CIPFA published further updated versions of these Codes which have applied from the 2019/20 financial year, and require a Capital Strategy report to be produced in addition to the Treasury Management Strategy. The Capital Strategy is the Council's framework for the allocation and management of capital resources, taking into account the Council's Corporate Plan. It aims to provide a long term context in which capital decisions are made, the approach for governance for those decisions, and information on the Council's approach towards treasury management and other investments.
- 1.4 The Treasury Management Strategy also sets out the estimated borrowing requirement for both Tameside MBC and the Greater Manchester Metropolitan Debt Administration Fund (GMMDAF), together with the strategy to be employed in managing the debt position.
- 1.5 The Local Government Act 2003 is the major legislation governing borrowing and investments by local authorities. Under the Act a Local Authority may borrow money:
- (a) For any purpose relevant to its functions under any enactment; or
  - (b) For the purposes of the prudent management of its financial affairs.
- 1.6 The Council is only permitted to borrow to finance its capital investment programme, and cannot borrow to fund on-going day to day expenditure, which must be funded from day to day income sources such as council tax, business rate income, government grant or reserves. If an authority does borrow for capital investment purposes it has a duty to ensure that its borrowing is affordable, sustainable and prudent, and must set its own limits on how much it may borrow. The method of doing this is set out in the Prudential Code for Capital Finance in Local Authorities.

- 1.7 The borrowing limits set by the Council are based on the possibility of borrowing in advance of need, should interest rates be such that it is advantageous to do so. The Council is currently maintaining an under-borrowed position. This means that the capital borrowing need (as measured by the Capital Financing Requirement), has not been fully funded with loan debt as surplus cash balances have been utilised instead. This strategy is prudent as investment returns are low and interest rates on borrowing are comparatively high, thus creating a high cost of carry<sup>1</sup> for any borrowing taken up. The Council, along with its advisors, Link Asset Services, will closely monitor rates and take up borrowing at the most advantageous time possible.
- 1.8 Against this background and the continuing risks within the economic forecast, caution will be adopted with the 2021/22 treasury operations. The Section 151 Officer will monitor interest rates in financial markets and adopt a pragmatic approach in changing circumstances. Borrowing will be undertaken on an assessment of the situation at the time.

## **2. CODES OF PRACTICE**

- 2.1 The Council's treasury activities are strictly regulated by statutory requirements and a professional code of practice (the CIPFA Code of Practice on Treasury Management – revised 2017) and the Prudential Code. The Council has adopted the CIPFA Code of Practice on Treasury Management. Part of this code is for the Council to set out Treasury Management Practices (TMPs). These are in place and are being adhered to.
- 2.2 The key objectives of the Prudential Code are to ensure, within a clear framework, that the capital plans of local authorities are affordable, prudent and sustainable and to ensure that treasury management decisions are taken in accordance with good professional practice and in a manner that supports these objectives.
- 2.3 To demonstrate that local authorities have fulfilled these objectives the Prudential Code sets out the indicators that should be used, and the factors that must be taken into account. The Code does not include suggested indicative limits or ratios as these are for the local authority to set itself. The Prudential Indicators required by the Code are designed to support local decision making and are not comparative indicators.
- 2.4 This report recommends specific indicators for approval and an affordable borrowing limit for 2021/22. It also recommends an affordable borrowing limit for the Greater Manchester Metropolitan Debt Administration Fund.
- 2.5 Where appropriate the Council may undertake borrowing for external organisations, and this will be on the basis that the revenue costs are fully reimbursed. This will be done purely for policy reasons.
- 2.6 Prudential Indicators have been set with regards to: affordability, prudence, sustainability, and value for money, stewardship of assets, service objectives and practicality.
- 2.7 Local authorities are required to encompass all aspects of the Prudential Code that relate to affordability, sustainability and prudence. When making a decision to invest in capital assets, the Council must ensure that it can meet both the immediate and long-term costs to ensure the long-term sustainability.

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<sup>1</sup> Cost of carry is the difference between the rate of interest paid on a loan against the rate of return received by investing that money. Therefore if a Council has cash balances already, and then takes some long term borrowing, the impact will be to increase the level of cash balances in the short term. For Tameside a 25 year loan would cost c1.7% but could only be invested at around 0.1% resulting in a cost of carry of 1.6% per annum. Whilst cash balances are high it is more prudent to utilise cash balances to fund capital schemes and delay the decision to borrow.

- 2.8 The Prudential Code requires local authorities to consider wider management processes i.e. option appraisal, asset management planning, strategic planning and achievability in accordance with good professional practice. The Strategic Planning and Capital Monitoring Panel and Executive Cabinet are responsible for these areas.

### **Setting of Prudential Indicators**

- 2.9 The Prudential Indicators for 2021/22 and the following two years must be set before the beginning of the forthcoming year and requires approval by Council as part of the budget approval process. The Section 151 Officer is responsible for ensuring that all matters required to be taken into account are reported to the Council for consideration.
- 2.10 The system requires a process for controlling prudential borrowing to ensure that all council borrowing remains affordable. The Section 151 Officer is responsible for the centralised control and recommendations for borrowing. The Council is currently in an 'under-borrowed' position meaning that capital expenditure funded from borrowing exceeds the actual level of debt taken up. During 2019/20 £30m of additional prudential borrowing was taken up in accordance with the planned strategy. No further long-term borrowing was taken up during 20/21, however the current capital financing budget assumes a further £30m of borrowing is taken up in 2021/22. The Council's current projected under-borrowed position is £54m, which provides an estimated annual saving of £0.9m in interest costs at prevailing rates. This is further detailed later in paragraph 11.1.
- 2.11 The planned Prudential Borrowing of £30m in 2021/22 is provisional as the Council will review its available resources on a regular basis throughout the year. The financing of the capital programme at the end of the financial year takes into account an assessment of the capital grants, contributions and capital receipts available at that time which may provide a more cost effective method of financing the Council's capital expenditure. The Council will endeavour to keep Prudential Borrowing and the associated costs to a minimum by utilising other available resources.

### **Required indicators**

- 2.12 The required Prudential Indicators are set out in **Appendix 20E** together with the methodology used to calculate them. The Prudential Indicators have been based on the planned level of borrowing set out above.
- 2.13 The monitoring frequency for each Prudential Indicator is determined individually. Some are monitored daily as treasury management transactions take place and others less frequently. For some indicators e.g. net external borrowing, trigger points will be set within the monitoring process to highlight when the indicator limits could be breached and allow corrective action to be taken
- 2.14 The Section 151 Officer will report to Members on the performance of all Prudential Indicators as part of the Capital Programme monitoring process. Some of the Prudential Indicators may need to be revised during the year and these will require approval by the Audit Panel. The indicators will continually change due to factors other than the level of borrowing e.g. – capital expenditure will change when additional grant resources are received.

## **3. NEED TO BORROW**

- 3.1 The Council's long term borrowing requirement in any year depends on the following factors:-

- (a) Existing loans which are due to mature during the year. These will include external loans, and any reduction of internal resources that are temporarily being used to finance capital expenditure.
- (b) The amount of capital expenditure that the Council has determined should be financed by borrowing. Under the Prudential Code on Borrowing the Council may determine its own levels of borrowing and is set by the Council as part of the main budget process. The Council is able to borrow in advance of its requirements, when it is considered beneficial to do so.
- (c) The amount of outstanding debt required to be repaid during the year, including the "Minimum Revenue Provision" (MRP) and additional voluntary MRP to repay prudential borrowing.

3.2 The Council has some flexibility to borrow funds for use in future years. The Section 151 Officer may do this under delegated power where, for instance, a sharp rise in interest rates is expected, and so borrowing early at fixed interest rates will be economically beneficial or meet budgetary constraints.

3.3 Any borrowing in advance undertaken will be made within the constraints of the Prudential Code. Risks associated with any advance borrowing activity will be subject to appraisal in advance and subsequent reporting through the annual reporting mechanism (the operational limit). The Council may also borrow on a short term basis to finance temporary shortfalls in cash flow.

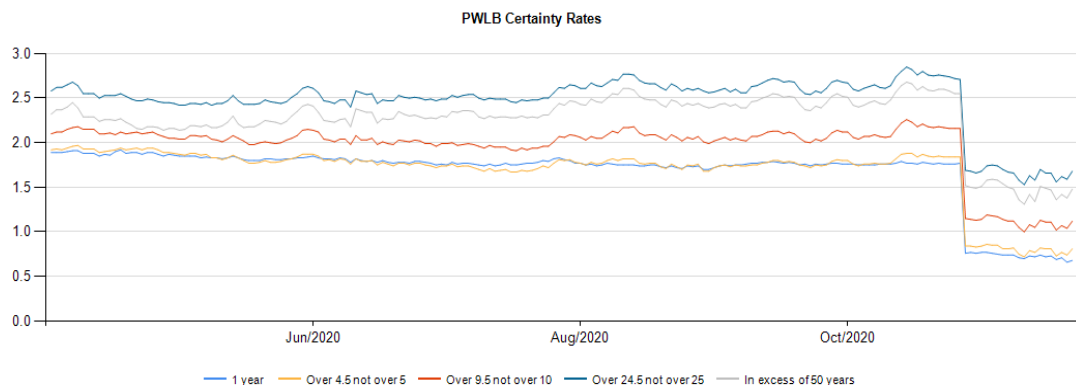
3.4 In addition to this, the Council can fund capital expenditure by using internal cash balances. Although borrowing is not undertaken to meet this expenditure, it has the effect of reducing the Council's investments, and therefore changing the net interest payable.

#### **4. TYPES AND DURATION OF LOANS**

4.1 There are various types of loan available:-

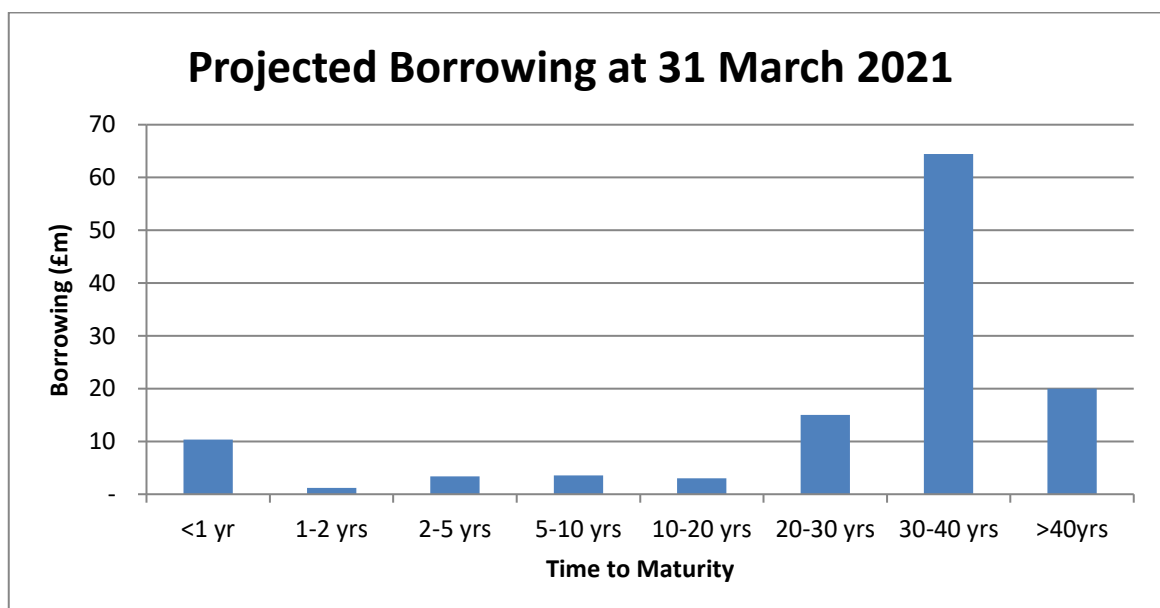
- (a) Short term fixed.  
These are loans of less than one year duration where the interest rate is agreed at the start of the loan and remains the same until the loan matures. The duration may last from 1 day to 364 days.
- (b) Short term variable.  
Less than one year, but the interest rate may change during the life of the loan, usually in line with the market.
- (c) Long term fixed  
As (a), but greater than one year (may be up to 50 years).
- (d) Long term variable  
As (b), but life normally between 1 and 10 years.
- (e) LOBOs (Lender's Option Borrower's Option)  
These are bank loans where the interest rate is fixed for a number of years (often with an automatic increase built in). At the end of this fixed rate period, the bank may (at pre-set anniversaries) take up an option to change the interest rate. The borrower (Tameside) then has the option to repay the loan if it does not want to pay the new interest rate. The Council can only repay the loan prior to the maturity date without penalty if the lender has taken up their option.

4.2 Interest rates are continually changing and are determined by economic and market conditions. Short term variable rates tend to reflect the current Bank of England Minimum Lending Rate (Bank Rate), but can vary (sometimes by more than 1%) due to market conditions. The on-going uncertainty in the financial markets has caused considerable volatility.



4.3 Long term fixed rates are based on Government Gilts (Bonds issued by the Government which pay a fixed rate of interest) and reflect the future expectations of base rates, inflation and risks within the general economy. They may be markedly different from short term rates, and they may also be volatile. At present interest rates on longer term loans are higher than short term rates due to the relatively low Base Rate, implemented by the Monetary Policy Committee of the Bank of England. The programme of “quantitative easing” undertaken by the Bank of England and the “safe haven” status of the UK continues to restrict gilt interest rates. (Note in the above graph the dramatic fall in November represents the decision to cut the margin over gilts from 180 basis points to 80, bringing it back in line with levels before October 2019).

4.4 Tameside’s loan portfolio as at 31<sup>st</sup> March 2021, assuming no further borrowing is taken, will contain £101m of long term fixed loans from the PWLB, £10m long term fixed bank loans, £30m of LOBOs, and £10m of short term borrowing. The following graph outlines the maturity profile, which shows that there is currently no refinancing risk borne by the Council, whereby it would have to repay any of its existing loans



## 5. SOURCES OF BORROWING

- 5.1 Loans to fund the borrowing requirement may be raised from any source approved by the Local Government Act 2003.

The main sources currently available to Tameside are:-

- a. The Public Works Loan Board (PWLB) (£101m at 31<sup>st</sup> March 2021)
- b. European Investment Bank (EIB) (no current or planned borrowing)
- c. Banks, Building Societies and other financial institutions (£40m at 31<sup>st</sup> March 2021)
- d. Other Local Authorities (£10m at 31<sup>st</sup> March 2021)
- d. Internal cash funds and balances (£54m at 31<sup>st</sup> March 2021).

Of these, by far the greatest proportion of borrowing taken up is normally obtained from the PWLB.

- 5.2 The PWLB is, in effect, the Government, and loans raised from this source are generally the cheapest available for their type and duration. Although loans from the PWLB may be obtained at a variable rate of interest, Tameside has normally borrowed at fixed rates and holds no variable PWLB debt.
- 5.3 Whilst the Public Works Loan Board, part of HM Treasury, is the primary lender to local authorities, the European Investment Bank (EIB) will also provide support for funding infrastructure projects throughout the EU. This source of funding is priced in a similar way to the PWLB, but requires applications for specific projects. These projects must further EU policy requirements and be financially, technically and environmentally viable. They are particularly aimed at regional development issues.
- 5.4 Borrowing for fixed periods means that the average rate payable is not subject to large year on year volatility which could occur if rates were linked to the base rate of interest.
- 5.5 Internal funds, such as the Insurance Fund, are paid interest in line with short term rates.
- 5.6 Traditionally the strategy employed by Tameside and most other Local Authorities is to borrow long term at fixed rates of interest.
- 5.7 Where appropriate the Council may undertake borrowing for external organisations for policy reasons, and this will be on the basis that the revenue costs are fully reimbursed.

## **6. RESCHEDULING OF LONG TERM DEBT**

- 6.1 Rescheduling involves the early repayment and re-borrowing of different term PWLB loans, or converting fixed rate loans to variable and vice versa. This can involve paying a premium or receiving a discount, but is intended to reduce the overall interest burden, since the replacement loan (or reduction of investment) is normally borrowed at a lower interest rate.
- 6.2 The use of rescheduling has traditionally been a valuable tool for the Council, but its success depends on the frequent movement of interest rates, and therefore it cannot be easily estimated for. It will continue to be used when suitable opportunities arise, in consultation with our treasury management advisors, although such opportunities may not occur.
- 6.3 However, the changes made by the PWLB in 2010 to introduce separate rates for the premature repayment of debt and the increase in the cost of new PWLB borrowing by approximately 1%, has significantly reduced the ability to re-schedule debt. No re-scheduling has been undertaken by the Council since these changes occurred.
- 6.4 However, the PWLB has continued a scheme to allow a 0.20% reduction on the published borrowing rates, known as the "certainty rate", for Councils that provide indicative borrowing requirements for the next 3 years. The Council has provided this information and has

therefore protected its eligibility for the certainty rate. This does not however commit the Council to a particular course of action.

- 6.5 With the current yield curve, debt restructuring is likely to focus on switching from longer term fixed rates to cheaper shorter term debt, although the Section 151 Officer and our treasury management advisors will monitor prevailing rates for any opportunities during the year.
- 6.6 Although a pro-active approach is taken to identify opportunities to re-schedule debt, no such an opportunities have arisen so far in 2020/21, or are foreseen in 2021/22 with the current interest rate climate.
- 6.7 Consideration will also be given to identify if there is any potential for making savings by utilising cash balances to repay debt prematurely, as short term rates on investments are likely to be lower than rates paid on current debt.

## 7. CURRENT POSITION – 2020/21

- 7.1 The original estimate of interest payable for the 2020/21 financial year was £6.162m. Of this £5.962m will be paid externally and the remainder will be paid to various Council funds such as the Insurance Fund. It is anticipated that the outturn position for the year will be slightly below this budget.

## 8. TAMESIDE MBC'S ESTIMATED NET DEBT POSITION AT 31 MARCH 2021

- 8.1 Following transactions and activity expected prior to the financial year end it is anticipated that at the end of the current financial year, the Council's net borrowing position will be:-

	<b>£m</b>
PWLB	101.008
Market Loans (incl. LOBOs)	<u>50.000</u>
Total External Borrowing	151.008
Less Sports Trust Debt	-0.958
Less Airport Debt	-0.550
Less Trust Funds, Contractor Deposits etc	-0.151
Less Investments	<u>-81.000</u>
Net Debt Outstanding	68.349

- 8.2 The estimated position assumes the Council will not take up any further borrowing during 2020/21, to meet the forecast outstanding borrowing requirement as at 31 March 2021 (£54m) and no advanced borrowing for 2021/22 or future years. By postponing borrowing and utilising cash balances, the Council reduces counterparty risk and the financial impact of the current low level of investment returns.
- 8.3 Prudential borrowing of £4.280m was taken up on 25 July 2008 from the PWLB on behalf of the Tameside Sports Trust, to enable facility improvements. The costs related to this borrowing are met by reducing the annual Council's grant paid to the Sports Trust by an equal amount. The outstanding amount at 31 March 2021 will be £0.958m.
- 8.4 The Council's total net debt is £68.349m

## 9. 2021/22 BORROWING REQUIREMENT

9.1 As stated earlier the authorised limits for debt under the Prudential Code allow for borrowing in advance. This will only be done if interest rates for longer term loans are advantageous to the Council and the counterparty risk to the Council on investments is acceptable, or such borrowing will afford an opportunity for debt rescheduling.

9.2 During 2021/22 it is estimated that the following requirement will be needed in respect of the general fund:-

	<b>£m</b>
Capital expenditure (financed by loan)	0.165
Loans maturing	<u>10.369</u>
	10.534
Less MRP repayments	<u>-4.362</u>
Total potential borrowing requirement	<u><u>6.172</u></u>

9.3 Therefore the additional outstanding capital borrowing need of the Council will be £6.172m (capital expenditure less provision for debt repayments) during 2021/22.

9.4 The budget for 2021/22 shows that loans and investments outstanding during the year will generate estimated gross interest charges of £6.116m. Under current Local Government accountancy rules no interest is payable in respect of the Council's capital receipts and revenue balances. This has no net effect on the overall finances of the Council.

## **10. GREATER MANCHESTER METROPOLITAN DEBT ADMINISTRATION FUND (GMMDAF) REQUIREMENT**

10.1 Unlike Tameside MBC the GMMDAF incurs no capital expenditure, and therefore the total debt outstanding reduces annually by the amount of debt repaid by the constituent authorities. However, loans are raised to replace those maturing during the year and also for cash-flow purposes.

10.2 At 31 March 2021 it is expected that the fund will have the following outstanding debt:

	<b>£m</b>
PWLB	25.863
Transferred Debt	0.059
Temporary Borrowing/(Investments)	(6.219)
Creditors	<u>1.075</u>
Total Debt	<u><u>20.779</u></u>

10.3 The fund's borrowing requirement for 2021/22 is estimated to be:

<b>Long term debt maturing</b>	<b>£m</b>
PWLB	18.754
Other	<u>0.036</u>
	18.791
Less principal repayments	<u>(20.779)</u>
Deficit/(Surplus)	<u><u>(1.988)</u></u>

10.4 During 2021/22 it is estimated that the total interest payments to the Fund will be £1.391m at an average interest rate of 6.69%. This compares with 6.46% in 2020/21 and 5.65% in 2019/20.

10.5 Further loans may be taken up for either re-scheduling or borrowing early for future years, if prevailing rates are considered attractive.



- 10.6 GMMDAF is scheduled to come to an end in 2021/22. The remaining payments due from districts are estimated to be as follows:

	<b>Pool Rate</b> %	<b>Principal</b> £m	<b>Interest</b> £m	<b>Debt Outstanding</b> £m
2021/22	6.69	20.779	1.391	nil

## 11. BORROWING STRATEGY

- 11.1 The Council has the following anticipated borrowing requirement:-

	<b>2020/21</b> £m	<b>2021/22</b> £m
Opening CFR	188.288	203.979
Opening Outstanding Borrowing Requirement	48.063	54.104
Capital Expenditure Financed by Borrowing	19.963	0.165
Loans Maturing	0.35	10.369
MRP	-4.272	-4.771
Annual Requirement	16.041	5.763
New Borrowing in Year	10.000	30.000
Closing CFR	203.979	199.373
Closing Outstanding Requirement	54.104	29.867
Estimated Annual Cost*	0.866	0.478

\*note: Estimated cost is the net of interest charges from PWLB less interest earned on cash balances. This is only incurred if borrowing is undertaken.

- 11.2 As shown above, the Council is currently maintaining an under-borrowed position estimated to be £54m at 31<sup>st</sup> March 2021. This means that the capital borrowing need (the Capital Financing Requirement), has not been fully funded with loan debt as cash has been used. This strategy is prudent as investment returns are low and counterparty risk is high. The Council continues to have a high level of investments, and it is expected that these will continue during the next financial year. The Council will seek to maintain levels of external debt as low as possible, consistent with a consideration of wider risks and benefits. As illustrated in the table above, the Council will save an estimated £0.866m in 2020/21 and £0.478m in 2021/22 as a result of not taking up this borrowing.
- 11.3 The uncertainty over future interest rates and concerns over counterparty credit worthiness increases the risks associated with treasury activity. The Section 151 Officer will monitor interest rates in financial markets and adopt a pragmatic approach in changing circumstances. PWLB loans may be borrowed in order to reschedule debt or meet the outstanding borrowing need as is felt to be appropriate. The possibility of deferring borrowing until later years to reduce our level of investments and associated counterparty risk will be considered.

- 11.4 As a result the Council will take a cautious approach to its borrowing strategy and all opportunities explored in conjunction with our treasury management advisors. Borrowing decisions will be based on the circumstances prevailing at the time.
- 11.5 Long-term fixed interest rates are at risk of being higher over the medium term, and short term rates are expected to rise, although more modestly. The Section 151 Officer, under delegated powers, will take the most appropriate form of borrowing depending on the prevailing interest rates at the time, taking into account the risks outlined above. It is likely that shorter term fixed rates may provide lower cost opportunities in the short/medium term.
- 11.6 The borrowing rules for the PWLB mean that we are able to borrow our full requirement from them. However, if interest rates in respect of LOBOs, or other market loans are sufficiently attractive, these may be used for Tameside. The length of loans required for LOBOs mean they are unsuitable for the GMMDAF.

## 12. INTEREST RATES

- 12.1 The borrowing and investment strategy outlined in the report is based on the following central view forecast, provided by our treasury management advisors (Link Asset Services), showing the movement in longer term interest rates for borrowing and movement in shorter term interest rates for investments.

	Q1 2021	Q2 2021	Q3 2021	Q4 2021	Q1 2022	Q2 2022	Q3 2022	Q4 2022
<b>Bank Rate</b>	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
<b>5yr PWLB</b>	0.80	0.80	0.80	0.80	0.90	0.90	0.90	0.90
<b>10yr PWLB</b>	1.10	1.10	1.10	1.10	1.20	1.20	1.20	1.20
<b>25 yr PWLB</b>	1.50	1.60	1.60	1.60	1.60	1.70	1.70	1.70
<b>50 yr PWLB</b>	1.30	1.40	1.40	1.40	1.40	1.50	1.50	1.50

- 12.2 Link Asset Services have also provided the following economic update:  
*The coronavirus outbreak has done huge economic damage to the UK and economies around the world. After the Bank of England took emergency action in March to cut Bank Rate to first 0.25%, and then to 0.10%, it left Bank Rate unchanged at its subsequent meetings to 16<sup>th</sup> December, although some forecasters had suggested that a cut into negative territory could happen. However, the Governor of the Bank of England has made it clear that he currently thinks that such a move would do more damage than good and that more quantitative easing is the favoured tool if further action becomes necessary. As shown in the forecast table above, no increase in Bank Rate is expected in the near-term as economic recovery is expected to be only gradual and, therefore, prolonged. These forecasts were based on an assumption that a Brexit trade deal would be agreed by 31.12.20: as this has now occurred, these forecasts do not need to be revised.*

**Gilt yields and PWLB rates.** *There was much speculation during the second half of 2019 that bond markets were in a bubble which was driving bond prices up and yields down to historically very low levels. The context for that was a heightened expectation that the US could have been heading for a recession in 2020. In addition, there were growing expectations of a downturn in world economic growth, especially due to fears around the impact of the trade war between the US and China, together with inflation generally at low levels in most countries and expected to remain subdued. Combined, these conditions were conducive to very low bond yields. While inflation targeting by the major central banks has been successful over the last thirty years in lowering inflation expectations, the real equilibrium rate for central rates has fallen considerably due to the high level of borrowing by consumers. This means that central banks do not need to raise rates as much now to have a major impact on consumer spending, inflation, etc. The consequence of this has been the gradual lowering of the overall level of interest rates and bond yields in financial markets over the last 30 years. Over the year prior to the coronavirus crisis, this has seen many bond yields up to 10 years turn negative in the Eurozone. In addition, there has, at times, been an inversion of bond yields in the US whereby 10 year yields have fallen below shorter term yields. In the past, this has been a precursor of a recession. The other side of this coin is that bond prices are elevated as investors would be expected to be moving out of riskier assets i.e. shares, in anticipation of a downturn in corporate earnings and so selling out of equities.*

*Gilt yields had therefore already been on a generally falling trend up until the coronavirus crisis hit western economies during March 2020. After gilt yields spiked up during the financial crisis in March, we have seen these yields fall sharply to unprecedented lows as investors panicked during March in selling shares in anticipation of impending recessions in western economies, and moved cash into safe haven assets i.e. government bonds. However, major western central banks took rapid action to deal with excessive stress in financial markets during March, and started massive quantitative easing purchases of government bonds: this also acted to put downward pressure on government bond yields at a time when there has been a huge and quick expansion of government expenditure financed by issuing government bonds. Such unprecedented levels of issuance in “normal” times would have caused bond yields to rise sharply. Gilt yields and PWLB rates have been at remarkably low rates so far during 2020/21.*

*As the interest forecast table for PWLB certainty rates above shows, there is expected to be little upward movement in PWLB rates over the next two years as it will take economies, including the UK, a prolonged period to recover all the momentum they have lost in the sharp recession caused during the coronavirus shut down period. From time to time, gilt yields, and therefore PWLB rates, can be subject to exceptional levels of volatility due to geo-political, sovereign debt crisis, emerging market developments and sharp changes in investor sentiment, (as shown on 9<sup>th</sup> November when the first results of a successful COVID-19 vaccine trial were announced). Such volatility could occur at any time during the forecast period.*

### **Investment and borrowing rates**

- **Investment returns** are likely to remain exceptionally low during 2021/22 with little increase in the following two years.

- **Borrowing interest rates** fell to historically very low rates as a result of the COVID crisis and the quantitative easing operations of the Bank of England: indeed, gilt yields up to 6 years were negative during most of the first half of 20/21. The policy of avoiding new borrowing by running down spare cash balances has served local authorities well over the last few years. The unexpected increase of 100 bps in PWLB rates on top of the then current margin over gilt yields of 80 bps in October 2019, required an initial major rethink of local authority treasury management strategy and risk management. However, in March 2020, the Government started a consultation process for reviewing the margins over gilt rates for PWLB borrowing for different types of local authority capital expenditure. (Please note that Link has concerns over this approach, as the fundamental principle of local authority borrowing is that borrowing is a treasury management activity and individual sums that are borrowed are not linked to specific capital projects.) It also introduced the following rates for borrowing for different types of capital expenditure: -
  - **PWLB Standard Rate** is gilt plus 200 basis points (G+200bps)
  - **PWLB Certainty Rate** is gilt plus 180 basis points (G+180bps)
  - **PWLB HRA Standard Rate** is gilt plus 100 basis points (G+100bps)
  - **PWLB HRA Certainty Rate** is gilt plus 80bps (G+80bps)
  - **Local Infrastructure Rate** is gilt plus 60bps (G+60bps)

As a consequence of these increases in margins, many local authorities decided to refrain from PWLB borrowing unless it was for HRA or local infrastructure financing, until such time as the review of margins was concluded.

On 25.11.20, the Chancellor announced the conclusion to the review of margins over gilt yields for PWLB rates; the standard and certainty margins were reduced by 1% but a prohibition was introduced to deny access to borrowing from the PWLB for any local authority which had purchase of assets for yield in its three year capital programme. The new margins over gilt yields are as follows: -.

- **PWLB Standard Rate** is gilt plus 100 basis points (G+100bps)
- **PWLB Certainty Rate** is gilt plus 80 basis points (G+80bps)
- **PWLB HRA Standard Rate** is gilt plus 100 basis points (G+100bps)
- **PWLB HRA Certainty Rate** is gilt plus 80bps (G+80bps)
- **Local Infrastructure Rate** is gilt plus 60bps (G+60bps)

**Investment returns** are likely to remain low during 2020/21 with little increase in the following two years. However, if major progress was made with an agreed Brexit, then there is upside potential for earnings.

**Borrowing interest rates** were on a major falling trend during the first half of 2019-20 but then jumped up by 100 bps on 9<sup>th</sup> October 2019. The policy of avoiding new borrowing by running down spare cash balances has served local authorities well over the last few years. However, the unexpected increase of 100 bps in PWLB rates requires a major rethink of local authority treasury management strategy and risk management. Now that the gap between longer term borrowing rates and investment rates has materially widened, and in the long term Bank Rate is not expected to rise above 2.5%, it is unlikely that this authority will do any further longer term borrowing in the near term.

## 13. INVESTMENTS

- 13.1 The primary objectives of the Council's investment strategy are safeguarding the repayment of the principal and interest of its investments on time, then ensuring adequate liquidity, with the investment rate of return being the final consideration. The current investment climate continues to have one over-riding risk, counterparty risk. As a result of

these underlying concerns officers are implementing a risk averse operational investment strategy.

13.2 The 2017 revised CIPFA Treasury Management Code and the DCLG Investment Guidance requires the consideration and approval of security and liquidity benchmarks. Yield benchmarks are currently widely used to assess investment performance. Discrete security and liquidity benchmarks are a requirement to Member reporting, although the application of these is more subjective in nature. Additional background on the approach taken is attached at **Appendix 20C**.

13.3 These benchmarks are not limits and so may be breached from time to time, depending on movements in interest rates and counterparty criteria. The purpose of the benchmark is that officers will monitor the current and trend position and amend the operational strategy depending on any changes. Any breach of the benchmarks will be reported, with supporting reasons in the Annual Report.

**Security** - The Council's maximum security risk benchmark for the current portfolio, when compared to these historic default tables, is:

- 0.03% historic risk of default when compared to the whole portfolio.

**Liquidity** – In respect of this area the Council seeks to maintain:

- Bank overdraft - £1.60m
- Liquid short term deposits of at least £5m available with a week's notice.

**Yield** - Local measures of yield benchmark is:

- Investments – Internal returns above the 7 day LIBID rate
- And in addition that the security benchmark for each individual year is:

	1 year	2 years	3 years	4 years	5 years
Maximum	0.05%	0.15%	0.27%	0.40%	0.55%

Note: This benchmark is an average risk of default measure, and would not constitute an expectation of loss against a particular investment.

13.4 Normally when the Council has surplus cash, this is invested to try to ensure that interest earned is optimised with minimal risk of capital loss. Higher interest rates are earned by investing any large amounts on the London money markets, rather than by leaving such sums with the Council's own bank. The Investment Strategy sets out the type of institutions with which the Council may deposit funds for this purpose. The list has been compiled to reflect the creditworthiness of these banks and building societies, rather than the rates of interest payable, as the safety of the asset is the most important consideration. Nonetheless, the interest received from these institutions is competitive.

13.5 The ongoing financial uncertainty has reinforced the need for the Council to ensure it adopts a security based approach to investment strategy.

13.6 The policy allows strategic investments up to £30m for more than 12 months, as reported in **Appendix 20A**. Although this policy has not changed, the Council has made efforts to use more of this allocation in order to increase returns.

- 13.7 In recent years the Council has had a high level of investments and therefore the investment strategy has been aligned with our debt strategy. The strategy for repayment of debt has been dependent on the movement of long term interest rates, and in favourable circumstances this could mean the repayment of tranches of debt. Investments have therefore been managed in-house in order to finance any repayments if necessary. It is expected that this strategy will continue.
- 13.8 As established in the Mid-Year Treasury Management Activities Report, the Council applies the creditworthiness service provided by its advisors, Link Asset Services. This service employs a sophisticated modelling approach utilising credit ratings from the three main credit rating agencies - Fitch, Moody's and Standard and Poor's. The credit ratings of counterparties are supplemented with the following overlays:
- Credit watches and credit outlooks from credit rating agencies;
  - CDS spreads to give early warning of likely changes in credit ratings;
  - Sovereign ratings to select counterparties from only the most creditworthy countries.
- 13.9 The Council also holds investments in Money Market Funds (MMFs) which are AAA rated and act, in a similar way to unit trusts, to spread the risk of default across a number of underlying institutions. This type of fund is tightly regulated and viewed as a safe investment.
- 13.10 EU reform means that the current class of MMF used by the Council - Constant Net Asset Value (CNAV) - were replaced by a new Low Volatility Net Asset Value (LVNAV) class of fund from 21 January 2019. LVNAV funds operate under stricter conditions than the existing CNAV funds, meaning the underlying investments must be valued within a smaller "collar" than with CNAV funds, and also have shorter liquidity limits. This has had no impact on how the Council uses such funds, and no negative impact on their security.
- 13.11 The Council has a deposit account with the Government Debt Management Office (DMO). As this facility is underwritten by the government, the rates of interest offered by the DMO are substantially below the current market rates. This facility has not been used in 2019/20.
- 13.12 If concerns over counterparty risk reduce and market conditions are judged suitable, long term borrowing may be taken up by the Council in advance of when it is required for capital purposes. In these circumstances the excess cash will be invested in line with the Council's prudent investment objectives, with security of the asset the highest priority. However, the Council is not allowed to borrow for the express purpose of reinvesting this cash in money market investments to make a return.
- 13.13 Although security and liquidity are both given priority over yield, the Council still manages to achieve a higher rate of return than the 7 day LIBID benchmark. In 2019/20 the Council achieved a return of 1.04% versus a LIBID of 0.53%, a gain of £577k. In 2020/21 to December 31, a return of 0.76% has been earned against a LIBID of -0.07%. This represents a total yield of £522k and a gain of £575k.

## **14 INVESTMENTS – PROPOSED CHANGES**

- 14.1 There are no proposed changes to the Council's investment strategy for 2021/22.

## **15 TREASURY MANAGEMENT ADVISORS**

- 15.1 The Council uses Link Asset Services as its treasury management advisors. Link provides a range of services which include:
- Technical support on treasury matters and capital finance issues;
  - Economic and interest rate analysis;

- Debt services which includes advice on the timing of borrowing;
- Debt rescheduling advice surrounding the existing portfolio;
- Generic investment advice on interest rates, timing and investment instruments; and
- Credit ratings/market information service comprising the three main credit rating agencies.

15.2 Whilst the advisers provide support to the internal treasury function, under current market rules and the CIPFA Code of Practice, the final decision on treasury matters remains with the Council. This service is subject to regular review.

15.3 Link Asset Services are currently engaged on a contract which runs to 31 March 2022 with an option to extend to 31 March 2023, following a re-procurement exercise in 2019/20

## **16. Greater Manchester Pension Fund**

16.1 The Council also carries out treasury management activities on behalf of Greater Manchester Pension Fund (GMPF). GMPF holds cash in accordance with its strategic asset allocation as determined by the GMPF Management Panel which may be increased or decreased on a tactical basis by the external investment managers within risk parameters also set by the Panel. As at 31<sup>st</sup> December 2020 the Pension Fund cash totalled around £498m.

16.2 The GMPF counterparty list mirrors that of Tameside MBC, along with the following operating constraints:

- a) The maximum duration for an investment is 1 year.
- b) The maximum investment per counterparty is £75m

16.4 Along with these limits, further constraints are in place for the different categories of cash. The bulk of the fund managers' allocations must be available at short notice; therefore the following constraints are enforced:

- a) 35% must be available within one week
- b) 70% must be available within two weeks

16.5 Additionally, any strategic allocation to in-house cash must be kept entirely liquid and immediately available.

## **17. RECOMMENDATIONS**

17.1 That the Treasury Management Strategy be noted and the proposed borrowing strategy be supported.

17.2 That the Annual Investment Strategy (Appendix 19A) be recommended for approval by the full Council

17.3 That the amendments to the MRP policy (Appendix 19D) be recommended for approval by full Council.

# APPENDIX 20A

## ANNUAL INVESTMENT STRATEGY: FINANCIAL YEAR 2021/22

The Council's investment policy has regard to the CLG's Guidance on Local Government Investments ("the Guidance") and the revised CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes ("the CIPFA TM Code"). The Council's investment priorities will be security first, liquidity second, and then return.

In accordance with the above guidance from the CLG and CIPFA, and in order to minimise the risk to investments, the Council applies minimum acceptable credit criteria in order to generate a list of highly creditworthy counterparties which also enables diversification and thus avoidance of concentration risk. The key ratings used to monitor counterparties are the Short Term and Long Term ratings.

Ratings will not be the sole determinant of the quality of an institution; it is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate. The assessment will also take account of information that reflects the opinion of the markets. To this end the Council will engage with its advisors to maintain a monitor on market pricing such as "credit default swaps" and overlay that information on top of the credit ratings.

Other information sources used will include the financial press, share price and other such information pertaining to the banking sector in order to establish the most robust scrutiny process on the suitability of potential investment counterparties.

### Investment Objectives:

The aim of the strategy is to generate a list of highly creditworthy counterparties which will also enable diversification and thus avoidance of concentration risk.

All investments will be in sterling. The general policy objective for this Council is the prudent investment of its treasury balances. This includes monies borrowed for the purposes of expenditure in the reasonably near future (i.e. borrowed 12-18 months in advance of need). The Council's investment priorities are

- (a) the **security** of capital and
- (b) **liquidity** of its investments.
- (c) **optimum return** on its investments commensurate with (a) and (b).

The former Office of the Deputy Prime Minister regulations stated that the borrowing of monies purely to invest or on-lend and make a return is unlawful, and therefore this Council will not engage in such activity.

### Creditworthiness policy

This Council applies the creditworthiness service provided by Link Asset Services. This service employs a sophisticated modelling approach utilising credit ratings from the three main credit rating agencies - Fitch, Moody's and Standard and Poor's. The credit ratings of counterparties are supplemented with the following overlays:

- credit watches and credit outlooks from credit rating agencies;
- CDS spreads to give early warning of likely changes in credit ratings;
- sovereign ratings to select counterparties from only the most creditworthy countries.



This modelling approach combines credit ratings, credit Watches and credit Outlooks in a weighted scoring system which is then combined with an overlay of CDS spreads for which the end product is a series of colour coded bands which indicate the relative creditworthiness of counterparties. These colour codes are used by the Council to determine the suggested duration for investments. The Council will therefore use counterparties within the following durational bands:

- Yellow 5 years (UK Government debt or equivalent).
- Dark pink 5 years for Enhanced money market funds (EMMFs) with a credit score of 1.25
- Light pink 5 years for Enhanced money market funds (EMMFs) with a credit score of 1.5
- Purple 2 years
- Blue 1 year (only applies to nationalised or semi nationalised UK Banks)
- Orange 1 year
- Red 6 months
- Green 100 days
- No colour not to be used

Y	Pi1	Pi2	P	B	O	R	G	N/C
1	1.25	1.5	2	3	4	5	6	7
Up to 5yrs	Up to 5yrs	Up to 5yrs	Up to 2yrs	Up to 1yr	Up to 1yr	Up to 6mths	Up to 100days	No Colour

The Link Asset Services' creditworthiness service uses a wider array of information than just primary ratings. Furthermore, by using a risk weighted scoring system, it does not give undue preponderance to just one agency's ratings.

Typically the minimum credit ratings criteria the Council use will be a Short Term rating (Fitch or equivalents) of F1 and a Long Term rating of A-. There may be occasions when the counterparty ratings from one rating agency are marginally lower than these ratings but may still be used. In these instances consideration will be given to the whole range of ratings available, or other topical market information, to support their use.

All credit ratings will be monitored regularly. The Council is alerted to changes to ratings of all three agencies through its use of the Link Asset Services' creditworthiness service.

- if a downgrade results in the counterparty / investment scheme no longer meeting the Council's minimum criteria, its further use as a new investment will be withdrawn immediately.
- in addition to the use of credit ratings the Council will be advised of information in movements in credit default swap spreads against the iTraxx benchmark and other market data on a daily basis via its Passport website, provided exclusively to it by Link Asset Services. Extreme market movements may result in downgrade of an institution or removal from the Council's lending list.

Sole reliance will not be placed on the use of this external service. In addition this Council will also use market data and market information, information on any external support for banks to help support its decision making process.

All institutions which meet the criteria **may** be included on our lending list at the discretion of the Section 151 Officer, although meeting the criteria does not guarantee this.

The criteria may only be changed by the Executive Cabinet.

**Monitoring of credit ratings and other market information:**

All credit ratings will be monitored regularly. The Council is alerted to changes to ratings of all three agencies through its use of Link Asset Services' creditworthiness service.

If a counterparty or investment scheme's rating is downgraded with the result that it no longer meets the Council's minimum criteria or other market information leads the concerns over the credit quality of that entity, then the further use of that counterparty/investment scheme as a new investment will be withdrawn immediately (however, existing fixed investments must remain in place until they mature).

If a counterparty is upgraded so that it fulfils the Council's criteria, its inclusion may be considered by the Section 151 Officer for approval.

#### **Institutional Limits for Investments:**

The Council has previously set limits on investments with individual institutions. These have been set for the Council and the Pension Fund combined. These limits (which will remain in force unless changed by the Executive Cabinet) are:

Currently the overall limit invested by Tameside, the GM Pension Fund and the GMMDAF in one institution should not exceed a combined amount of £95m. Of this £95m, a maximum of £75m may be invested by the Pension Fund, £15m by Tameside and £5m by the GMMDAF.

At any time the maximum should not exceed 20% of the total amount available for investment (at the time of the investment - individually for the Council and the Pension Fund), or the above limits, whichever is less. However, where total investments are less than £100m for the Pension Fund and £25m for Tameside, the upper limits will be £20m and £5m respectively.

The counterparty limit for UK Government bodies (e.g. local authorities and other similar bodies) is £50m. Any such investment would still be highly secure due to the Government-backed nature of these entities.

#### **Investments defined as capital expenditure:**

The acquisition of share capital in any body corporate is defined as capital expenditure under Section 16(2) of the Local Government Act 2003. Such investments will have to be funded out of capital or revenue resources and will be classified as 'non-specified investments'. The acquisition of loan capital in a body corporate has recently been relaxed so that it is not treated as capital expenditure and can be used for treasury management activities.

A loan or grant by this Council to another body for capital expenditure by that body is also deemed by regulation to be capital expenditure by this Council. It is therefore important for this Council to clearly identify if the loan has made for policy reasons (e.g. to a registered social landlord for the construction/improvement of dwellings) or an investment for treasury management purposes. The latter will be governed by the framework set by the Council for 'specified' and 'non-specified' investments.

The Council provided a loan of £4.280m (funded by Prudential Borrowing) to the Tameside Sports Trust in 2008/09, to invest in the refurbishment of three existing Leisure Centres within the Borough. This loan was for policy reasons and not for treasury management purposes. The Council also has an investment in Manchester Airport shares of £10.215m. These investments were not part of the Treasury Management strategy.

During 2009/10, Manchester Airport re-negotiated the terms of its loan arrangement with the 10 Greater Manchester Districts; as a result of this agreement the 10 Districts have taken responsibility to service the former Manchester Airport share of the GMMDAF and Terminal 2 Loan Debt. The Airport pays the Districts an annual fixed interest of 12% on the outstanding balance at 9 February 2010. The Airport has agreed to repay the loan to the Council by the end of the agreement in 2055. The re-negotiated loan arrangement was not for treasury management purposes. In 2017/18 the Council granted an additional £11.3m shareholder loan to Manchester Airport Group. This is to be repaid over 40 years at an interest rate of 10%

#### **Manchester Airport**

Tameside MBC holds a 3.22% equity share in Manchester Airports Group (MAG). The fair value of the Council's 3.22% shareholding at 31 March 2020 was estimated at £30.2m (£52.7m as at 31 March 2019).

£11.3m was invested in MAG in 2018/19 in the form of a shareholder loan paying 10% interest, and a further £5.6m equity investment was made in 2019/20 and 2020/21 in a new multi-story drop and go car park.

In 2020/21 an additional loan of £9.7m, also at 10%, was made to MAG during the COVID-19 pandemic.

**Provisions for Credit-related losses**

If any of the Council's investments appeared at risk of loss due to default (i.e. a credit-related loss, and not one resulting from a fall in price due to movements in interest rates) the Council will make revenue provision of an appropriate amount.

**Investment Strategy to be followed:**

Based on its cash flow forecasts, the Council anticipates its fund balances in 2021/22 to range between £60m and £150m.

Use of investments for rescheduling purposes, or deferring borrowing could substantially reduce these holdings, whereas borrowing earlier than required could increase them.

The minimum percentage of its overall investments that the Council will hold in short-term investments is 50%.

The current financial climate provides operational difficulties. Ideally investments would be invested longer to secure better returns, however uncertainty over counterparty creditworthiness suggest shorter dated investments would provide better security.

The money market interest rates will be constantly monitored, and with the advice of our treasury advisors, the length of investments will be determined in accordance with our own views of future rate movements. In this way we would hope to optimise our investment returns.

**Use of Specified and Non-Specified Investments during the Financial Year**

There are a number of types of investments which the Council could use. These are outlined in the following tables

**Specified investments:**

All such investments shall be in sterling with a maximum maturity of 1 year with institutions of high credit quality.

	<b>Minimum Credit Criteria</b>
Term Deposits (including bank cancellable deposits and certificates of deposit) with credit – rated deposit takers (banks and building societies) *	Per Link Asset Services
Term Deposits with the UK Government including Treasury Bills or other Local Authorities	N/A
Money Market Funds	AAA
Debt Management Agency Deposit Facility	N/A

\*If forward deposits are made, these will be for a maximum of 1 year from the date of the deal.

Bank cancellable deposits cover a variety of bank deposits where the bank holding the deposit, has the option of repaying at pre-specified times. Such investments normally attract a higher original interest rate.

**Non – Specified Investments:**

A maximum of 50% (at the time the investments are made) will be held in aggregate in non – specified investments. The only types of non-specified investments, with high credit quality, that the Council may use during 2021/22 are:

	<b>Minimum Credit Criteria</b>
Term Deposits exceeding 1 year (including bank cancellable deposits) with credit – rated deposit takers (banks and building societies)	Per Link Asset Services
Term Deposits with the UK Government or other Local Authorities exceeding 1 year	N/A
UK nationalised and part nationalised banks (currently Lloyds Banking Group and Royal Bank of Scotland Group) – investments will be limited to a maximum period of 12 months	N/A
The Council’s own bankers if they fail to meet the basic credit criteria.	N/A
Alternative (asset backed) Investments	N/A

Investments of this nature will only be made with the approval of the Section 151 Officer and in line with our treasury management advisors’ investment recommendations.

**Alternative Investments**

A new class of “alternative investments” was added to the Council’s list of non-specified investment instruments.

The motivation for this is increased diversification from the current concentration of credit risk on financial institutions, along with the potential for increased returns in the current low interest rate environment whilst still meeting the DCLG requirements regarding security, liquidity, and yield.

A variety of products are available that are secured against real assets such as green energy, timber, leisure, commercial property and private real estate. Thorough due diligence will need to be undertaken on any such products before any investment is made.

The available products fall within two categories; asset backed securities and asset backed pooled investment funds.

Asset backed securities are typically bespoke structures and can be unrated. This increases the need for due diligence, which will likely involve legal advice and also that of external auditors. Asset backed pooled investment funds involve the purchase of shares in a pooled fund or “fund of funds”. These are less bespoke and require less due diligence.

# APPENDIX 20B

## Credit and Counterparty Risk Management

### Specified Investments:

All such investments will be sterling denominated, with maturities up to maximum of 1 year, meeting the minimum 'high' quality criteria where applicable.

### Non-Specified Investments:

These are any investments which do not meet the specified investment criteria or exceeding one year, as outlined in the body of the report. A maximum of 50% will be held in aggregate in non-specified investment

A variety of investment instruments will be used, subject to the credit quality of the institution, and depending on the type of investment made it will fall into one of the above categories.

The criteria, time limits and monetary limits applying to institutions or investment vehicles are:

	Minimum credit criteria / colour band	Max. maturity period
<b>DMADF – UK Government</b>	N/A	<b>6 months</b>
UK Government gilts	UK sovereign rating	12 months
UK Government Treasury bills	UK sovereign rating	12 months
Bonds issued by multilateral development banks	AAA	6 months
Money market funds	AAA	Liquid
Enhanced money market funds with a credit score of 1.25	AAA	Liquid
Enhanced money market funds with a credit score of 1.5	AAA	Liquid
Local authorities	N/A	12 months
Term deposits with banks and building societies	Blue Orange Red Green No Colour	12 months 12 months 6 months 100 days Not for use
CDs or corporate bonds with banks and building societies	Blue Orange Red Green No Colour	12 months 12 months 6 months 100 days Not for use
Gilt funds	UK sovereign rating	

## APPENDIX 20C

### Security, Liquidity and Yield Benchmarking

These benchmarks are targets and so may be breached from time to time. Any breach will be reported, with supporting reasons in the Annual Treasury Report.

Yield – This benchmark is currently widely used to assess investment performance.

- Investments – Internal returns above the 7 day LIBID rate

Security and liquidity benchmarks are already intrinsic to the approved treasury strategy through the counterparty selection criteria and some of the prudential indicators.

Liquidity – This is defined as “having adequate, though not excessive cash resources, borrowing arrangements, overdrafts or standby facilities to enable it at all times to have the level of funds available to it which are necessary for the achievement of its business/service objectives” (CIPFA Treasury Management Code of Practice). In respect of this area the Council seeks to maintain:

- Bank overdraft - £1.600m
- Liquid short term deposits of at least £5m available with a week’s notice.

Security of the investments – In context of benchmarking, assessing security is a much more subjective area to assess. Security is currently evidenced by the application of minimum credit quality criteria to investment counterparties, primarily through the use of credit ratings supplied by the three main credit rating agencies (Fitch, Moody’s and Standard and Poor’s). Whilst this approach embodies security considerations, benchmarking levels of risk is more problematic. One method to benchmark security risk is to assess the historic level of default against the minimum criteria used in the Council’s investment strategy. The table beneath shows average defaults for differing periods of investment grade products for each Fitch/Moody’s Standard and Poor’s long term rating category within each year according to the maturity of the investment.

Years	1	2	3	4	5
AAA	0.04%	0.10%	0.17%	0.26%	0.35%
AA	0.02%	0.04%	0.09%	0.16%	0.24%
A	0.05%	0.15%	0.27%	0.40%	0.55%

As set out earlier, the Council’s minimum long term rating will typically be “A-” meaning the average expectation of default for a one year investment in a counterparty with a “A” long term rating would be 0.05% of the total investment (e.g. for a £1m investment the average loss would be £500). This is only an average - any specific counterparty loss is likely to be higher - but these figures do act as a proxy benchmark for risk across the portfolio.

### Minimum Revenue Position (MRP) Policy

The Council is required to pay off an element of the accumulated General Fund capital spend each year through a revenue charge (the Minimum Revenue Provision - MRP), although it is also allowed to undertake additional voluntary payments (VRP).

Regulations require Full Council to approve an MRP Statement in advance of each year. The Council is recommended to approve the following MRP Statement. *Additions to the previous policy are in italics.*

Borrowing taken up prior to 1 April 2015 will be provided for using a straight-line method of calculating MRP. £185.215m will be provided for in equal instalments over 50 years, which will result in an annual charge of £3.704m. The debt will be extinguished in full by 31 March 2065. If the Council elects to make additional voluntary MRP then the annual charge will be adjusted accordingly.

For borrowing taken up on or after 1 April 2015, MRP is to be provided for based upon the average expected useful life of the assets funded by borrowing in the previous year. The debt will be repaid on a straight-line basis over the average useful life calculated, meaning the debt will be fully extinguished at the end of period. If the Council elects to make additional voluntary MRP then the annual charge will be adjusted accordingly.

For certain investment projects it may be deemed more prudent to use the asset life annuity method in order to calculate MRP. In this case the Council will use the annuity method, with the MRP based on the prevailing PWLB interest rate for a loan with a term equal to the estimated life of the project. If the Council uses capital receipts to repay borrowing for the year then the value of MRP which would have otherwise been set aside to repay borrowing will be reduced by this amount. The level of capital receipts to be applied to redeem borrowing will be determined annually by the Section 151 Officer, taking into account forecasts for future expenditure and the generation of further receipts.

For any leases and any on-balance sheet Public Finance Initiative (PFI) schemes, the MRP charge will be equal to the principle repayment during the year, calculated in accordance with proper practices. *In previous years only finance leases were on balance sheet and contributed towards the MRP. However, following the adoption of IFRS 16 in April 2022, all leases will fall on balance sheet and impact the MRP calculation. The full impact of this change is yet to be determined but updates will be provided as part of the regular Treasury Management reporting process.*

There will be no MRP charge for any cash backed Local Authority Mortgage Scheme (LAMS) that the Council operates. As for this type of scheme, any future debt liability would be met from the capital receipt arising from the deposit maturing after a five year period. Any repossession losses for this type of scheme would be charged to a LAMS reserve.

The Council has considered the Statutory Guidance, which recommends a 25 year repayment charge for loans to third parties, and concluded that this provision is not necessary where there is a realistic expectation that the loan will be repaid. The Council considers an MRP charge is not necessary in respect of any loans made to third parties as the debt liability is covered by the existence of a debtor; typically long term depending on the life of the loan. The only expenditure consequence of a loan for an authority is the interest on its cash shortfall whilst the loan is outstanding, so provision for the principal amount would be over-prudent until such time as the assumption has to be made that the loan will not be repaid.

For any Equity Investment or other investments not specified above, the Council will have regard to the MHCLG Statutory Guidance on Minimum Revenue Provision.

The revised MHCLG MRP Guidance provides a disclosure item for any revenue resources over and above of the required MRP applied to capital expenditure within the MRP Policy. The disclosure of the amounts applied allows some flexibility in financing future capital programmes and the implications on the budget. Revenue resources applied to 31 March 2020 as overpayments or VRP were £90.4m



## APPENDIX 20E

### Prudential Indicators

#### 1. Ratio of Financing Costs to Net Revenue Stream

Limit/Indicator	2021/22 %	2022/23 %	2023/24 %
Ratio of financing costs to net revenue stream	5.2	4.8	5.1

This ratio represents the total of all financing costs e.g. interest payable and minimum revenue provision (MRP) that are charged to the revenue budget as a percentage of the amount to be met from Government grants and taxpayers (net revenue stream).

This ratio has been calculated based on the future year's level of borrowing.

#### 2. Capital Financing Requirement (CFR)

Limit/indicator	2021/22 £000	2022/23 £000	2023/24 £000
Core Capital Financing Requirement	199,373	194,598	189,823
Other long term liabilities (e.g. PFI and leases)	97,842	94,304	90,085
Total Capital Financing Requirement	297,215	288,902	279,907

The Capital Financing Requirement is aimed to represent the underlying need to borrow for a capital purpose and is calculated from the aggregate of specified items on the balance sheet. The opening balance at 1 April 2021 has been estimated together with the movement in the Capital Financing Requirement for future years.

Following accounting changes the Capital Financing Requirement now includes any other long term liabilities (e.g. PFI schemes and leases) brought onto the balance sheet. Whilst this increases the Capital Financing Requirement, and therefore the Council's borrowing requirement, these types of scheme include a borrowing facility and so the Council is not required to separately borrow for these schemes.

From the 2020/21 financial year a new accounting standard on leases (IFRS16) is to be implemented. This will result in a number of leases that would previously have been classified as operating leases being moved on to the Council's balance sheet. This in turn will result in an increase in the level of other long term liabilities and the total CFR. As the Council is still in the data gathering stage of implementing this new standard the level of this increase is not yet know. This indicator will therefore be updated mid-year as part of the regular Capital and Treasury Management reporting process.

The CFR increases by the value of capital expenditure not immediately financed (i.e. borrowing) and is reduced by the annual MRP repayment.

#### 3. Capital Expenditure

Limit/indicator	2021/22 £000	2022/23 £000	2023/24 £000
Capital expenditure	74,881	606	0

This is the estimate of the total capital expenditure to be incurred (from all funding sources) for future years and recommended for approval.

This estimate will continue to be updated as part of the monitoring process as new resources are subsequently identified.

#### 4. Incremental Impact of Capital Investment Decisions

Limit/indicator	2021/22 £000	2022/23 £000	2023/24 £000
For the Band D Council Tax	13	17	17

This is the estimate of the net incremental impact of the capital investment decisions, based on the level of borrowing set out in the report and reflects the total cost of this additional borrowing (interest payments and minimum revenue provision), as a cost on Council Tax. The actual cost will depend on final funding. For every £1 increase on Band D properties, approximately £0.063m would be raised.

#### 5. Operational Boundary and Authorised Limit on External Debt and Other Long Term Liabilities

Limit/indicator	2021/22 £000	2022/23 £000	2023/24 £000
Operational Boundary for external debt	220,710	216,788	224,184
Authorised Limit for external debt	240,710	236,788	244,184

These limits include provision for borrowing in advance of our requirement for future capital expenditure. This may be carried out if it is thought to be financially advantageous to the Council.

The limits are made up as follows:

Limit/indicator	2021/22 £000	2022/23 £000	2023/24 £000
Estimated 31 March 2021	151,008		
Previous year Operational Boundary		220,710	216,788
Add debt maturing in year	10,369	1,222	3,393
Add borrowing for 2021/22 and previous years' requirement not taken up	54,104		
Add borrowing in advance for 2022/23 and future years	10,000	10,000	10,000
Less already borrowed in advance for future years			
Less previous year maturing fall out		(10,369)	(1,222)
Less MRP	(4,771)	(4,775)	(4,775)

<b>Operational Boundary - borrowing</b>	<b>220,710</b>	<b>216,788</b>	<b>224,184</b>
Add allowances for cash flow etc.	20,000	20,000	20,000
<b>Authorised Limit - borrowing</b>	<b>240,710</b>	<b>236,788</b>	<b>244,184</b>

The allowance for cash flow is made up of 2 elements. (a). it is possible that a rescheduling exercise where we borrow prior to repayment could take place. We have allowed £10 million for this. (b). Normally the amount of investments that we currently hold would mean that there would be no need to borrow, however, an allowance of £10 million has been made for liquidity purposes.

We are also required to set operational boundaries and authorised limits for Other Long Term Liabilities (e.g. PFI schemes and finance leases), which are now shown on balance sheet, following recent accounting changes. The table below includes all current PFI schemes and finance leases in place, with an allowance of £1 million for any new agreements that may arise.

<b>Limit/indicator</b>	<b>2021/22 £000</b>	<b>2022/23 £000</b>	<b>2023/24 £000</b>
Operational Boundary for other long term liabilities	97,842	94,304	90,085
Add allowance for new agreements	1,000	1,000	1,000
Authorised Limit for other long term liabilities	98,842	95,304	91,085

The total authorised limit of £340 million (including both external borrowing and other long term liabilities) should be set as the Council's affordable borrowing limit for 2021/22 as required under the provisions of the Local Government Act 2003.

## 6. Gross Debt and the Capital Financing Requirement.

<b>Limit/indicator</b>	<b>2021/22 £000</b>	<b>2022/23 £000</b>	<b>2023/24 £000</b>
Core capital financing requirement	199,373	194,598	189,823
Gross borrowing	199,373	194,598	189,823

To ensure that medium term debt will only be for a capital purposes, the Council will ensure that the gross external borrowing does not, except in the short term, exceed the highest forecast capital financing requirement (CFR) in any one year.

## 7. Upper and lower limits on Interest Rate Exposures

<b>Limit/indicator</b>	<b>2021/22 £000</b>	<b>2022/23 £000</b>	<b>2023/24 £000</b>
Upper limit for fixed interest rate exposure	199,373	194,598	189,823
Upper limit for variable interest rate exposure	66,458	64,866	63,274

These limits are in respect of our exposure to the effects of changes in interest rates.

The limits reflect the net amounts of fixed/variable rate debt (i.e. fixed/variable loans less fixed/variable investments).

## 8. Maturity Structure of Borrowing for the Forthcoming Financial Year

These limits set out the amount of projected borrowing that is fixed rate maturing in each period expressed as a percentage of total projected borrowing that is fixed rate.

		Upper %	Lower %
Upper/lower limit for maturity structure	Under 12 months	15	0
	12 months and within 24 months	15	0
	24 months and within 5 years	30	0
	5 years and within 10 years	40	0
	10 years and above	100	50

Future fixed rate borrowing will normally be for periods in excess of 10 years, although if longer term interest rates become excessive, shorter term borrowing may be used. Given the low current long term interest rates, we feel that it is acceptable to have a long maturity debt profile.

## 9. Limit for Total Principal Sums Invested for Periods Longer than 364 days

2021/22 £m	2022/23 £m	2023/24 £m
30	30	30

The Council can invest for periods greater than one year providing the counterparty is of sufficient credit quality as per the Link Asset Services credit methodology. It is felt that the amounts shown above should be the limits maturing in future years.

## 10. Borrowing Limits in Respect of GMMDAF

Operational Boundaries and authorised Limits must also be set for the Greater Manchester Debt Fund. The recommended limits are:

	2021/22 £000	2022/23 £000	2023/24 £000
Operational Boundary – borrowing	20,779	0	0
Authorised Limit – borrowing	35,779	0	0

The difference between the operational boundary and authorised limit allows for temporary cash flow shortages and debt rescheduling where loans are borrowed in advance. The authorised limit of £35.799 million should be set as the affordable borrowing limit for the GMMDAF for 2021/22 as required under the Local Government Act 2003.

The Code also requires compliance with the CIPFA Code of Practice for Treasury Management in the Public Services. The Council has adopted and adheres to this Code.

# APPENDIX 21 – CAPITAL STRATEGY 2021-22

## 1 Introduction

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

## 2 Capital Strategy Objectives

- 2.1. The main objectives of the Council's Capital Strategy are as follows:
  - Maintain and effectively monitor the capital programme.
  - Provide a clear process with which to evaluate proposals for new capital expenditure in line with the Council's priorities.
  - Maximise capital resources available to the Council and spend these in accordance with corporate objectives as outlined in the Corporate Plan.
  - Ensure the affordability of the approved capital programme.
  - Identify and bid for external resources of capital finance on a co-ordinated basis.
  - Determine transparent schemes of option appraisal to assess new internal bids and post contract evaluation.
  - Explore alternative procurement and financing options.
  - Maximise the efficient use of assets via the Asset Management Plan.
  - Identify and monitor benchmarking and performance measures for all aspects of the capital investment process.
  - Ensure that Prudential Guidelines are identified in determining the capital programme and these are kept under continuous review.
  - Utilise opportunities under the Prudential Guideline regime to maximise capital development opportunities.
  - Ensure that the developments in capital processes keep pace with securing an unqualified value for money conclusion in the annual audit letter.
- 2.2. These objectives are kept under regular review and progress monitored by the Strategic Planning and Capital Monitoring Panel.

## 3 Council Key Objectives

- 3.1. The Council's Corporate Plan represents a long term vision for the borough and is based around the three themes of Starting Well, Living Well, and Ageing Well.

3.2. These themes are identified below along with the key priorities used to evaluate the Council's performance against them and some examples of projects within the current Capital Programme which support them

### 3.3. **Starting Well**

3.3.1. The Council wants to give residents the very best start in life by focusing resources on the following priorities:

- Ensuring children are ready to learn and encouraged to thrive and develop
- Creating aspiration and hope through learning
- Maintaining resilient families and support networks to protect and grow young people

3.3.2. Within this areas, some of the recently completed and current key capital projects include:

- All Saints Catholic School New Classrooms
- Aldwyn Primary School Extension
- St John's Primary (Dukinfield) Extension
- Hyde Community College New Classrooms and Science Lab

### 3.4. **Living Well**

3.4.1. The Council believes Tameside is a great place to live and work and we will strive to make it even better by focusing resources on the following priorities:

- Generating opportunities for people to fulfil their potential through work, skills and enterprise
- Providing modern infrastructure and a sustainable environment that works for all current and future generations
- Nurturing our communities and having pride in our people, our place, and our shared heritage

3.4.2. Within these areas, some of the recently completed and current key capital projects include:

- Vision Tameside Public Realm
- LED street lighting project
- Godley Garden Village
- Ashton Old Baths Annex
- Denton Wellness Centre
- Various Cycling and Walking Schemes

### 3.5. **Ageing Well**

3.5.1. The Council aims to provide the best quality of life for older generations through the following priorities:

- Longer and healthier lives with good mental health through better choices and reduced inequalities
- Independence and activity in older age, and dignity and choice at end of life

3.5.2. Within this area, some of the recently completed and current key capital projects and proposals include:

- Oxford Park development
- Disabled Facilities Grants – allowing people to live independently for longer
- Disability Assessment Centre
- Health Hubs

3.6. In order to ensure that these priorities are met, the capital programme is co-ordinated by the corporate section within the Financial Management team. The team work closely with representatives from within the service areas of the Council, project managers and sponsors, the Strategic Planning and Capital Monitoring Panel (SPCMP) and senior officers to ensure the planned capital programme is achieved, through a programme of effective planning and monitoring. Responsibility for the achievement of the programme lies with Portfolio Holders and Directors together with Project Sponsors and Managers.

3.7. The Council has in place a solid platform for collating information on both the financial and physical progress of capital schemes. Detailed capital updates are submitted to Strategic Planning and Capital Monitoring Panel (SPCMP) and the minutes of these meetings are sent to Executive Cabinet.

3.8. Monitoring of the Capital Programme, both in financial and physical terms, is reported 3 times a year in July, September and January, and also at year end when actual outturn figures are reported. The monitoring report goes through several stages of review and approval; firstly to Senior Leadership Team (SLT), then on to Executive Cabinet and Strategic Planning and Capital Monitoring Panel. The reports show details of actual against planned spend, a forecast of outturn figures and in the case of schemes with a projected variation above £100,000, more detailed information on progress and the scheme's current status. All changes to the Capital Programme and any necessary changes to the Prudential Indicator limits are approved through the monitoring reports.

3.9. Monitoring is supported by regular meetings between financial management staff, Executive Directors and Project Sponsors/Managers. Details of major variations are determined and reported on, as a minimum, at the corporate monitoring points. Individual officers will sometimes attend the SPCMP to give reasons for delays and/or an understanding of progress on schemes.

3.10. A capital officers group has been set up to review and challenge the capital spend and strategy. It is intended that this group be formalised further and used as the basis of the Corporate Asset Management Group. This assists in the delivery of the Capital Strategy, and is aligned to support the work of the Strategic Capital Planning and Monitoring Panel.

#### **4 Capital Programme and Resources**

4.1. The Council maintains a three year Capital Programme which currently covers the period 2020/21 to 2022/23. This is updated annually during the budget process in February and quarterly during the year.

4.2. As of January 2021 the Programme has a total value of £132m including both fully approved and earmarked schemes. A summary of the Programme is included in this report as **Appendix 18**.

- 4.3. A major source of capital funding available to the Council is via grants from Central Government. Such grants are often obtained alongside conditions that they are allocated to specific schemes or programmes.
- 4.4. The Council is also actively seeking further investment to fund the capital programme, such as capital receipts from asset sales, or joint funding opportunities on a wide range of projects.
- 4.5. The strategy is intended to consider all potential funding options available to the Council and maximise the available resources for capital investment in line with the priorities set out within.
- 4.6. The main areas of funding available are set out below:

- 4.6.1. **Borrowing** - Under the Prudential Guidelines the Council is able to determine its own level of unsupported borrowing provided it is affordable, prudent and sustainable. The majority of borrowing taken up is from the Public Works Loan Board (PWLB) which is, in effect, the government.

The additional cost of any prudential borrowing undertaken must be met through the Council's revenue budget, and therefore has a direct link to the local taxpayer. The impact of this must be considered when seeking approval for any schemes funded through borrowing. The Council can only normally borrow to fund capital expenditure.

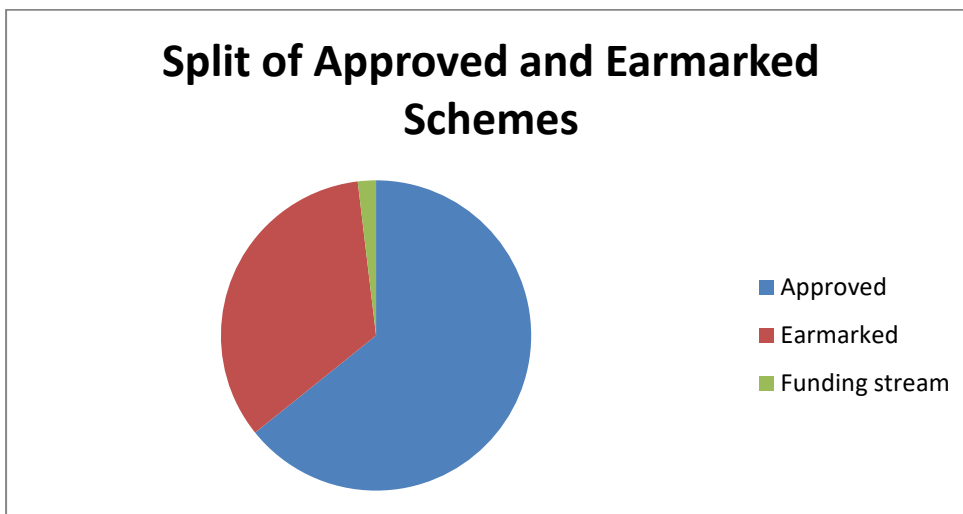
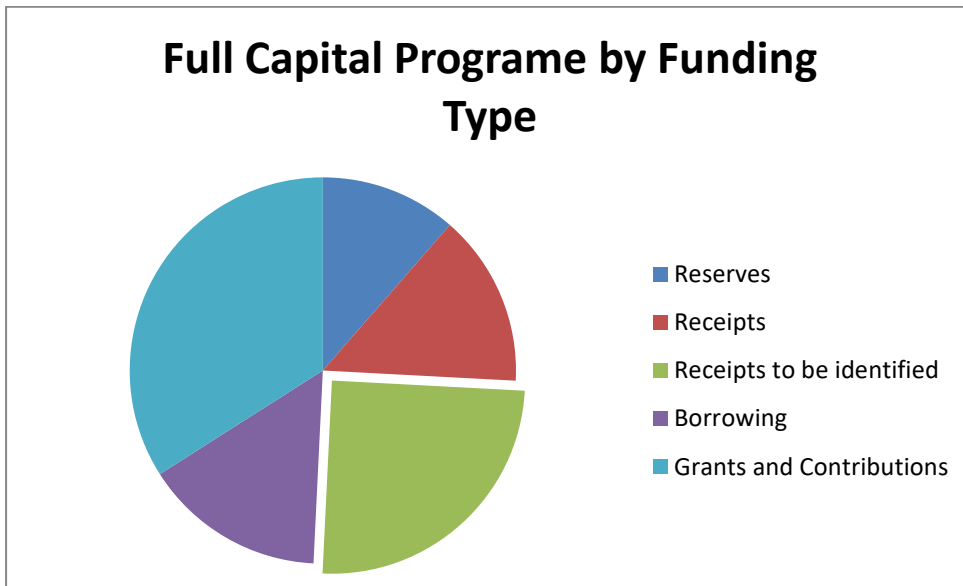
The Council took up £30m of long term borrowing from the PWLB in August 2019 when rates were at favourable levels. The average interest rate across these two loans is 1.81%. In the intervening period the PWLB increased their margin over gilts (the basis for their interest rates) by 1%, but lowered this back to the previous margin in November 2020. As of January 2021 the interest rate on loans of similar terms to those taken up in August 2019 is in the region of 1.5%.

- 4.6.2. **Grants** - Capital grants mainly come from a variety of government funded departments or agencies. Grants currently make up £44m (50%) of the approved capital programme. Grants can be either ringfenced to particular areas or schemes, or non-ringfenced and therefore available for use on any project. The majority of Government grants are now non-ringfenced, although there is usually a bidding process to go through to obtain approval for capital grants and therefore an implicit ringfencing.
- 4.6.3. **Revenue Financing** – Revenue financing, paying for capital expenditure from the revenue budget, is not a major element of capital financing and due to ever increasing pressures on revenue budgets this has been reduced over time and in the current financial environment is unlikely to increase.
- 4.6.4. **Capital Reserves** – Use of the Council's reserves will be determined by the reserve strategy. In 2017, an earmarked reserve of just under £70m was created to fund Capital Investment in the borough. Further use of reserves to fund Capital Investment will require approval in accordance with the reserves strategy. As of 2020/21, £15m of this reserve remains.
- 4.6.5. **Leasing** – Under the Prudential Guidelines the amount of leasing will depend on the cost compared to borrowing. In recent years it has often been more attractive to finance schemes using prudential borrowing rather than leasing. Where appropriate, appraisals will be undertaken in order to ensure the most appropriate funding source is used.



4.6.6. **Capital receipts** – Capital receipts are actively being pursued as the Council seeks to rationalise its asset base and encourage development in the borough. Receipts are earmarked as a corporate resource unless a case is made to reinvest them towards a specific project. Capital receipts can only be used to fund capital expenditure, or the repayment of borrowing.

4.7. The below graphs demonstrate the current three year programme split by funding source and also by approved and earmarked schemes:



4.8. A financing exercise is completed at the end of every year to determine the final allocation of funding. Generally grants and external contributions will be used first, before then considering the allocation of capital receipts, reserves, and prudential borrowing. This is, however, at the discretion of the Section 151 Officer.

## 5 Bidding Process for New Projects

5.1. The Council currently operates a six stage process when bidding for capital investment. The stages are as follows:

- **Application for Investment** – This is the first step and should be a brief outline of the project and its financing.
- **Business Case Brief** – This should be a two page outline of the required project with a summary business case
- **Scoping, Design, and Costing** – This stage will involve seeking external support and carrying out feasibility work.
- **Full Business Case** – This is a full case for the project including the strategic, economic, commercial, financial, and management cases for proceeding. Once approved this will be presented to SPCMP.
- **Project Delivery and Monitoring** – Following approval of the business case, key milestones should be identified and monitored.
- **Project Evaluation** – Following completion, a post implementation evaluation should be completed in order to assess the success of the project.

5.2. A flow chart illustrating this process can be seen in **Appendix 21B**.

## 6 Prioritisation of Allocation of Resources

6.1 A prioritisation process has been developed in order to aid the decision making process when new investment is required. For proposed schemes, officers will undertake an assessment against a number of criteria including:

- **Strategic Context** – What is the purpose of the scheme and how does it fit with the Council's priorities, and the local and national context.
- **Mandatory or discretionary investment** – Is the scheme intended to address Health and Safety, Legal or Statutory obligations? Is it a cost-avoidance or invest to save scheme? Is the planned scheme to address regeneration, improvement and development or transformation of services?
- **Objectives and benefits of the scheme** – What is the scheme expected to deliver for the Council, service users and residents?
- **Financial implications and options for delivery** – to consider whether alternative options can be considered, what financial investment is required and whether any external funding is available.

6.2 This prioritisation methodology is used to support future capital investment decisions and ensure that scarce capital resources are allocated in the most efficient, effective and sustainable way and thus ensuing value for money.

## 7 Future Years

7.1 An exercise was carried out with service areas in early 2019 to determine the likely levels of investment required over a longer-term horizon than the usual three year Capital Programme. This work has identified a total of £116m of investment is potentially required for the five year period from 2020/21 to 2024/25, which is in addition to the approved and earmarked schemes currently on the Capital Programme. The results of this are included in **Appendix 21C**.

7.2 It is important to note that no funding for this capital aspiration has been secured, and that it is intended to act as an earlier indicator of capital requirements over the longer term. These indicative plans will be reviewed and updated as part of a refresh and re-prioritisation of the Capital Programme during 2021. This refresh of the Capital Programme will need to be informed by the asset management review and a disposals strategy to inform and finance new investment.

## 8 Asset Management

8.1. The Council maintains a fairly typical local authority property portfolio. As at 31 March 2020 this consisted of:

<b>Asset Class</b>	<b>£m</b>
Land and Buildings	262
Vehicles, Plant and Equipment	15
Infrastructure	126
Community Assets	15
Surplus Assets	3
Assets Under Construction	7
Investment Properties	38
<b>Total</b>	<b>466</b>

8.2. The Council's land and property estate is its largest resource after its staff. Therefore it is crucial that this resource is managed, maintained, and used effectively and efficiently in order to obtain the greatest possible benefit in terms of meeting its aims and priorities for the borough. Due to the continued pressure on local authority finances there is more importance than ever on ensuring that there is a robust strategic approach and the correct decisions are made regarding the effective use and management of the Council's asset base.

8.3. It is vital that the Council's assets are fit for purpose, provide value for money, and help meet the needs of the borough and its residents. Decisions to invest in (or dispose of) assets should be based upon these factors and follow a robust and transparent process driven by the Council's statutory duties and corporate objectives.

8.4. The Council uses a corporate landlord approach and will endeavour, through its programme of capital investment to maintain its assets to such a standard that they remain fit for purpose and enable service delivery towards meeting Council priorities. Regular surveys of buildings and structures should be ongoing in order to determine their state of repair and inform decisions over what level of remedial works are required. Any service reviews across the organisation should also be taken into consideration, with the service driving its asset needs. For example, new ways of working or service restructures could result in some assets becoming surplus to requirements.

8.5. It is therefore important that the Council's capital strategy considers the other corporate plans and strategies to ensure that its capital resources are appropriately deployed to enable the delivery of services.

8.6. As is outlined in section 4 of this report, capital receipts form a significant part of the Council's available funding for capital investments. Therefore opportunities for disposals should be investigated wherever possible. Assets should only be retained when they;

- Support the objectives of the Corporate Plan
- Contribute towards service delivery
- Provide value for money (in terms of the above for operational properties, or in terms of income generation or growth of capital value for investment properties)

- 8.7. In addition to the above, the responsibilities of the estates and corporate landlord functions include:
- Considering alternative property solutions for service delivery
  - Negotiating agreements for the occupation or purchase of property
  - Advise on proposals relating to property
  - Carry out scheduled repairs and maintenance and also make business cases where appropriate for additional repairs and maintenance
  - Assist with the rationalisation of the asset base
  - Appraise options for the portfolio
  - Manage the safety and security of the portfolio
  - Arrange and administer facilities management
  - Manage property related budgets
- 8.8 A key priority for 2021/22 is the development of the Strategic Asset Management Plan and associated estates strategy, which supports the delivery of investment. Through a more effective asset management plan the Council aims to deliver One Public Estate, generate income, realise recyclable capital receipts and provide a strategic approach to our capital programme and major projects, realising opportunities for integrated health hubs, new housing and local jobs for local people.

## **9 Procurement Strategy**

- 9.1. Tameside recognises that procurement is a critical mechanism for delivering value for money and achieving sustainable outcomes for local communities. Effective procurement will assist the council in achieving its ambitions by realising value for money from the way it procures and delivers its services, and uses its resources in an effective way allowing savings to be redirected into front line services. It is essential that innovative methods to improve procurement practices and to deliver savings are adopted where appropriate.
- 9.2. The Council entered into a strategic partnering arrangement with Carillion as part of the Building Schools for the Future programme in 2009. This partnering arrangement was delivered through a Local Education Partnership (LEP) which is a limited company. The original LEP arrangement ran for ten years with an option to extend by a further five years, up to February 2024. The Council's relationship with the LEP is currently being reviewed in light of the collapse of Carillion and the end of the initial ten year period. The majority of the Council's capital expenditure has been delivered by the LEP.
- 9.3. In September 2018, the Council formally joined the STAR procurement shared service, a partnership arrangement between Stockport, Trafford and Rochdale. This will provide the Council with much needed capacity and expertise in an area that previously had limited resources. The STAR Business Plan and STAR Procurement Strategy set out five objectives that help to deliver a successful procurement service. These objectives are commercial, communities, collaboration, compliance and champions. Further detail can be found at [www.star-procurement.gov.uk](http://www.star-procurement.gov.uk)

## **10 Links to Partners**

- 10.1. Tameside Council works with a wide range of partners to deliver the vision and priorities set out in the Council's Corporate Plan. Some of the ways we work together are listed below, along with links to the relevant web pages:

- Tameside and Glossop Clinical Commissioning Group (CCG) <https://www.tamesideandglossopccg.org/>
- Greater Manchester Combined Authority <https://www.greatermanchester-ca.gov.uk/>
- Tameside Integrated Care Organisation (Care Together) - <http://www.caretogether.org.uk/>
- Tameside Health and Wellbeing Board - <http://www.tameside.gov.uk/healthwellbeingboard>
- Tameside Safeguarding Children's Board - <https://www.tamesidesafeguardingchildren.org.uk/>
- Tameside Adult Safeguarding Partnership Board - <http://www.tameside.gov.uk/AdultServices/Tameside-Adults-Safeguarding-Partnership-Board>

10.2. Other partners that the Council works with include; Job Centre Plus, Stockport Foundation Trust, Pennine Care, Tameside College, New Charter Housing, to name but a few.

## 11 Investments and Liabilities

11.1. The Council's capital programme and balance sheet consists of investments made by the Council to support strategic aims. A key part of the capital process is monitoring and reviewing such investments once they are made. Traditionally, the Council has focused the Capital Programme on the delivery of capital schemes; however, with the increasing national focus on broader investment activities undertaken by local authorities, the Capital Strategy has been expanded in order to take a wider overview of other relevant investments and liabilities.

11.2. As at 31 March 2020, the Council had the following long term investments on its balance sheet:

	<b>£000</b>
Investment Properties	38,133
Long Term Debtors	29,029
Long Term Investments	70,521
<b>Total</b>	<b>137,683</b>

11.3. The long term debtors figure includes loan stock held by the Council in Inspiredspaces Tameside (Holdings 1) Ltd (£1.7m), loan stock held in Inspiredspaces Tameside (Holdings 2) Ltd (£3.1m), the Council's share of loan debt to Manchester Airport (£21.0m), and loans to Active Tameside (£3.1m) along with some other minor amounts.

11.4. The long term investments held by the Council include investments in Manchester Airport Group (£30.2m) and Inspiredspaces (£10.1m) along with £28m of fixed term treasury management investments. These long term investments are valued on an annual basis.

11.5. The Council has an investment property portfolio of around 220 assets. These are revalued annually. The largest of these assets are Manchester Airport Land (£10.0m), Ashton Market Hall (£1.3m) and St Peter's Car Park (£2.2m).

## 12 Treasury Management

- 12.1. Treasury Management is a key component of the Council's capital planning, largely as the Council has the ability to borrow in order to finance capital projects. A separate Treasury Management Strategy is produced annually, but what follows are some of the key issues.
- 12.2. At 31 March 2020 the Council had £143m of investments which need to be safeguarded, and £141m of long term debt, which has been accrued over the years to help to fund the Council's capital investment programmes. The Council is also the lead authority responsible for the administration of the debt of the former Greater Manchester County Council on behalf of all ten Greater Manchester Metropolitan Authorities. As at 31 March 2020, this represented a further £40m of debt. The significant size of these amounts requires careful management to ensure that the Council meets its balanced budget requirement under the Local Government Finance Act 1992.
- 12.3. The Council's treasury activities are strictly regulated by statutory requirements and a professional code of practice (the CIPFA Code of Practice on Treasury Management – revised 2017) and the Prudential Code. The Council has adopted the CIPFA Code of Practice on Treasury Management. Part of this code is for the Council to set out Treasury Management Practices (TMPs). These are in place and are being adhered to.
- 12.4. The key objectives of the Prudential Code are to ensure, within a clear framework, that the capital plans of local authorities are affordable, prudent and sustainable and to ensure that treasury management decisions are taken in accordance with good professional practice and in a manner that supports these objectives.
- 12.5. The Council's long term borrowing requirement in any year depends on the following factors:-
- (a) Existing loans which are due to mature during the year. These will include external loans, and any reduction of internal resources that are temporarily being used to finance capital expenditure.
  - (b) The amount of capital expenditure that the Council has determined should be financed by borrowing. Under the Prudential Code on Borrowing the Council may determine its own levels of borrowing and is set by the Council as part of the main budget process. The Council is able to borrow in advance of its requirements, when it is considered beneficial to do so.
  - (c) The amount of outstanding debt required to be repaid during the year, including the "Minimum Revenue Provision" (MRP) and additional voluntary MRP to repay prudential borrowing.
- 12.6. The primary objectives of the Council's investment strategy are safeguarding the repayment of the principal and interest of its investments on time, ensuring adequate liquidity, with the investment rate of return being the final consideration. The current investment climate continues to have one over-riding risk, counterparty risk.
- 12.7. As a result of these underlying concerns officers are implementing a risk averse operational investment strategy. This is adhered to using the following benchmarks:
- Security** - The Council's maximum security risk benchmark for the current portfolio, when compared to these historic default tables, is:

- 0.03% historic risk of default when compared to the whole portfolio.

**Liquidity** – In respect of this area the Council seeks to maintain:

- Bank overdraft - £1.60m
- Liquid short term deposits of at least £5m available with a week’s notice.

**Yield** - Local measures of yield benchmark is:

- Investments – Internal returns above the 7 day LIBID rate
- And in addition that the security benchmark of counterparty default for each individual year is:

	1 year	2 years	3 years	4 years	5 years
Maximum	0.05%	0.14%	0.26%	0.40%	0.56%

Note: This benchmark is an average risk of default measure, and would not constitute an expectation of loss against a particular investment.

12.8. Normally when the Council has surplus cash, this is invested to try to ensure that interest earned is optimised with minimal risk of capital loss. Higher interest rates are earned by investing any large amounts on the London money markets, rather than by leaving such sums with the Council's own bank. The Investment Strategy sets out the type of institutions with which the Council may deposit funds for this purpose. The list has been compiled to reflect the creditworthiness of these banks and building societies, rather than the rates of interest payable, as the safety of the asset is the most important consideration. Nonetheless, the interest received from these institutions is competitive.

### 13 Risk

13.1. The Council faces a broad range of risks. Examples include:

- Financial risk – related to the Council’s investments
- Credit and Counterparty risk – related to investments and loans
- Interest rate risk – the risk that interest rates move in a manner that is adverse to the Council’s investments or borrowings.
- Reputational risk – that any adverse outcomes could affect the Council’s reputation and public perception
- Environmental risks – due to the Council’s investments or capital projects
- Governance risks – ensuring that appropriate decision making procedures are adhered to

13.2. The Council has a low risk appetite, so as to safeguard taxpayer funds, and this is reflected in the Treasury Management Strategy and outlined above.

### 14 Skills and Knowledge

14.1. The Financial Management team responsible for Treasury Management and Capital contains several professionally qualified accountants with extensive relevant experience. The team regularly attend a variety of training courses in order to keep up

to date with the latest developments. The Council also have a contract with Link Asset Services, who provide up to date specialist advice and technical services.

- 14.2. Capital investment proposals, the quarterly capital monitoring reports, and capital update papers, and their associated minutes, are submitted to a number of meetings including SLT, Executive Board and Cabinet, and SPCMP. In addition to these groups there is also a Capital Officers Group, including members from senior management and financial management, which meet regularly in order to support the effective prioritisation, management and monitoring of the Capital Programme.
- 14.3. In January 2018 a new treasury management directive, Markets in Financial Instruments Directive II (MiFID II) came into force. This required the Council to pass a number of qualitative and quantitative tests in order to maintain its status as a “professional” investor. Part of this involved demonstrating that the treasury management team had sufficient skills and experience to be classified in this fashion. Tameside successfully opted up to professional status with all counterparties that required it.

## **15 Summary**

- 15.1. The Council in conjunction with its partners has identified a clear set of priorities. The Capital Strategy gives clear guidance as to where capital resources should be directed in achievement of those priorities over the length of the current capital programme and over the longer term.
- 15.2. The Strategy also demonstrates that the Council does and will continue to work closely with a variety of partners to obtain quality projects and maximise potential resources in the achievement of its aims. The Council also encourages the continued exploration of securing external funding, the examination of different forms of procurement and maintaining current levels of innovation.
- 15.3. The Council has a good framework in place to achieve its strategy and will strive to achieve continual improvement on a number of its processes as set out in its main objectives in and this will be monitored and reviewed by the Strategic Planning and Capital Monitoring Panel.
- 15.4. The Capital Strategy will be reviewed on an ongoing basis and revised annually.

## **16 Recommendations**

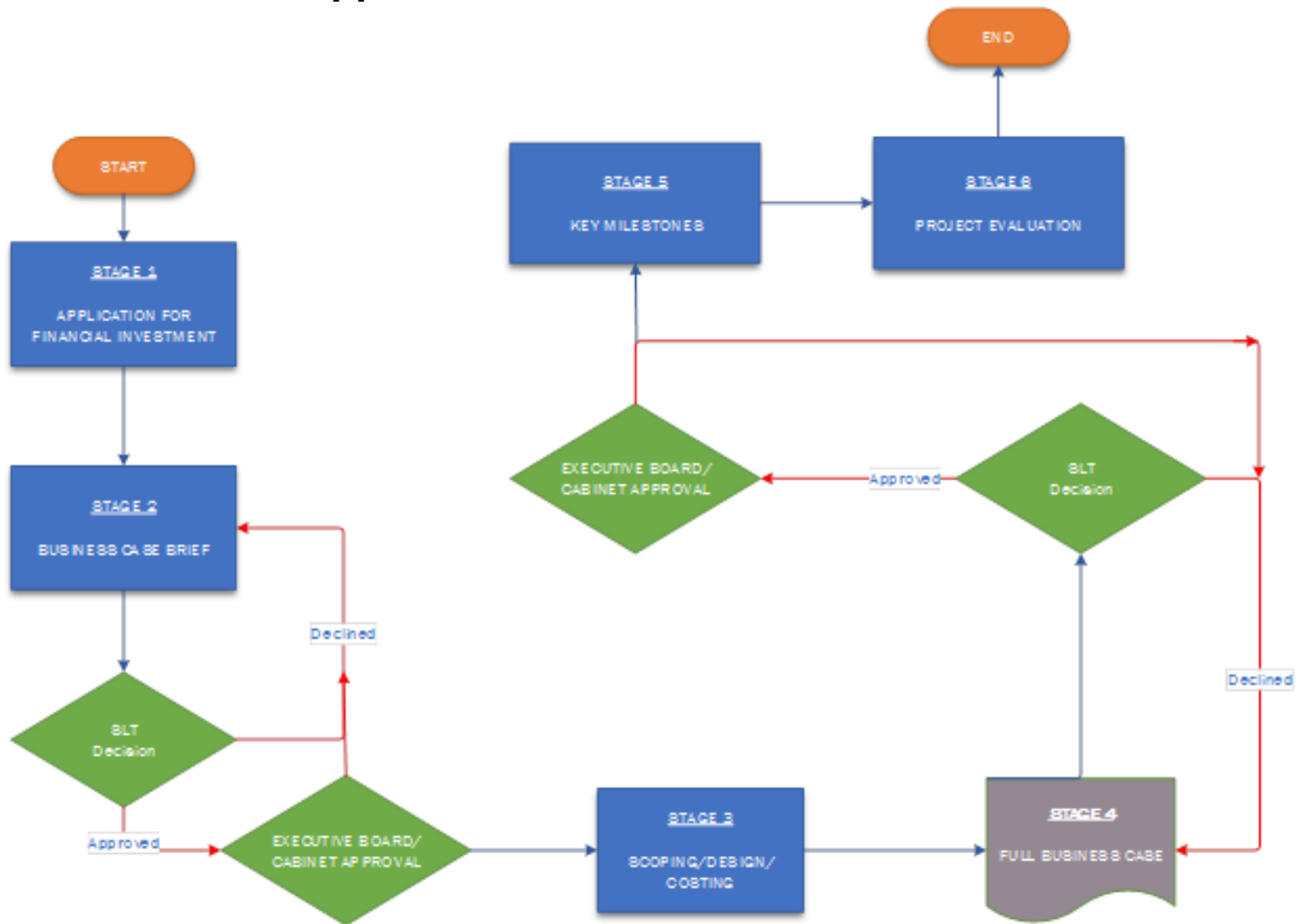
- 16.1. The Capital Strategy is approved and is reviewed and revised annually.



## TOTAL CAPITAL PROGRAMME 2020/21 – 2022/23

	Total Approved and Earmarked Capital Programme						Total Budget £000
	2020/21 Projected Outturn £000	2020/21 Budget (Approved) £000	2020/21 Budget (Earmarked) £000	2021/22 Budget (Approved) £000	2022/23 Budget (Approved) £000		
<b>Growth</b>							
Development And Investment	6,427	7,132	9,630	10,893	606		28,261
Corporate Landlord Estates	341 45	369 45	7,057 1,400	137 69	- -		7,563 1,514
<b>Operations and Neighbourhoods</b>							
Engineering Services	8,545	8,789	12,250	10,447	-		31,486
Vision Tameside	158	158	-	-	-		158
Environmental Services	2,589	2,661	700	1,633	-		4,994
Transport	2,509	2,481	-	165	-		2,646
Stronger Communities	16	16	200	-	-		216
<b>Children's</b>							
Education	11,089	12,125	-	4,972	-		17,097
Childrens	192	193	387	370	-		950
<b>Finance &amp; IT</b>							
Finance	13,417	13,430	500	-	-		13,930
Digital Tameside	3,282	3,282	-	-	-		3,282
<b>Population Health</b>							
Active Tameside	3,436	3,361	-	500	-		3,861
<b>Adults</b>							
Adults	2348	2,781	12,700	871	-		16,352
<b>Total</b>	<b>54,394</b>	<b>56,823</b>	<b>44,824</b>	<b>30,057</b>	<b>606</b>		<b>132,310</b>

# Business Case Approval Process



## Indicative Five Year Plan

Service Area	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	Total £000
Vision Tameside	-	-	-	-	-	-
Investment & Development Estates	10,815	16,050	11,500	9,000	5,000	52,365
<b>Total Growth</b>	<b>10,815</b>	<b>16,050</b>	<b>11,500</b>	<b>9,000</b>	<b>5,000</b>	<b>52,365</b>
Engineering Services	400	3,150	3,050	3,550	-	10,150
Environmental Services	200	850	300	250	200	1,800
Transport	2,750	1,150	-	170	101	4,171
Corporate Landlord	-	-	-	-	-	-
Stronger Communities	150	55	-	-	-	205
<b>Total Operations and Neighbourhoods</b>	<b>3,500</b>	<b>5,205</b>	<b>3,350</b>	<b>3,970</b>	<b>301</b>	<b>16,325</b>
Education	5,053	211	-	-	-	5,264
Children	-	-	-	-	-	-
<b>Total Children's</b>	<b>5,053</b>	<b>211</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5,264</b>
Finance	-	-	-	-	-	-
Digital Tameside	270	340	485	340	785	2,220
<b>Total Finance &amp; IT</b>	<b>270</b>	<b>340</b>	<b>485</b>	<b>340</b>	<b>785</b>	<b>2,220</b>
Active Tameside	-	-	-	-	-	-
<b>Total Population Health</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Community Health - Estate	-	10,000	25,000	2,500	2,500	40,000
<b>Total Adults</b>	<b>-</b>	<b>10,000</b>	<b>25,000</b>	<b>2,500</b>	<b>2,500</b>	<b>40,000</b>
Exchequer	-	-	-	-	-	-
<b>Total Governance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total</b>	<b>19,638</b>	<b>31,806</b>	<b>40,335</b>	<b>15,810</b>	<b>8,585</b>	<b>116,174</b>

*This plan is indicative about the capital requirements of the Council, there is currently no funding allocated to the delivery of this spend*

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## APPENDIX 22 - FEES AND CHARGES SCHEDULE 2021/22

Description of Fee	Statutory or Non-Statutory	2020/21 Charge (Excl VAT) £	Subject to VAT	VAT £	2020/21 Total (inc VAT) £	2021/22 Proposed Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2021/22 Total (inc VAT) £	Basis of 21/22 Increase	2021/22 % Changes	2021/22 £ Changes
<b>OPERATIONS AND NEIGHBOURHOODS</b>												
<b>Libraries</b>												
INTERNET – Library members for first hour	Non-Statutory	0.00	N	0.00	0.00	0.00	N	0.00	0.00	Market benchmarking		0.00
INTERNET – Library members per half hour thereafter	Non-Statutory	0.63	Y	0.13	0.76	0.67	Y	0.13	0.80	Market benchmarking	6.3%	0.05
INTERNET – Non members per half hour	Non-Statutory	1.29	Y	0.26	1.55	1.38	Y	0.28	1.65	Market benchmarking	6.5%	0.10
NON-INTERNET USE OF PCs	Non-Statutory	0.00	N	0.00	0.00	0.00	N	0.00	0.00	Market benchmarking		0.00
COMPACT DISCS - for 3 weeks	Non-Statutory	1.50	N	0.00	1.50	1.50	N	0.00	1.50	Market benchmarking	0.0%	0.00
TALKING BOOKS - for 3 weeks	Non-Statutory	0.00	N	0.00	0.00	1.50	N	0.00	1.50	Market benchmarking		1.50
LANGUAGE COURSES - for 3 weeks	Non-Statutory	0.00	N	0.00	0.00	1.50	N	0.00	1.50	Market benchmarking		1.50
RESERVATIONS (IN STOCK)	Non-Statutory	0.00	N	0.00	0.00	0.00	N	0.00	0.00	Market benchmarking		0.00
ITEMS BORROWED FROM OUTSIDE TAMESIDE - per Item	Non-Statutory	5.00	N	0.00	5.00	5.50	N	0.00	5.50	Market benchmarking	10.0%	0.50
OVERDUE CHARGES - Books per day	Non-Statutory	0.20	N	0.00	0.20	0.20	N	0.00	0.20	Market benchmarking	0.0%	0.00
OVERDUE CHARGES - Books per day for concessions	Non-Statutory	0.10	N	0.00	0.10	0.10	N	0.00	0.10	Market benchmarking	0.0%	0.00
OVERDUE CHARGES - Sound Recordings per day	Non-Statutory	0.20	N	0.00	0.20	0.20	N	0.00	0.20	Market benchmarking	0.0%	0.00
OVERDUE CHARGES - Sound Recordings per day for concessions	Non-Statutory	0.10	N	0.00	0.10	0.10	N	0.00	0.10	Market benchmarking	0.0%	0.00
ADMINISTRATION CHARGE – very overdue books - Adults	Non-Statutory	20.00	N	0.00	20.00	20.00	N	0.00	20.00	Market benchmarking	0.0%	0.00
ADMINISTRATION CHARGE – very overdue books - Children	Non-Statutory	10.00	N	0.00	10.00	10.00	N	0.00	10.00	Market benchmarking	0.0%	0.00
LOST KEY CARDS – replacement - Adults	Non-Statutory	1.67	Y	0.33	2.00	1.75	Y	0.35	2.10	Market benchmarking	4.8%	0.10
LOST KEY CARDS – replacement - Children	Non-Statutory	0.83	Y	0.17	1.00	0.88	Y	0.18	1.05	Market benchmarking	5.4%	0.05
FAX - to send first sheet	Non-Statutory	1.42	Y	0.28	1.70	1.46	Y	0.29	1.75	Market benchmarking	2.8%	0.05
FAX - to send subsequent sheets	Non-Statutory	0.50	Y	0.10	0.60	0.58	Y	0.12	0.70	Market benchmarking	16.0%	0.10
FAX – to receive per sheet	Non-Statutory	0.42	Y	0.08	0.50	0.50	Y	0.10	0.60	Market benchmarking	19.0%	0.10
PHOTOCOPYING - per A4 sheet black and white	Non-Statutory	0.08	Y	0.02	0.10	0.08	Y	0.02	0.10	Cost recovery	0.0%	0.00
PHOTOCOPYING - per A4 sheet colour	Non-Statutory	0.50	Y	0.10	0.60	0.50	Y	0.10	0.60	Cost recovery	0.0%	0.00
PHOTOCOPYING - per A3 sheet black and white	Non-Statutory	0.17	Y	0.03	0.20	0.17	Y	0.03	0.20	Cost recovery	0.0%	0.00
PHOTOCOPYING - per A3 sheet colour	Non-Statutory	1.00	Y	0.20	1.20	1.00	Y	0.20	1.20	Cost recovery	0.0%	0.00
PRINTING FROM THE COMPUTER - Black and White per A4 sheet	Non-Statutory	0.08	Y	0.02	0.10	0.08	Y	0.02	0.10	Market benchmarking	0.0%	0.00
PRINTING FROM THE COMPUTER - Colour per A4 sheet	Non-Statutory	0.50	Y	0.10	0.60	0.50	Y	0.10	0.60	Market benchmarking	0.0%	0.00
3D PRINTING - Per metre of filament used	Non-Statutory	0.83	Y	0.17	1.00	0.83	Y	0.17	1.00	Market benchmarking	0.0%	0.00
3D PRINTING - per hour of printing time	Non-Statutory	0.42	Y	0.08	0.50	0.42	Y	0.08	0.50	Market benchmarking	0.0%	0.00

Description of Fee	Statutory or Non-Statutory	2020/21 Charge (Excl VAT) £	Subject to VAT	VAT £	2020/21 Total (inc VAT) £	2021/22 Proposed Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2021/22 Total (inc VAT) £	Basis of 21/22 Increase	2021/22 % Changes	2021/22 £ Changes
<b>Museums</b>												
Education Workshop TMBC - per 1.5hr session	Non-Statutory	72.00	N	0.00	72.00	72.00	N	0.00	72.00	Market benchmarking	0.0%	0.00
Education Workshop TMBC - per full day	Non-Statutory	144.00	N	0.00	144.00	144.00	N	0.00	144.00	Market benchmarking	0.0%	0.00
Education Workshop (not TMBC) - per 1.5hr session	Non-Statutory	82.00	N	0.00	82.00	82.00	N	0.00	82.00	Market benchmarking	0.0%	0.00
Education Workshop (not TMBC) - per 2 sessions	Non-Statutory	164.00	N	0.00	164.00	164.00	N	0.00	164.00	Market benchmarking	0.0%	0.00
Loan Box Hire - Schools - per week	Non-Statutory	35.00	N	0.00	35.00	35.00	N	0.00	35.00	Market benchmarking	0.0%	0.00
Loan Box Hire Community Groups - per day	Non-Statutory	5.50	N	0.00	5.50	5.50	N	0.00	5.50	Market benchmarking	0.0%	0.00
Art Sale Commission - per art work	Non-Statutory	0.00	Y	0.00	0.00	0.25	Y	0.05	0.30	Market benchmarking		0.30
Adult study day - per day	Non-Statutory	36.00	N	0.00	36.00	36.00	N	0.00	36.00	Market benchmarking	0.0%	0.00
Adult study day - per day for concessions	Non-Statutory	31.00	N	0.00	31.00	31.00	N	0.00	31.00	Market benchmarking	0.0%	0.00
Outreach - per half day	Non-Statutory	160.00	N	0.00	160.00	160.00	N	0.00	160.00	Market benchmarking	0.0%	0.00
Outreach - per full day	Non-Statutory	320.00	N	0.00	320.00	320.00	N	0.00	320.00	Market benchmarking	0.0%	0.00
Teacher Inset Training Days - per training day per person (TBC)	Non-Statutory	55.00	N	0.00	55.00	55.00	N	0.00	55.00	Market benchmarking	0.0%	0.00
Reminicence Sessions 1.5 hour session in TMBC	Non-Statutory	67.00	N	0.00	67.00	67.00	N	0.00	67.00	Market benchmarking	0.0%	0.00
Reminicence Sessions 1.5 hour session not in TMBC	Non-Statutory	77.00	N	0.00	77.00	77.00	N	0.00	77.00	Market benchmarking	0.0%	0.00
Craft Activities (drop in) - per child	Non-Statutory	1.20	N	0.00	1.20	1.20	N	0.00	1.20	Market benchmarking	0.0%	0.00
Portland Basin Museum Christmas event	Non-Statutory	5.00	N	0.00	5.00	5.00	N	0.00	5.00	Market benchmarking	0.0%	0.00
Zoom workshop (30 minute session) with loan box	Non-Statutory					100.00	N	0.00	100.00	Cost recovery		100.00
Zoom workshop - 30 minute session	Non-Statutory					70.00	N	0.00	70.00	Cost recovery		70.00
<b>Events</b>												
LITTLE HANDS EVENT	Non-Statutory	2.20	N	0.00	2.20	2.20	N	0.00	2.20	Market benchmarking	0.0%	0.00
SCHOOL OUTDOOR ACTIVITY SESSIONS CLASS 30 - FULL DAY	Non-Statutory	185.00	N	0.00	185.00	185.00	N	0.00	185.00	Market benchmarking	0.0%	0.00
SCHOOL OUTDOOR ACTIVITY SESSIONS CLASS 60 - FULL DAY	Non-Statutory	370.00	N	0.00	370.00	370.00	N	0.00	370.00	Market benchmarking	0.0%	0.00
SCHOOL OUTDOOR ACTIVITY SESSIONS CLASS FULL DAY 30 NOT TMBC	Non-Statutory	205.00	N	0.00	205.00	205.00	N	0.00	205.00	Market benchmarking	0.0%	0.00
SCHOOL OUTDOOR ACTIVITY SESSIONS CLASS 60 FULL DAY NOT TMBC	Non-Statutory	410.00	N	0.00	410.00	410.00	N	0.00	410.00	Market benchmarking	0.0%	0.00
ARTS AWARD DISCOVER PER LOG	Non-Statutory	4.20	N	0.00	4.20	4.20	N	0.00	4.20	Market benchmarking	0.0%	0.00
ARTS AWARD EXPLORE PER LOG	Non-Statutory	9.00	N	0.00	9.00	9.00	N	0.00	9.00	Market benchmarking	0.0%	0.00
<b>Local Studies</b>												
Photocopying - Black and White per A4 sheet	Non-Statutory	0.08	Y	0.02	0.10	0.08	Y	0.02	0.10	Market benchmarking	0.0%	0.00
Photocopying - Black and White per A3 sheet	Non-Statutory	0.17	Y	0.03	0.20	0.17	Y	0.03	0.20	Market benchmarking	0.0%	0.00
Computer Print Out - Black and White per A4 sheet	Non-Statutory	0.08	Y	0.02	0.10	0.08	Y	0.02	0.10	Market benchmarking	0.0%	0.00
Computer Print Out Colour - Colour per A3 sheet	Non-Statutory	0.42	Y	0.08	0.50	0.42	Y	0.08	0.50	Market benchmarking	0.0%	0.00
Copies Microfilm or Microfiche - per A4 sheet	Non-Statutory	0.58	Y	0.12	0.70	0.58	Y	0.12	0.70	Market benchmarking	0.0%	0.00
Enquiry basic Look Up inc 2 x A4 copies	Non-Statutory	4.17	Y	0.83	5.00	4.17	Y	0.83	5.00	Market benchmarking	0.0%	0.00
Image Archive - per digital copy	Non-Statutory	1.67	Y	0.33	2.00	1.67	Y	0.33	2.00	Market benchmarking	0.0%	0.00
Manchester Regiment Image Archive - per printed photo	Non-Statutory	8.33	Y	1.67	10.00	8.33	Y	1.67	10.00	Market benchmarking	0.0%	0.00

Description of Fee	Statutory or Non-Statutory	2020/21 Charge (Excl VAT) £	Subject to VAT	VAT £	2020/21 Total (inc VAT) £	2021/22 Proposed Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2021/22 Total (inc VAT) £	Basis of 21/22 Increase	2021/22 % Changes	2021/22 £ Changes
<b>Customer Contact</b>												
Disabled Parking Blue Badges		10.00	N	0.00	10.00	10.00	N	0.00	10.00	Statutory	0.0%	0.00
<b>Operations &amp; Greenspace</b>												
Land Train	Non-Statutory	2,500.00	N	0.00	2,500.00	3,025.00	N	0.00	3,025.00	Market benchmarking	21.0%	525.00
Bouncy Castle and Inflatables	Non-Statutory	2,000.00	N	0.00	2,000.00	3,630.00	N	0.00	3,630.00	Market benchmarking	81.5%	1,630.00
Boating Lake	Non-Statutory	2,500.00	N	0.00	2,500.00	2,500.00	N	0.00	2,500.00	Market benchmarking	0.0%	0.00
Ice cream concession	Non-Statutory	15,000.00	N	0.00	15,000.00	21,500.00	N	0.00	21,500.00	Market benchmarking	43.3%	6,500.00
Fairgrounds	Non-Statutory	Variable	N	0.00		Variable	N	0.00		Market benchmarking		
Grazing rights	Non-Statutory	Variable	N	0.00		Variable	N	0.00		Market benchmarking		
Football pitch hire - Senior Grade A pitch per season	Non-Statutory	519.14	N	0.00	519.14	532.12	N	0.00	532.12	2.5% Inflationary	2.5%	12.98
Football pitch hire - Junior Grade A pitch per season	Non-Statutory	299.55	N	0.00	299.55	307.04	N	0.00	307.04	2.5% Inflationary	2.5%	7.49
Bowling Green hire for matches per season	Non-Statutory	34.85	N	0.00	34.85	35.72	N	0.00	35.72	2.5% Inflationary	2.5%	0.87
Allotments	Non-Statutory	112.91	N	0.00	112.91	115.73	N	0.00	115.73	2.5% Inflationary	2.5%	2.82
Arboricultural Services	Non-Statutory	Variable	N	0.00		Variable	N	0.00		Market benchmarking		
Grounds Maintenance Services	Non-Statutory	Variable	N	0.00		Variable	N	0.00		Market benchmarking		
Street Cleansing on private land	Non-Statutory	Variable	N	0.00		Variable	N	0.00		Market benchmarking		
<b>Waste Services</b>												
Commercial Waste Collections								0.00	0.00			0.00
1100 litre bin	Non-Statutory	862.48	N	0.00	862.48	914.23	N	0.00	914.23	Cost recovery	6.0%	51.75
770 litre bin	Non-Statutory	748.25	N	0.00	748.25	793.15	N	0.00	793.15	Cost recovery	6.0%	44.90
660 litre bin	Non-Statutory	659.14	N	0.00	659.14	698.69	N	0.00	698.69	Cost recovery	6.0%	39.55
500 litre bin	Non-Statutory	621.45	N	0.00	621.45	658.74	N	0.00	658.74	Cost recovery	6.0%	37.29
240 litre bin	Non-Statutory	333.58	N	0.00	333.58	353.59	N	0.00	353.59	Cost recovery	6.0%	20.01
Bag (50 Sacks)	Non-Statutory	N/A	N	0.00			N	0.00	0.00			
1/2 hour waste removal	Non-Statutory	125.50	N	0.00	125.50	128.64	N	0.00	128.64	2.5% Inflationary	2.5%	3.14
1 hour waste removal	Non-Statutory	251.00	N	0.00	251.00	257.28	N	0.00	257.28	2.5% Inflationary	2.5%	6.27
Bulky Collection 5 items	Non-Statutory	31.50	N	0.00	31.50	32.29	N	0.00	32.29	2.5% Inflationary	2.5%	0.79
Replacement Bin	Non-Statutory	25.00	N	0.00	25.00	25.63	N	0.00	25.63	2.5% Inflationary	2.5%	0.62



Description of Fee	Statutory or Non-Statutory	2020/21 Charge (Excl VAT) £	Subject to VAT	VAT £	2020/21 Total (inc VAT) £	2021/22 Proposed Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2021/22 Total (inc VAT) £	Basis of 21/22 Increase	2021/22 % Changes	2021/22 £ Changes
<b>Bereavement</b>												
Exclusive Right of Burial (Resident)	Non-Statutory	950.00	N	0.00	950.00	975.00	N	0.00	975.00	Market benchmarking	2.6%	25.00
Exclusive Right of Burial (Non-Resident)	Non-Statutory	1,610.00	N	0.00	1,610.00	1,635.00	N	0.00	1,635.00	Market benchmarking	1.6%	25.00
Interment Fee (Resident) (18 & over)	Non-Statutory	925.00	N	0.00	925.00	925.00	N	0.00	925.00	Market benchmarking	0.0%	0.00
Interment Fee (Non-Resident) (18 & over)	Non-Statutory	1,750.00	N	0.00	1,750.00	1,775.00	N	0.00	1,775.00	Market benchmarking	1.4%	25.00
Interment Fee (Aged 17 yrs & under)	Non-Statutory	0.00	N	0.00	0.00	0.00	N	0.00	0.00	Market benchmarking		0.00
Widening of Grave	Non-Statutory	143.00	N	0.00	143.00	145.00	N	0.00	145.00	Market benchmarking	1.4%	2.00
Use of Chapel	Non-Statutory	125.00	N	0.00	125.00	125.00	N	0.00	125.00	Market benchmarking	0.0%	0.00
Interment of Cremated remains (Resident)	Non-Statutory	210.00	N	0.00	210.00	215.00	N	0.00	215.00	Market benchmarking	2.4%	5.00
Interment of Cremated remains (Non-Resident)	Non-Statutory	400.00	N	0.00	400.00	405.00	N	0.00	405.00	Market benchmarking	1.3%	5.00
Burial/Cremation of body parts or blocks & slides	Non-Statutory	75.00	N	0.00	75.00	75.00	N	0.00	75.00	Market benchmarking	0.0%	0.00
Double Chamber Vault	Non-Statutory	3,430.00	N	0.00	3,430.00	3,500.00	N	0.00	3,500.00	Market benchmarking	2.0%	70.00
Bricking of semi-vaults	Non-Statutory	600.00	N	0.00	600.00	600.00	N	0.00	600.00	Market benchmarking	0.0%	0.00
Timbering of graves	Non-Statutory	450.00	N	0.00	450.00	460.00	N	0.00	460.00	Market benchmarking	2.2%	10.00
Muslim Burial Chamber - New Facility	Non-Statutory	750.00	N	0.00	750.00	750.00	N	0.00	750.00	Market benchmarking	0.0%	0.00
Temporary Grave Marker for New Graves	Non-Statutory	88.00	N	0.00	88.00	90.00	N	0.00	90.00	Market benchmarking	2.3%	2.00
Right to erect a Headstone	Non-Statutory	170.00	N	0.00	170.00	175.00	N	0.00	175.00	Market benchmarking	2.9%	5.00
Inscription Fee (on headstone or kerbs)	Non-Statutory	55.00	N	0.00	55.00	55.00	N	0.00	55.00	Market benchmarking	0.0%	0.00
Foundation fee for Headstone	Non-Statutory	170.00	N	0.00	170.00	175.00	N	0.00	175.00	Market benchmarking	2.9%	5.00
Removal of kerbs for purpose of burial	Non-Statutory	85.00	N	0.00	85.00	85.00	N	0.00	85.00	Market benchmarking	0.0%	0.00
Right to retrofit kerbs to headstone	Non-Statutory	55.00	N	0.00	55.00	55.00	N	0.00	55.00	Market benchmarking	0.0%	0.00
Removal of Unauthorised railings/edgings etc for purpose of burial	Non-Statutory	85.00	N	0.00	85.00	85.00	N	0.00	85.00	Market benchmarking	0.0%	0.00
Right to place a vase	Non-Statutory	20.00	N	0.00	20.00	20.00	N	0.00	20.00	Market benchmarking	0.0%	0.00
Searching register per grave	Non-Statutory	25.00	N	0.00	25.00	25.00	N	0.00	25.00	Market benchmarking	0.0%	0.00
Wooden Casket for cremated remains	Non-Statutory	75.00	N	0.00	75.00	75.00	N	0.00	75.00	Market benchmarking	0.0%	0.00
Use of Organ	Non-Statutory	26.00	N	0.00	26.00	26.00	N	0.00	26.00	Market benchmarking	0.0%	0.00
Duplicate Grave Deed or Cremation Certificate	Non-Statutory	25.00	N	0.00	25.00	25.00	N	0.00	25.00	Market benchmarking	0.0%	0.00
Transfer of Ownership	Non-Statutory	80.00	N	0.00	80.00	80.00	N	0.00	80.00	Market benchmarking	0.0%	0.00
Selection of Grave	Non-Statutory	50.00	N	0.00	50.00	50.00	N	0.00	50.00	Market benchmarking	0.0%	0.00
Statutory Declaration of Ownership	Non-Statutory	80.00	N	0.00	80.00	80.00	N	0.00	80.00	Market benchmarking	0.0%	0.00
Weekend/Bank Holiday on cost (Out of Hours Interments)	Non-Statutory	500.00	N	0.00	500.00	510.00	N	0.00	510.00	Market benchmarking	2.0%	10.00
Renewal of plaques for 10 yr period	Non-Statutory	100.00	N	0.00	100.00	100.00	N	0.00	100.00	Market benchmarking	0.0%	0.00
Transfer plaque fee	Non-Statutory	35.00	N	0.00	35.00	35.00	N	0.00	35.00	Market benchmarking	0.0%	0.00
Cremation fee (18 yrs & over) inc Cremation, Med Ref Fee & Env Fee	Non-Statutory	745.00	N	0.00	745.00	760.00	N	0.00	760.00	Market benchmarking	2.0%	15.00
Additional fee for Out of district Cremation	Non-Statutory	45.00	N	0.00	45.00	45.00	N	0.00	45.00	Market benchmarking	0.0%	0.00
Cremation Fee (Municipal) inc Cremation, Med Ref Fee & Env Fee	Non-Statutory	710.00	N	0.00	710.00	725.00	N	0.00	725.00	Market benchmarking	2.1%	15.00
Special time (Additional Fee) 12 Noon 12.30, 13.00, 16.00	Non-Statutory	40.00	N	0.00	40.00	40.00	Y	8.00	48.00	Market benchmarking	20.0%	8.00
Webcast of service	Non-Statutory	50.00	Y	10.00	60.00	50.00	Y	10.00	60.00	Market benchmarking	0.0%	0.00
USB stick recording of service	Non-Statutory	37.50	Y	7.50	45.00	37.50	Y	7.50	45.00	Market benchmarking	0.0%	0.00
Book of Remembrance Entry or card 2 Line entry	Non-Statutory	141.67	Y	28.33	170.00	141.67	Y	28.33	170.00	Market benchmarking	0.0%	0.00
Book of Remembrance Entry or card 5 line entry	Non-Statutory	170.83	Y	34.17	205.00	170.83	Y	34.17	205.00	Market benchmarking	0.0%	0.00
Book of Remembrance Entry or card 8 line entry	Non-Statutory	208.33	Y	41.67	250.00	208.33	Y	41.67	250.00	Market benchmarking	0.0%	0.00
Book of Remembrance Entry or card 5 line entry with emblem or crest	Non-Statutory	254.17	Y	50.83	305.00	254.17	Y	50.83	305.00	Market benchmarking	0.0%	0.00
Book of Remembrance Entry or card 8 line entry with emblem or crest	Non-Statutory	279.17	Y	55.83	335.00	279.17	Y	55.83	335.00	Market benchmarking	0.0%	0.00
Perspex memorial plaque for 10 years	Non-Statutory	325.00	Y	65.00	390.00	325.00	Y	65.00	390.00	Market benchmarking	0.0%	0.00
Boutonnaire Plaques for 10 years	Non-Statutory	391.67	Y	78.33	470.00	400.00	Y	80.00	480.00	Market benchmarking	2.1%	10.00
Granite Vase & Plaque for 10 years	Non-Statutory	433.33	Y	86.67	520.00	441.67	Y	88.33	530.00	Market benchmarking	1.9%	10.00
Stone look commemorative plaques for 10 years	Non-Statutory	333.33	Y	66.67	400.00	341.67	Y	68.33	410.00	Market benchmarking	2.5%	10.00
Motif Black outline - Additional Fee	Non-Statutory	45.83	Y	9.17	55.00	45.83	Y	9.17	55.00	Market benchmarking	0.0%	0.00
Motif Coloured - Additional Fee	Non-Statutory	54.17	Y	10.83	65.00	54.17	Y	10.83	65.00	Market benchmarking	0.0%	0.00
Photograph	Non-Statutory	87.50	Y	17.50	105.00	87.50	Y	17.50	105.00	Market benchmarking	0.0%	0.00
Baby Memorial - Natural Stone	Non-Statutory	204.17	Y	40.83	245.00	208.33	Y	63.33	271.66	Market benchmarking	10.9%	26.66
Baby Memorial - Black Granite	Non-Statutory	204.17	Y	40.83	245.00	316.67	Y	63.33	380.00	Market benchmarking	55.1%	135.00
Motif on Baby memorial - Additional Fee	Non-Statutory	79.17	Y	15.83	95.00	79.17	Y	15.83	95.00	Market benchmarking	0.0%	0.00
Additional letters to be inscribed over 70 (per letter)	Non-Statutory	1.67	Y	0.33	2.00	1.67	Y	0.33	2.00	Market benchmarking	0.0%	0.00
Brass Plaques for 10 years	Non-Statutory	162.50	Y	32.50	195.00	166.67	Y	33.33	200.00	Market benchmarking	2.6%	5.00



Description of Fee	Statutory or Non-Statutory	2020/21 Charge (Excl VAT) £	Subject to VAT	VAT £	2020/21 Total (inc VAT) £	2021/22 Proposed Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2021/22 Total (inc VAT) £	Basis of 21/22 Increase	2021/22 % Changes	2021/22 £ Changes
Scatter remains (at Cemeteries apart from Dukinfield & those cremated elsewhere)	Non-Statutory	50.00	Y	10.00	60.00	50.00	Y	10.00	60.00	Market benchmarking	0.0%	0.00
Scatter Cremated remains at Dukinfield (if family to witness)	Non-Statutory	25.00	Y	5.00	30.00	25.00	Y	5.00	30.00	Market benchmarking	0.0%	0.00
Stone Tablet for Garden of Rest	Non-Statutory	241.67	Y	48.33	290.00	250.00	Y	50.00	300.00	Market benchmarking	3.4%	10.00
Additional fee for Granite Tablet	Non-Statutory	41.67	Y	8.33	50.00	41.67	Y	8.33	50.00	Market benchmarking	0.0%	0.00
Memorial Bench (inc one plaque & fixing)	Non-Statutory	520.83	Y	104.17	625.00	533.33	Y	106.67	640.00	Market benchmarking	2.4%	15.00
Additional plaque on bench	Non-Statutory	258.33	Y	51.67	310.00	262.50	Y	52.50	315.00	Market benchmarking	1.6%	5.00
Columbarium at Dukinfield Crematorium (New Memorial Option )	Non-Statutory	541.67	Y	108.33	650.00	541.67	Y	108.33	650.00	Market benchmarking	0.0%	0.00
Columbarium (Additional replacing of remains & new inscription)	Non-Statutory	300.00	Y	60.00	360.00	300.00	Y	60.00	360.00	Market benchmarking	0.0%	0.00
Sanctum (New Memorial Option)	Non-Statutory	725.00	Y	145.00	870.00	725.00	Y	145.00	870.00	Market benchmarking	0.0%	0.00
Sanctum (Additional replacing of remains & new inscription)	Non-Statutory	383.33	Y	76.67	460.00	383.33	Y	76.67	460.00	Market benchmarking	0.0%	0.00
Sanctum (Renewal fee for 20 years)	Non-Statutory	170.83	Y	34.17	205.00	170.83	Y	34.17	205.00	Market benchmarking	0.0%	0.00
Visual tribute to music (Dukinfield Crematorium only) Photos only up to max 20 photos	Non-Statutory	41.67	Y	8.33	50.00	41.67	Y	8.33	50.00	Market benchmarking	0.0%	0.00
Visual tribute (1 still photo or order of service displayed throughout)	Non-Statutory	50.00	Y	10.00	60.00	50.00	Y	10.00	60.00	Market benchmarking	0.0%	0.00
Visual tribute (Video only upto 3 minutes)	Non-Statutory	20.83	Y	4.17	25.00	20.83	Y	4.17	25.00		0.0%	0.00
<b><u>Follwing fees To be paid by the Government's Children's Funeral Fund for England</u></b>												
							N	0.00	0.00	Cost recovery		0.00
Interment fee (under 18 in a family grave) Resident	Non-Statutory	925.00	N	58.00	983.00	950.00	N	0.00	950.00	Cost recovery	-3.4%	-33.00
Interment fee (under 18 in a family grave) Non Resident	Non-Statutory	1,750.00	N	58.00	1,808.00	1,775.00	N	0.00	1,775.00	Cost recovery	-1.8%	-33.00
Interment fee (in baby section) Resident	Non-Statutory	210.00	N	58.00	268.00	215.00	N	0.00	215.00	Cost recovery	-19.8%	-53.00
Interment fee (in baby section) Non Resident	Non-Statutory	400.00	N	58.00	458.00	405.00	N	0.00	405.00	Cost recovery	-11.6%	-53.00
Cremation fee (under 18)	Non-Statutory	745.00	N	58.00	803.00	760.00	N	0.00	760.00	Cost recovery	-5.4%	-43.00
Cremation (stillbirths)					210.00	215.00		0.00	215.00		2.4%	5.00

Description of Fee	Statutory or Non-Statutory	2020/21 Charge (Excl VAT) £	Subject to VAT	VAT £	2020/21 Total (inc VAT) £	2021/22 Proposed Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2021/22 Total (inc VAT) £	Basis of 21/22 Increase	2021/22 % Changes	2021/22 £ Changes
<b>Pest Control</b>												
Trap Hire (Squirrels) 28 day hire	Non-Statutory	70.83	Y	14.17	85.00	70.83	Y	14.17	85.00	Market benchmarking	0.0%	0.00
Wasps	Non-Statutory	41.67	Y	8.33	50.00	41.67	Y	8.33	50.00	Market benchmarking	0.0%	0.00
Bedbugs	Non-Statutory	116.67	Y	23.33	140.00	116.67	Y	23.33	140.00	Market benchmarking	0.0%	0.00
Cockroaches	Non-Statutory	116.67	Y	23.33	140.00	116.67	Y	23.33	140.00	Market benchmarking	0.0%	0.00
Rats , Mice, Fleas & stored product pests etc	Non-Statutory	70.83	Y	14.17	85.00	100.00	Y	20.00	120.00	Market benchmarking	41.2%	35.00
Subsequent visit to squirrel Trap	Non-Statutory	29.17	Y	5.83	35.00	29.17	Y	5.83	35.00	Market benchmarking	0.0%	0.00
Feral Pigeon Treatment (Internal) Daytime	Non-Statutory	70.83	Y	14.17	85.00	70.83	Y	14.17	85.00	Market benchmarking	0.0%	0.00
Feral Pigeon Treatment (Internal) Evening	Non-Statutory	133.33	Y	26.67	160.00	133.33	Y	26.67	160.00	Market benchmarking	0.0%	0.00
Treatment when keys are picked up - additional fee	Non-Statutory	29.17	Y	5.83	35.00	29.17	Y	5.83	35.00	Market benchmarking	0.0%	0.00
Investigate roof space noise	Non-Statutory	116.67	Y	23.33	140.00	116.67	Y	23.33	140.00	Market benchmarking	0.0%	0.00
Commercial - Rodent Control Treatments 3 visits	Non-Statutory	133.33	Y	26.67	160.00	133.33	Y	26.67	160.00	Market benchmarking	0.0%	0.00
Commercial - Rodent Control Contracts 8 visits per annum	Non-Statutory	216.67	Y	43.33	260.00	216.67	Y	43.33	260.00	Market benchmarking	0.0%	0.00
Commercial - Insect treatments	Non-Statutory	133.33	Y	26.67	160.00	133.33	Y	26.67	160.00	Market benchmarking	0.0%	0.00
Commercial Feral Pigeon Treatments Daytime	Non-Statutory	133.33	Y	26.67	160.00	133.33	Y	26.67	160.00	Market benchmarking	0.0%	0.00
Commercial Feral Pigeon Treatments Evening	Non-Statutory	216.67	Y	43.33	260.00	216.67	Y	43.33	260.00	Market benchmarking	0.0%	0.00
<b>Markets</b>												
Market Grounds - Stalls and associated space per day	Non-Statutory	£10 - £50	N	0.00	£10 - £50	£10 - £50	N	0.00	£10 - £50	Market benchmarking		
Concession Management Space – Market Grounds per week	Non-Statutory	£350-£500	N	0.00	£350-£500	£350-£500	N	0.00	£350-£500	Market benchmarking		
Kiosks - Ashton Outdoor Market per sqm	Non-Statutory	240.00	N	0.00	240.00	Set Separately	N	0.00	Set Separately	2.5% Inflationary		
Toy Set (Roundabout) - Ashton Outdoor Market per year	Non-Statutory	6,000.00	N	0.00	6,000.00	5,200.00	N	0.00	5,200.00	Market benchmarking	-13.3%	-800.00
Toy Set (Roundabout) - Hyde Outdoor Market	Non-Statutory	1,976.00	N	0.00	1,976.00	2,250.00	N	0.00	2,250.00	Market benchmarking	13.9%	274.00
Public Liability Insurance – One day cover	Non-Statutory	5.00	N	0.00	5.00	5.00	N	0.00	5.00	Cost recovery	0.0%	0.00
Fairs	Non-Statutory	500.00	N	0.00	500.00	100.00	N	0.00	100.00	Market benchmarking	-80.0%	-400.00
Ashton Market Hall - Rent	Non-Statutory	206.56	Y	41.31	247.87	211.72	Y	42.34	254.07	Market benchmarking	2.5%	6.20
Ashton Market Market Hall - Service Charge	Non-Statutory	194.08	Y	38.82	232.90	Set Separately	Y	0.00	Set Separately	Cost recovery		
Electric per kwh	Non-Statutory	0.13	Y	0.03	0.15	0.13	Y	0.03	0.16	Market benchmarking	3.1%	0.00
Hyde Market Hall - Rent - annual cost per sq ft	Non-Statutory	141.61	N	0.00	141.61	145.15	Y	0.00	145.15	2.5% Inflationary	2.5%	3.54
Hyde Market Market Hall - Service Charge annual cost per sq ft	Non-Statutory	variable	N	0.00		Set Separately	Y	0.00	Set Separately	Cost recovery		
Market Halls - Event Space	Non-Statutory	25.00	N	0.00	25.00	25.00	N	0.00	25.00	Market benchmarking	0.0%	0.00
Market Halls - Concession Rides and Toy Dispencers - % of generated income	Non-Statutory	25%	N	0.00	25%	0.25	N	0.00	25%	Market benchmarking	0.0%	0.00
Ashton Market Hall - Storage	Non-Statutory	1,200.00	N	0.00	1,200.00	1,200.00	N	0.00	1,200.00	Market benchmarking	0.0%	0.00
Ashton Ice Cream Pitch	Non-Statutory			0.00	0.00	3,120.00		0.00	3,120.00	Market benchmarking		3,120.00
Hyde Market Hall - Storage - Annual cost per sq ft	Non-Statutory	25.00	N	0.00	25.00	25.00	N	0.00	25.00	Market benchmarking	0.0%	0.00
Ashton & Hyde Outdoor Markets electricity standing charge per day						4.17	Y	0.83	5.00	Market benchmarking		5.00

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<b>Highways</b>												
Skip Registration Fee	Non-Statutory	101.00	N	0.00	101.00	104.00	N	0.00	104.00	Cost recovery	3.0%	3.00
Scaffolding Registration Fee	Non-Statutory	101.00	N	0.00	101.00	104.00	N	0.00	104.00	Cost recovery	3.0%	3.00
Skip Non Permit Fee (Registered Companies)	Non-Statutory	66.00	N	0.00	66.00	68.00	N	0.00	68.00	Cost recovery	3.0%	2.00
Skip Non Permit Fee (Unregistered Companies)	Non-Statutory	134.00	N	0.00	134.00	137.00	N	0.00	137.00	Cost recovery	2.2%	3.00
Skips Placed in Restricted Areas	Non-Statutory	51.00	N	0.00	51.00	52.00	N	0.00	52.00	Cost recovery	2.0%	1.00
Scaffolding Non Permit Fee (Registered Companies)	Non-Statutory	189.00	N	0.00	189.00	194.00	N	0.00	194.00	Cost recovery	2.6%	5.00
Scaffolding Non Permit Fee (Unregistered Companies)	Non-Statutory	256.00	N	0.00	256.00	262.00	N	0.00	262.00	Cost recovery	2.3%	6.00
Street Naming amendments(1 plots)	Non-Statutory	51.00	N	0.00	51.00	52.28	N	0.00	52.28	Cost recovery	2.5%	1.28
Street Naming amendments(2-10)	Non-Statutory	84.00	N	0.00	84.00	86.10	N	0.00	86.10	Cost recovery	2.5%	2.10
Street Naming amendments(11-49)	Non-Statutory	139.00	N	0.00	139.00	142.48	N	0.00	142.48	Cost recovery	2.5%	3.48
Street Naming amendments(50+)	Non-Statutory	222.00	N	0.00	222.00	227.55	N	0.00	227.55	Cost recovery	2.5%	5.55
Street Naming (confirmation address)	Non-Statutory	23.00	N	0.00	23.00	23.58	N	0.00	23.58	Cost recovery	2.5%	0.58
Street Naming (+ re-naming process)	Non-Statutory	24.00	N	0.00	24.00	24.60	N	0.00	24.60	Cost recovery	2.5%	0.60
Sending Info to Non-Statutory Organisations	Non-Statutory	18.00	N	0.00	18.00	21.00	N	0.00	21.00	Cost recovery	16.7%	3.00
Skip Registration Fee	Non-Statutory	101.00	N	0.00	101.00	104.00	N	0.00	104.00	Cost recovery	3.0%	3.00
Scaffolding Registration Fee	Non-Statutory	101.00	N	0.00	101.00	104.00	N	0.00	104.00	Cost recovery	3.0%	3.00
Skip Non Permit Fee (Registered Companies)	Non-Statutory	66.00	N	0.00	66.00	68.00	N	0.00	68.00	Cost recovery	3.0%	2.00
Skip Non Permit Fee (Unregistered Companies)	Non-Statutory	134.00	N	0.00	134.00	137.00	N	0.00	137.00	Cost recovery	2.2%	3.00
Skips Placed in Restricted Areas	Non-Statutory	51.00	N	0.00	51.00	52.00	N	0.00	52.00	Cost recovery	2.0%	1.00
Scaffolding Non Permit Fee (Registered Companies)	Non-Statutory	189.00	N	0.00	189.00	194.00	N	0.00	194.00	Cost recovery	2.6%	5.00
Scaffolding Non Permit Fee (Unregistered Companies)	Non-Statutory	256.00	N	0.00	256.00	262.00	N	0.00	262.00	Cost recovery	2.3%	6.00
Administration Charges (min hourly rate)	Non-Statutory	38.00	N	0.00	38.00	39.52	N	0.00	39.52	Cost recovery	4.0%	1.52
Housing Development Signs Admin	Non-Statutory	73.00	N	0.00	73.00	74.83	N	0.00	74.83	Cost recovery	2.5%	1.83
Highway Search Letter (Per Question)	Non-Statutory	11.00	N	0.00	11.00	11.00	N	0.00	11.00	Cost recovery	0.0%	0.00



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<b>Highways &amp; Transport</b>												
Transport - Class IV MOT Test	Non-Statutory	44.00	N	0.00	44.00	44.00	N	0.00	44.00	Market benchmarking	0.0%	0.00
Transport - Class IV MOT Test (Motorhome)						50.00	N	0.00	50.00	Market benchmarking		50.00
Transport -Class V MOT Test	Non-Statutory	59.00	N	0.00	59.00	59.00	N	0.00	59.00	Market benchmarking	0.0%	0.00
Transport -LOLER test	Non-Statutory	49.00	N	0.00	49.00	50.00	N	0.00	50.00	Market benchmarking	2.0%	1.00
Transport - Workshop Hourly Rate (External)	Non-Statutory	49.00	N	0.00	49.00	55.00	N	0.00	55.00	Market benchmarking	12.2%	6.00
Skip Scaffolding removal admin fee	Non-Statutory	56.00	N	0.00	56.00	58.00	N	0.00	58.00	Market benchmarking	3.6%	2.00
Cabin Permits - 4 Weeks	Non-Statutory	87.00	N	0.00	87.00	90.00	N	0.00	90.00	Market benchmarking	3.4%	3.00
Hoarding Permits - 4 Weeks	Non-Statutory	87.00	N	0.00	87.00	90.00	N	0.00	90.00	Market benchmarking	3.4%	3.00
High Access Apparatus Permits - 4 Weeks	Non-Statutory	87.00	N	0.00	87.00	90.00	N	0.00	90.00	Market benchmarking	3.4%	3.00
Building Materials on Highway - 4 Week permit)	Non-Statutory	87.00	N	0.00	87.00	90.00	N	0.00	90.00	Market benchmarking	3.4%	3.00
A Board Permits (Regisration Fee)	Non-Statutory	0.00	N	0.00	0.00		N	0.00	0.00	2.5% Inflationary		0.00
A Board Permits Annual fee based on £5 per week permit	Non-Statutory	0.00	N	0.00	0.00		N	0.00	0.00	2.5% Inflationary		0.00
A Board Permits (Registered Non-Permit Fee)	Non-Statutory	0.00	N	0.00	0.00		N	0.00	0.00	2.5% Inflationary		0.00
A Board Permits (Ad-Hoc 4 weeks)	Non-Statutory	0.00	N	0.00	0.00		N	0.00	0.00	2.5% Inflationary		0.00
A Board Permits (Ad Hoc Non-Permit Fee)	Non-Statutory	0.00	N	0.00	0.00		N	0.00	0.00	2.5% Inflationary		0.00
Directional Signage (New)	Non-Statutory	0.00	N	0.00	0.00	350.00	N	0.00	350.00	2.5% Inflationary		350.00
Directional Signage (Replacement)	Non-Statutory	0.00	N	0.00	0.00	150.00	N	0.00	150.00	2.5% Inflationary		150.00
Highway Search Letter - Standard Letter Fee	Non-Statutory	0.00	N	0.00	0.00	0.00	N	0.00	0.00	2.5% Inflationary		0.00
Private Builders / (Sct 50) (Sct 171) - Existing Apparatus	Non-Statutory	289.00	N	0.00	289.00	297.00	N	0.00	297.00	2.5% Inflationary	2.8%	8.00
Private Builders / (Sct 50) (Sct 171) - New Apparatus	Non-Statutory	519.00	N	0.00	519.00	532.00	N	0.00	532.00	2.5% Inflationary	2.5%	13.00
Fixed Penalty Notices (Sct 50) If started before 36 days	Non-Statutory	92.00	N	0.00	92.00	95.00	N	0.00	95.00	2.5% Inflationary	3.3%	3.00
Indirect Commercial Banners	Non-Statutory	150.00	N	0.00	150.00	153.75	N	0.00	153.75	2.5% Inflationary	2.5%	3.75
Commercial Banners	Non-Statutory	300.00	N	0.00	300.00	307.50	N	0.00	307.50	2.5% Inflationary	2.5%	7.50
Banner removal (if req'd per banner)	Non-Statutory	61.00	N	0.00	61.00	62.53	N	0.00	62.53	2.5% Inflationary	2.5%	1.53
Signs (Temp adverts)	Non-Statutory	150.00	N	0.00	150.00	153.75	N	0.00	153.75	2.5% Inflationary	2.5%	3.75
A board/Estate Agent Sign removal (if req'd per sign)	Non-Statutory	73.00	N	0.00	73.00	75.00	N	0.00	75.00	2.5% Inflationary	2.7%	2.00
Housing Development Signs (per sign)	Non-Statutory	28.00	N	0.00	28.00	29.00	N	0.00	29.00	2.5% Inflationary	3.6%	1.00
Removal of Non Compliant / Old Housing Development Signs (per sign)	Non-Statutory	66.00	N	0.00	66.00	68.00	N	0.00	68.00	2.5% Inflationary	3.0%	2.00
Flood & Water Management Act 2010												
Water Course Consent - National Fee	Non-Statutory	54.00	N	0.00	54.00	50.00	N	0.00	50.00	Statutory	-7.4%	-4.00
Private Drainage (notice serving)	Non-Statutory	95.00	N	0.00	95.00	97.85	N	0.00	97.85	2.5% Inflationary	3.0%	2.85
Call Out Charges (minimum administration)	Non-Statutory	78.00	N	0.00	78.00	80.00	N	0.00	80.00	2.5% Inflationary	2.6%	2.00
Public Path Orders	Non-Statutory	1,936.00	N	0.00	1,936.00	1,984.00	N	0.00	1,984.00	2.5% Inflationary	2.5%	48.00
Public Path Orders (Objections withdrawn)	Non-Statutory	2,084.00	N	0.00	2,084.00	2,135.00	N	0.00	2,135.00	2.5% Inflationary	2.4%	51.00
Public Path Orders (Objections withdrawn but requires readvertising)	Non-Statutory	2,672.00	N	0.00	2,672.00	2,738.00	N	0.00	2,738.00	2.5% Inflationary	2.5%	66.00
Section 257 Extinguishments or Diversion	Non-Statutory	1,447.00	N	0.00	1,447.00	1,483.00	N	0.00	1,483.00	2.5% Inflationary	2.5%	36.00
Gating Order	Non-Statutory	671.00	N	0.00	671.00	688.00	N	0.00	688.00	2.5% Inflationary	2.5%	17.00
Road markings (H) bar	Non-Statutory	228.00	N	0.00	228.00	233.70	N	0.00	233.70	2.5% Inflationary	2.5%	5.70
Road markings (Advisory bays)	Non-Statutory	111.00	N	0.00	111.00	113.78	N	0.00	113.78	2.5% Inflationary	2.5%	2.78
Temporary Notices	Non-Statutory	500.00	N	0.00	500.00	512.50	N	0.00	512.50	2.5% Inflationary	2.5%	12.50
Temporary Orders	Non-Statutory	1,442.00	N	0.00	1,442.00	1,478.05	N	0.00	1,478.05	2.5% Inflationary	2.5%	36.05
Permanent Orders (typical example)	Non-Statutory	2,218.00	N	0.00	2,218.00	2,273.45	N	0.00	2,273.45	2.5% Inflationary	2.5%	55.45
Vehicle Crossing Construction (Stnd - new)	Non-Statutory	788.00	N	0.00	788.00	808.00	N	0.00	808.00	2.5% Inflationary	2.5%	20.00
NRASWA Sample inspection	Non-Statutory	54.00	N	0.00	54.00	50.00	N	0.00	50.00	Statutory	-7.4%	-4.00
NRASWA Third Party Inspections	Non-Statutory	76.00	N	0.00	76.00	68.00	N	0.00	68.00	Statutory	-10.5%	-8.00
NRASWA Defect inspection	Non-Statutory	52.00	N	0.00	52.00	47.50	N	0.00	47.50	Statutory	-8.7%	-4.50
Make safe Iron works(non TMBC)	Non-Statutory	228.00	N	0.00	228.00	234.00	N	0.00	234.00	2.5% Inflationary	2.6%	6.00
Temporary pitches for highway slaes (pop up shops) Per Day upto 6 weeks	Non-Statutory	144.00	N	0.00	144.00	147.60	N	0.00	147.60	2.5% Inflationary	2.5%	3.60
Temporary pitches for highway slaes (pop up shops) Per Day 6 weeks onwards	Non-Statutory	101.00	N	0.00	101.00	103.53	N	0.00	103.53	2.5% Inflationary	2.5%	2.53

Description of Fee	Statutory or Non-Statutory	2020/21 Charge (Excl VAT) £	Subject to VAT	VAT £	2020/21 Total (inc VAT) £	2021/22 Proposed Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2021/22 Total (inc VAT) £	Basis of 21/22 Increase	2021/22 % Changes	2021/22 £ Changes
<b>Parking</b>												
Contract Parking passes		Variable	Y			Variable		0.00				
Car Parks Pay and display		Variable	Y			Variable		0.00				
Car Parks Excess Fee Notice		£25-£70	N	0.00		£25-£70		0.00				
Bus Lane Enforcement notices		£30-£60	N	0.00		£30-£60		0.00				
<b>Engineering Design</b>												
Design Drawings / Schemes - Approval in Principle (AIP) Cat 0 <b>Fee Level 1A</b>		353.38	N	0.00	353.38	363.00	N	0.00	363.00	Market benchmarking	2.7%	9.62
Design Drawings / Schemes - Approval in Principle (AIP) Cat 1 <b>Fee Level 1A</b>	Non-Statutory	353.38	N	0.00	353.38	430.00	N	0.00	430.00	Market benchmarking	21.7%	76.62
Design Drawings / Schemes - Approval in Principle (AIP) Cat 2 <b>Fee Level 1A</b>	Non-Statutory	489.29	N	0.00	489.29	501.52	N	0.00	501.52	Market benchmarking	2.5%	12.23
Design Drawings / Schemes - Approval in Principle (AIP) Cat 2 Fee Level 1B (Minimum charge + price per job)	Non-Statutory	939.44	N	0.00	939.44	962.35	N	0.00	962.35	Market benchmarking	2.4%	22.91
Design Drawings / Schemes - Approval in Principle (AIP) Cat 0 <b>Fee Level 2</b>	Non-Statutory	680.66	N	0.00	680.66	697.26	N	0.00	697.26	Market benchmarking	2.4%	16.60
Design Drawings / Schemes - Approval in Principle (AIP) Cat 1 <b>Fee Level 2</b>	Non-Statutory	856.81	N	0.00	856.81	877.71	N	0.00	877.71	Market benchmarking	2.4%	20.90
Design Drawings / Schemes - Approval in Principle (AIP) Cat 2 <b>Fee Level 2</b>	Non-Statutory	1,391.77	N	0.00	1,391.77	1,545.00	N	0.00	1,545.00	Market benchmarking	11.0%	153.23
Design Drawings / Schemes - Approval in Principle (AIP) Cat 2 <b>Fee Level 2 (+ departures)</b>	Non-Statutory	1,925.64	N	0.00	1,925.64	1,973.78	N	0.00	1,973.78	Market benchmarking	2.5%	48.14
Design Drawings / Schemes - Approval in Principle (AIP) Cat 0 <b>Fee Level 3</b>	Non-Statutory	452.33	N	0.00	452.33	463.64	N	0.00	463.64	Market benchmarking	2.5%	11.31
Design Drawings / Schemes - Approval in Principle (AIP) Cat 1 & 2 <b>Fee Level 3 (Minimum charge + price per job)</b>	Non-Statutory	452.33	N	0.00	452.33	463.67	N	0.00	463.67	Market benchmarking	2.5%	11.34
Design Drawings / Schemes - Approval in Principle (AIP) Cat 3 <b>Fee Levels 1A,1B,2,&amp; 3 (Fees subject to agreement)</b>	Non-Statutory		N	0.00	0.00	0.00	N	0.00	0.00	Market benchmarking		0.00
Engineers projects works	Non-Statutory		Y	0.00	0.00	0.00	Y	0.00	0.00	Market benchmarking		0.00
GM RAPS fee permit	Non-Statutory		N	0.00	0.00	0.00	N	0.00	0.00	Market benchmarking		0.00
<b>Environmental Protection</b>												
HMO licence Fee		513.00	N	0.00	513.00	526.00	N	0.00	526.00	2.5% Inflationary	2.5%	
HMO licence fee - additional amount per habitable room		35.00		0.00	35.00	36.00		0.00	36.00	2.5% Inflationary	2.9%	
Housing Act 2004 Notice Charges (per notice)		431.00	N	0.00	431.00	442.00	N	0.00	442.00	2.5% Inflationary	2.6%	
Immigration Inspection - Normal Time		154.00		0.00	154.00	158.00		0.00	158.00	2.5% Inflationary	2.6%	
Immigration Inspection - Fast Tracked		190.00		0.00	190.00	195.00		0.00	195.00	2.5% Inflationary	2.6%	
CLS - Whether a property will be considered as Part 2a of the EPA 1990 in the future		41.00	N	0.00	41.00	42.00	N	0.00	42.00	2.5% Inflationary	2.4%	
Landfill search		70.00	N	0.00	70.00	72.00	N	0.00	72.00	2.5% Inflationary	2.9%	
General Environmental Search		113.00	N	0.00	113.00	116.00	N	0.00	116.00	2.5% Inflationary	2.7%	
CLS - Planning record information relating to contamination issues		70.00	N	0.00	70.00	72.00	N	0.00	72.00	2.5% Inflationary	2.9%	
CLS - Copies of contaminated land files and/or information relating to contaminated land conditions attached to planning consent		70.00	N	0.00	70.00	72.00	N	0.00	72.00	2.5% Inflationary	2.9%	
New Charter Gas Safety Works:				0.00	0.00			0.00	0.00	2.5% Inflationary		
Section 80 EPA90 Abatement Notice & Covering letter - cost per		41.00	N	0.00	41.00	42.00	N	0.00	42.00	2.5% Inflationary	2.4%	
Failed Entry Letters, Info for Warrants, Warrants, Time in Court, Time Executing Warrant - per hour		70.00	N	0.00	70.00	72.00	N	0.00	72.00	2.5% Inflationary	2.9%	

Description of Fee	Statutory or Non-Statutory	2020/21 Charge (Excl VAT) £	Subject to VAT	VAT £	2020/21 Total (inc VAT) £	2021/22 Proposed Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2021/22 Total (inc VAT) £	Basis of 21/22 Increase	2021/22 % Changes	2021/22 £ Changes
<b>Licencing</b>												
Animal Boarding Premise Application	Non-Statutory	153.00	N	0.00	153.00	157.00	N	0.00	157.00	2.5% Inflationary	2.6%	
Animal Boarding 1 Year Grant	Non-Statutory	217.00	N	0.00	217.00	223.00	N	0.00	223.00	2.5% Inflationary	2.8%	
Animal Boarding 2 Year Grant	Non-Statutory	269.00	N	0.00	269.00	276.00	N	0.00	276.00	2.5% Inflationary	2.6%	
Animal Boarding 3 Year Grant	Non-Statutory	305.00	N	0.00	305.00	313.00	N	0.00	313.00	2.5% Inflationary	2.6%	
Home Boarding of Dogs (including Day Care) Application	Non-Statutory	153.00	N	0.00	153.00	157.00	N	0.00	157.00	2.5% Inflationary	2.6%	
Home Boarding of Dogs (including Day Care) 1 Year Grant	Non-Statutory	181.00	N	0.00	181.00	186.00	N	0.00	186.00	2.5% Inflationary	2.8%	
Home Boarding of Dogs (including Day Care) 2 Year Grant	Non-Statutory	217.00	N	0.00	217.00	223.00	N	0.00	223.00	2.5% Inflationary	2.8%	
Home Boarding of Dogs (including Day Care) 3 Year Grant	Non-Statutory	252.00	N	0.00	252.00	259.00	N	0.00	259.00	2.5% Inflationary	2.8%	
Dangerous Wild Animals Premise Application	Non-Statutory	153.00	N	0.00	153.00	157.00	N	0.00	157.00	2.5% Inflationary	2.6%	
Dog Breeding Premise Application	Non-Statutory	153.00	N	0.00	153.00	157.00	N	0.00	157.00	2.5% Inflationary	2.6%	
Dog Breeding Licence 1 Year Grant	Non-Statutory	241.00	N	0.00	241.00	247.00	N	0.00	247.00	2.5% Inflationary	2.5%	
Dog Breeding Licence 2 Year Grant	Non-Statutory	284.00	N	0.00	284.00	291.00	N	0.00	291.00	2.5% Inflationary	2.5%	
Dog Breeding Licence 3 Year Grant	Non-Statutory	328.00	N	0.00	328.00	336.00	N	0.00	336.00	2.5% Inflationary	2.4%	
Hairdresser / Barber Premise Application	Non-Statutory	127.00	N	0.00	127.00	131.00	N	0.00	131.00	2.5% Inflationary	3.1%	
Marriage Act Premise	Non-Statutory	1,740.00	N	0.00	1,740.00	1,783.00	N	0.00	1,783.00	2.5% Inflationary	2.5%	
Marriage Act Renewal	Non-Statutory	598.00	N	0.00	598.00	613.00	N	0.00	613.00	2.5% Inflationary	2.5%	
Marriage Act/Civil Partnerships (non-profit or non-commercial organisations)	Non-Statutory	544.00	N	0.00	544.00	558.00	N	0.00	558.00	2.5% Inflationary	2.6%	
Marriage Act/Civil Partnerships (non-profit or non-commercial organisations) Renewal	Non-Statutory	544.00	N	0.00	544.00	558.00	N	0.00	558.00	2.5% Inflationary	2.6%	
Pavement Café Application (up to 5 tables)	Non-Statutory	208.00	N	0.00	208.00	214.00	N	0.00	214.00	2.5% Inflationary	2.9%	
Pavement Café Application (over 5 tables)	Non-Statutory	262.00	N	0.00	262.00	269.00	N	0.00	269.00	2.5% Inflationary	2.7%	
Selling Animals as Pets Application	Non-Statutory	153.00	N	0.00	153.00	157.00	N	0.00	157.00	2.5% Inflationary	2.6%	
Selling Animals as Pets 1 Year Grant	Non-Statutory	196.00	N	0.00	196.00	201.00	N	0.00	201.00	2.5% Inflationary	2.6%	
Selling Animals as Pets 2 Year Grant	Non-Statutory	214.00	N	0.00	214.00	220.00	N	0.00	220.00	2.5% Inflationary	2.8%	
Selling Animals as Pets 3 Year Grant	Non-Statutory	232.00	N	0.00	232.00	238.00	N	0.00	238.00	2.5% Inflationary	2.6%	
Performing Animals Premise Application	Non-Statutory	153.00	N	0.00	153.00	157.00	N	0.00	157.00	2.5% Inflationary	2.6%	
Performing Animals 3 Year Grant	Non-Statutory	181.00	N	0.00	181.00	186.00	N	0.00	186.00	2.5% Inflationary	2.8%	
Hiring out Horses Application	Non-Statutory	153.00	N	0.00	153.00	157.00	N	0.00	157.00	2.5% Inflationary	2.6%	
Hiring out Horses 1 Year Grant	Non-Statutory	251.00	N	0.00	251.00	258.00	N	0.00	258.00	2.5% Inflationary	2.8%	
Hiring out Horses 2 Year Grant	Non-Statutory	305.00	N	0.00	305.00	313.00	N	0.00	313.00	2.5% Inflationary	2.6%	
Hiring out Horses 3 Year Grant	Non-Statutory	359.00	N	0.00	359.00	368.00	N	0.00	368.00	2.5% Inflationary	2.5%	
Scrap Metal Dealer Application (Collector)	Non-Statutory	398.00	N	0.00	398.00	408.00	N	0.00	408.00	2.5% Inflationary	2.5%	
Scrap Metal Dealer Application (Site)	Non-Statutory	974.00	N	0.00	974.00	998.00	N	0.00	998.00	2.5% Inflationary	2.5%	
Sex Shop Premise Application	Non-Statutory	2,393.00	N	0.00	2,393.00	2,452.00	N	0.00	2,452.00	2.5% Inflationary	2.5%	



Description of Fee	Statutory or Non-Statutory	2020/21 Charge (Excl VAT) £	Subject to VAT	VAT £	2020/21 Total (inc VAT) £	2021/22 Proposed Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2021/22 Total (inc VAT) £	Basis of 21/22 Increase	2021/22 % Changes	2021/22 £ Changes
Skin Colouring/Piercing/Electrolysis/Acupuncture Premises Application	Non-Statutory	163.00	N	0.00	163.00	167.00	N	0.00	167.00	2.5% Inflationary	2.5%	
Skin Colouring/Piercing/Electrolysis/Acupuncture Personal Application	Non-Statutory	99.00	N	0.00	99.00	102.00	N	0.00	102.00	2.5% Inflationary	3.0%	
Street Trader Application	Non-Statutory	849.00	N	0.00	849.00	870.00	N	0.00	870.00	2.5% Inflationary	2.5%	
Street Trader Application (Day Rate)	Non-Statutory	86.00	N	0.00	86.00	89.00	N	0.00	89.00	2.5% Inflationary	3.5%	
New Application - Either Badge 1YR	Non-Statutory	272.00	N	0.00	272.00	272.00	N	0.00	272.00	2.5% Inflationary	0.0%	
New Application - Either Badge 3YR Fee	Non-Statutory	433.00	N	0.00	433.00	433.00	N	0.00	433.00	2.5% Inflationary	0.0%	
New Application - Both Badges 1YR	Non-Statutory	294.00	N	0.00	294.00	294.00	N	0.00	294.00	2.5% Inflationary	0.0%	
New Application - Both Badges 3YR	Non-Statutory	455.00	N	0.00	455.00	455.00	N	0.00	455.00	2.5% Inflationary	0.0%	
Renewal 1 Badge	Non-Statutory	115.00	N	0.00	115.00	115.00	N	0.00	115.00	2.5% Inflationary	0.0%	
Renewal 1 Badge with DBS	Non-Statutory	164.00	N	0.00	164.00	164.00	N	0.00	164.00	2.5% Inflationary	0.0%	
Renewal 2 Badges	Non-Statutory	137.00	N	0.00	137.00	137.00	N	0.00	137.00	2.5% Inflationary	0.0%	
New Vehicle - Under 3 years old	Non-Statutory	290.00	N	0.00	290.00	290.00	N	0.00	290.00	2.5% Inflationary	0.0%	
New Vehicle - Over 3 years old	Non-Statutory	194.00	N	0.00	194.00	194.00	N	0.00	194.00	2.5% Inflationary	0.0%	
Renewal of Plate - Under 3 years old	Non-Statutory	272.00	N	0.00	272.00	272.00	N	0.00	272.00	2.5% Inflationary	0.0%	
Renewal of plate - Over 3 years old	Non-Statutory	183.00	N	0.00	183.00	183.00	N	0.00	183.00	2.5% Inflationary	0.0%	
Operator 1-2 Vehicles	Non-Statutory	516.00	N	0.00	516.00	516.00	N	0.00	516.00	2.5% Inflationary	0.0%	
Operator 3-10	Non-Statutory	585.00	N	0.00	585.00	585.00	N	0.00	585.00	2.5% Inflationary	0.0%	
Operator 11-30	Non-Statutory	859.00	N	0.00	859.00	859.00	N	0.00	859.00	2.5% Inflationary	0.0%	
Operator 31-49	Non-Statutory	1,165.00	N	0.00	1,165.00	1,165.00	N	0.00	1,165.00	2.5% Inflationary	0.0%	
Operator 50-69	Non-Statutory	1,398.00	N	0.00	1,398.00	1,398.00	N	0.00	1,398.00	2.5% Inflationary	0.0%	
Operator 70+	Non-Statutory	1,468.00	N	0.00	1,468.00	1,468.00	N	0.00	1,468.00	2.5% Inflationary	0.0%	

Description of Fee	Statutory or Non-Statutory	2020/21 Charge (Excl VAT) £	Subject to VAT	VAT £	2020/21 Total (inc VAT) £	2021/22 Proposed Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2021/22 Total (inc VAT) £	Basis of 21/22 Increase	2021/22 % Changes	2021/22 £ Changes
<b>Licencing Act</b>												
Application Fee Band A	Statutory	100.00	N	0.00	100.00	100.00	N	0.00	100.00	Statutory	0.0%	
Annual Fee Band A	Statutory	70.00	N	0.00	70.00	70.00	N	0.00	70.00	Statutory	0.0%	
Application Fee Band B	Statutory	190.00	N	0.00	190.00	190.00	N	0.00	190.00	Statutory	0.0%	
Annual fee Band B	Statutory	180.00	N	0.00	180.00	180.00	N	0.00	180.00	Statutory	0.0%	
App fee Band C	Statutory	315.00	N	0.00	315.00	315.00	N	0.00	315.00	Statutory	0.0%	
annual fee C	Statutory	295.00	N	0.00	295.00	295.00	N	0.00	295.00	Statutory	0.0%	
app fee band D	Statutory	450.00	N	0.00	450.00	450.00	N	0.00	450.00	Statutory	0.0%	
annual fee D	Statutory	320.00	N	0.00	320.00	320.00	N	0.00	320.00	Statutory	0.0%	
App Fee E	Statutory	635.00	N	0.00	635.00	635.00	N	0.00	635.00	Statutory	0.0%	
annual fee E	Statutory	350.00	N	0.00	350.00	350.00	N	0.00	350.00	Statutory	0.0%	
Application for the grant or renewal of a personal licence	Statutory	37.00	N	0.00	37.00	37.00	N	0.00	37.00	Statutory	0.0%	
Temporary event notice	Statutory	21.00	N	0.00	21.00	21.00	N	0.00	21.00	Statutory	0.0%	
Theft, loss etc. of premises licence or summary	Statutory	10.00	N	0.00	10.00	10.00	N	0.00	10.00	Statutory	0.0%	
Application for a provisional statement (where premises are being built)	Statutory	315.00	N	0.00	315.00	315.00	N	0.00	315.00	Statutory	0.0%	
Notification of change of name or address	Statutory	10.50	N	0.00	10.50	10.50	N	0.00	10.50	Statutory	0.0%	
Application to vary licence to specify individual as premises supervisor	Statutory	23.00	N	0.00	23.00	23.00	N	0.00	23.00	Statutory	0.0%	
Application for transfer of premises licence	Statutory	23.00	N	0.00	23.00	23.00	N	0.00	23.00	Statutory	0.0%	
Interim authority notice following death etc. of licence holder	Statutory	23.00	N	0.00	23.00	23.00	N	0.00	23.00	Statutory	0.0%	
Theft, loss etc. of certificate or summary	Statutory	10.50	N	0.00	10.50	10.50	N	0.00	10.50	Statutory	0.0%	
Notice of change of name or alteration of rules of club	Statutory	10.50	N	0.00	10.50	10.50	N	0.00	10.50	Statutory	0.0%	
Change of relevant registered address of club	Statutory	10.50	N	0.00	10.50	10.50	N	0.00	10.50	Statutory	0.0%	
Theft, loss etc. of temporary event notice	Statutory	10.50	N	0.00	10.50	10.50	N	0.00	10.50	Statutory	0.0%	
Theft, loss etc. of personal licence	Statutory	10.50	N	0.00	10.50	10.50	N	0.00	10.50	Statutory	0.0%	
Duty to notify change of name or address	Statutory	10.50	N	0.00	10.50	10.50	N	0.00	10.50	Statutory	0.0%	
Right of freeholder etc. to be notified of licensing matters	Statutory	10.50	N	0.00	10.50	10.50	N	0.00	10.50	Statutory	0.0%	
Minor Variation	Statutory	89.00	N	0.00	89.00	89.00	N	0.00	89.00	Statutory	0.0%	
<b>Gambling Act</b>												
<b>Adult Gaming Centre</b>												
Application Fee: New Application	Statutory	2,000.00	N	0.00	2,000.00	2,000.00	N	0.00	2,000.00	Statutory	0.0%	
Annual/ Renewal Fee: Annual Fee	Statutory	1,000.00	N	0.00	1,000.00	1,000.00	N	0.00	1,000.00	Statutory	0.0%	
Application to vary	Statutory	1,000.00	N	0.00	1,000.00	1,000.00	N	0.00	1,000.00	Statutory	0.0%	
Application to transfer	Statutory	1,200.00	N	0.00	1,200.00	1,200.00	N	0.00	1,200.00	Statutory	0.0%	
Application for reinstatement of licence	Statutory	1,200.00	N	0.00	1,200.00	1,200.00	N	0.00	1,200.00	Statutory	0.0%	
Application for provisional statement	Statutory	2,000.00	N	0.00	2,000.00	2,000.00	N	0.00	2,000.00	Statutory	0.0%	
Application for a premises licence which already has a provisional statement	Statutory	1,076.00	N	0.00	1,076.00	1,076.00	N	0.00	1,076.00	Statutory	0.0%	
<b>Licensed FECs (Cat C&amp;D machines)</b>												
Application Fee: New Application	Statutory	2,000.00	N	0.00	2,000.00	2,000.00	N	0.00	2,000.00	Statutory	0.0%	
Annual/Renewal Fee: Annual Fee	Statutory	750.00	N	0.00	750.00	750.00	N	0.00	750.00	Statutory	0.0%	
Application to vary	Statutory	1,000.00	N	0.00	1,000.00	1,000.00	N	0.00	1,000.00	Statutory	0.0%	
Application to transfer	Statutory	950.00	N	0.00	950.00	950.00	N	0.00	950.00	Statutory	0.0%	
Application for reinstatement of a licence	Statutory	950.00	N	0.00	950.00	950.00	N	0.00	950.00	Statutory	0.0%	
Application for provisional statement	Statutory	2,000.00	N	0.00	2,000.00	2,000.00	N	0.00	2,000.00	Statutory	0.0%	
Application for a premises licence which already has a provisional statement	Statutory	950.00	N	0.00	950.00	950.00	N	0.00	950.00	Statutory	0.0%	
<b>Betting Premises (other) (off-course i.e. Betting shops) (equiv. Betting Office Licence, Bookmakers Permits)</b>												
Application Fee: New Application	Statutory	3,000.00	N	0.00	3,000.00	3,000.00	N	0.00	3,000.00	Statutory	0.0%	
Annual/Renewal Fee: Annual Fee	Statutory	600.00	N	0.00	600.00	600.00	N	0.00	600.00	Statutory	0.0%	
Application to vary	Statutory	1,500.00	N	0.00	1,500.00	1,500.00	N	0.00	1,500.00	Statutory	0.0%	
Application to transfer	Statutory	1,200.00	N	0.00	1,200.00	1,200.00	N	0.00	1,200.00	Statutory	0.0%	
Application for reinstatement of a licence	Statutory	1,200.00	N	0.00	1,200.00	1,200.00	N	0.00	1,200.00	Statutory	0.0%	
Application for provisional statement	Statutory	3,000.00	N	0.00	3,000.00	3,000.00	N	0.00	3,000.00	Statutory	0.0%	
Application for a premises licence which already has a provisional statement	Statutory	1,200.00	N	0.00	1,200.00	1,200.00	N	0.00	1,200.00	Statutory	0.0%	



Description of Fee	Statutory or Non-Statutory	2020/21 Charge (Excl VAT) £	Subject to VAT	VAT £	2020/21 Total (inc VAT) £	2021/22 Proposed Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2021/22 Total (inc VAT) £	Basis of 21/22 Increase	2021/22 % Changes	2021/22 £ Changes
<b>Betting Premises (tracks) (equiv. Bookmakers Permits)</b>												
Application Fee: New Application	Statutory	2,500.00	N	0.00	2,500.00	2,500.00	N	0.00	2,500.00	Statutory	0.0%	
Annual/Renewal Fee: Annual Fee	Statutory	1,000.00	N	0.00	1,000.00	1,000.00	N	0.00	1,000.00	Statutory	0.0%	
Application to vary	Statutory	1,250.00	N	0.00	1,250.00	1,250.00	N	0.00	1,250.00	Statutory	0.0%	
Application to transfer	Statutory	950.00	N	0.00	950.00	950.00	N	0.00	950.00	Statutory	0.0%	
Application for reinstatement of a licence	Statutory	950.00	N	0.00	950.00	950.00	N	0.00	950.00	Statutory	0.0%	
Application for provisional statement	Statutory	2,500.00	N	0.00	2,500.00	2,500.00	N	0.00	2,500.00	Statutory	0.0%	
Application for a premises licence which already has a provisional statement	Statutory	950.00	N	0.00	950.00	950.00	N	0.00	950.00	Statutory	0.0%	
<b>Bingo Premises (Bingo Licence)</b>												
Statutory prescribed maximum charge has been set. Only exception is the annual fee which is capped at £1,000.												
Application Fee: New Application	Statutory		N	0.00	0.00		N	0.00	0.00	Statutory		
Annual/Renewal Fee: Annual Fee	Statutory	3,500.00	N	0.00	3,500.00	3,500.00	N	0.00	3,500.00	Statutory	0.0%	
Application to vary	Statutory	1,000.00	N	0.00	1,000.00	1,000.00	N	0.00	1,000.00	Statutory	0.0%	
Application to transfer	Statutory	1,750.00	N	0.00	1,750.00	1,750.00	N	0.00	1,750.00	Statutory	0.0%	
Application for reinstatement of a licence	Statutory	1,200.00	N	0.00	1,200.00	1,200.00	N	0.00	1,200.00	Statutory	0.0%	
Application for provisional statement	Statutory	1,200.00	N	0.00	1,200.00	1,200.00	N	0.00	1,200.00	Statutory	0.0%	
Application for a premises licence which already has a provisional statement	Statutory	3,500.00	N	0.00	3,500.00	3,500.00	N	0.00	3,500.00	Statutory	0.0%	
Application for a premises licence which already has a provisional statement	Statutory	1,200.00	N	0.00	1,200.00	1,200.00	N	0.00	1,200.00	Statutory	0.0%	
<b>New Casinos</b>												
<b>Regional Casino</b>												
Application Fee	Statutory	15,000.00	N	0.00	15,000.00	15,000.00	N	0.00	15,000.00	Statutory	0.0%	
Annual Fee	Statutory	15,000.00	N	0.00	15,000.00	15,000.00	N	0.00	15,000.00	Statutory	0.0%	
Application to vary	Statutory	7,500.00	N	0.00	7,500.00	7,500.00	N	0.00	7,500.00	Statutory	0.0%	
Application to transfer	Statutory	6,500.00	N	0.00	6,500.00	6,500.00	N	0.00	6,500.00	Statutory	0.0%	
Application for reinstatement of licence	Statutory	6,500.00	N	0.00	6,500.00	6,500.00	N	0.00	6,500.00	Statutory	0.0%	
Application for provisional statement	Statutory	15,000.00	N	0.00	15,000.00	15,000.00	N	0.00	15,000.00	Statutory	0.0%	
Application for a premises licence which already has a provisional statement	Statutory	8,000.00	N	0.00	8,000.00	8,000.00	N	0.00	8,000.00	Statutory	0.0%	
<b>Large Casinos</b>												
Application Fee	Statutory	15,000.00	N	0.00	15,000.00	15,000.00	N	0.00	15,000.00	Statutory	0.0%	
Annual Fee	Statutory	15,000.00	N	0.00	15,000.00	15,000.00	N	0.00	15,000.00	Statutory	0.0%	
Application to vary	Statutory	7,500.00	N	0.00	7,500.00	7,500.00	N	0.00	7,500.00	Statutory	0.0%	
Application to transfer	Statutory	6,500.00	N	0.00	6,500.00	6,500.00	N	0.00	6,500.00	Statutory	0.0%	
Application for reinstatement of licence	Statutory	6,500.00	N	0.00	6,500.00	6,500.00	N	0.00	6,500.00	Statutory	0.0%	
Application for provisional statement	Statutory	15,000.00	N	0.00	15,000.00	15,000.00	N	0.00	15,000.00	Statutory	0.0%	
Application for a premises licence already with provisional statement	Statutory	8,000.00	N	0.00	8,000.00	8,000.00	N	0.00	8,000.00	Statutory	0.0%	
Application Fee	Statutory	8,000.00	N	0.00	8,000.00	8,000.00	N	0.00	8,000.00	Statutory	0.0%	
Annual Fee	Statutory	5,000.00	N	0.00	5,000.00	5,000.00	N	0.00	5,000.00	Statutory	0.0%	
Application to vary	Statutory	4,000.00	N	0.00	4,000.00	4,000.00	N	0.00	4,000.00	Statutory	0.0%	
Application to transfer	Statutory	1,800.00	N	0.00	1,800.00	1,800.00	N	0.00	1,800.00	Statutory	0.0%	
Application for reinstatement of licence	Statutory	1,800.00	N	0.00	1,800.00	1,800.00	N	0.00	1,800.00	Statutory	0.0%	
Application for provisional statement	Statutory	8,000.00	N	0.00	8,000.00	8,000.00	N	0.00	8,000.00	Statutory	0.0%	
Application for a premises licence which already has a provisional statement	Statutory	3,000.00	N	0.00	3,000.00	3,000.00	N	0.00	3,000.00	Statutory	0.0%	
Application for FEC Gaming Machine Permit	Statutory	300.00	N	0.00	300.00	300.00	N	0.00	300.00	Statutory	0.0%	
Renewal Fee every 10 years	Statutory	300.00	N	0.00	300.00	300.00	N	0.00	300.00	Statutory	0.0%	
Fee for Change of Name	Statutory	25.00	N	0.00	25.00	25.00	N	0.00	25.00	Statutory	0.0%	
Fee for Copy of Permit	Statutory	15.00	N	0.00	15.00	15.00	N	0.00	15.00	Statutory	0.0%	
Temporary Use Notice	Statutory	470.00	N	0.00	470.00	470.00	N	0.00	470.00	Statutory	0.0%	
Replacement of Endorsed copy of Notice	Statutory	25.00	N	0.00	25.00	25.00	N	0.00	25.00	Statutory	0.0%	
Occasional Use Notice	Statutory	0.00	N	0.00	0.00		N	0.00	0.00	Statutory	0.0%	
Copy of the Premises Licence	Statutory	25.00	N	0.00	25.00	25.00	N	0.00	25.00	Statutory	0.0%	
Notification of change of circumstances for premises Licence	Statutory	50.00	N	0.00	50.00	50.00	N	0.00	50.00	Statutory	0.0%	
Application for Prize Gaming Permit	Statutory	300.00	N	0.00	300.00	300.00	N	0.00	300.00	Statutory	0.0%	
Application for Prize Gaming Permit (existing operator)	Statutory	100.00	N	0.00	100.00	100.00	N	0.00	100.00	Statutory	0.0%	
Renewal of Prize gaming Permit	Statutory	300.00	N	0.00	300.00	300.00	N	0.00	300.00	Statutory	0.0%	
Change of name on Prize Gaming Permit	Statutory	25.00	N	0.00	25.00	25.00	N	0.00	25.00	Statutory	0.0%	
Copy of Prize gaming Permit	Statutory	15.00	N	0.00	15.00	15.00	N	0.00	15.00	Statutory	0.0%	
Application for Club Gaming or Machine Permit	Statutory	200.00	N	0.00	200.00	200.00	N	0.00	200.00	Statutory	0.0%	

Description of Fee	Statutory or Non-Statutory	2020/21 Charge (Excl VAT) £	Subject to VAT	VAT £	2020/21 Total (inc VAT) £	2021/22 Proposed Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2021/22 Total (inc VAT) £	Basis of 21/22 Increase	2021/22 % Changes	2021/22 £ Changes
Application for Club Gaming or Machine Permit (existing holder)	Statutory	100.00	N	0.00	100.00	100.00	N	0.00	100.00	Statutory	0.0%	
Application for Club Gaming or Machine Permit (who holds a Club Premises Certificate under Licensing Act 2003)	Statutory	100.00	N	0.00	100.00	100.00	N	0.00	100.00	Statutory	0.0%	
Renewal of a Club Gaming or Machine Permit	Statutory	200.00	N	0.00	200.00	200.00	N	0.00	200.00	Statutory	0.0%	
Renewal of a Club Gaming or Machine Permit (who holds a Club Premises Certificate under Licensing Act 2003)	Statutory	100.00	N	0.00	100.00	100.00	N	0.00	100.00	Statutory	0.0%	
Annual fee for Club Gaming or Machine Permit	Statutory	50.00	N	0.00	50.00	50.00	N	0.00	50.00	Statutory	0.0%	
Application to vary club Gaming or Machine Permit	Statutory	100.00	N	0.00	100.00	100.00	N	0.00	100.00	Statutory	0.0%	
Copy of Club Gaming or Machine Permit	Statutory	15.00	N	0.00	15.00	15.00	N	0.00	15.00	Statutory	0.0%	
Notification of intention by licence holder to make available up to 2 gaming machines on premises which hold on-premises alcohol licence	Statutory	50.00	N	0.00	50.00	50.00	N	0.00	50.00	Statutory	0.0%	
Application for a Gaming Machine Permit (more than 2 machines) on premises which hold on-premises alcohol licence (existing holder of permit)	Statutory	100.00	N	0.00	100.00	100.00	N	0.00	100.00	Statutory	0.0%	
Application for a Gaming Machine Permit (more than 2 machines) on premises which hold on-premises alcohol licence (new application)	Statutory	150.00	N	0.00	150.00	150.00	N	0.00	150.00	Statutory	0.0%	
Annual fee for a Gaming Machine Permit (more than 2 machines) on premises which hold on-premises alcohol licence	Statutory	50.00	N	0.00	50.00	50.00	N	0.00	50.00	Statutory	0.0%	
Application to vary a Gaming Machine Permit (more than 2 machines) on premises which hold on-premises alcohol licence	Statutory	100.00	N	0.00	100.00	100.00	N	0.00	100.00	Statutory	0.0%	
Application to transfer a Gaming Machine Permit (more than 2 machines) on premises which hold on-premises alcohol licence	Statutory	25.00	N	0.00	25.00	25.00	N	0.00	25.00	Statutory	0.0%	
Change of name on a Gaming Machine Permit (more than 2 machines) on premises which hold on-premises alcohol licence	Statutory	25.00	N	0.00	25.00	25.00	N	0.00	25.00	Statutory	0.0%	
Copy of a Gaming Machine Permit (more than 2 machines) on premises which hold on-premises alcohol licence	Statutory	15.00	N	0.00	15.00	15.00	N	0.00	15.00	Statutory	0.0%	
Registration	Statutory	40.00	N	0.00	40.00	40.00	N	0.00	40.00	Statutory	0.0%	
Renewal	Statutory	20.00	N	0.00	20.00	20.00	N	0.00	20.00	Statutory	0.0%	
<b>Business Compliance</b>												
Buy with Confidence - No. of Employees 1-5	Non-Statutory	100.00	N	0.00	100.00	103.00	N	0.00	103.00	Market benchmarking	3.0%	
Buy with Confidence - No. of Employees 6-20	Non-Statutory	200.00	N	0.00	200.00	205.00	N	0.00	205.00	Market benchmarking	2.5%	
Buy with Confidence - No. of Employees 21-49	Non-Statutory	300.00	N	0.00	300.00	308.00	N	0.00	308.00	Market benchmarking	2.7%	
Export Certificates (per hour)	Non-Statutory	81.00	N	0.00	81.00	81.00	N	0.00	81.00	Market benchmarking	0.0%	
Pre-Inspection	Non-Statutory	125.00	Y	25.00	150.00	125.00	Y	25.00	150.00	Market benchmarking	0.0%	
FHRS Re-rating Inspection	Non-Statutory	175.00	N	0.00	175.00	175.00	N	0.00	175.00	Market benchmarking	0.0%	
Food Safety Advice (per hour)	Non-Statutory	81.00	N	0.00	81.00	81.00	N	0.00	81.00	Market benchmarking	0.0%	
Primary Authority Partnership (per hour)	Non-Statutory	95.00	N	0.00	95.00	95.00	N	0.00	95.00	Market benchmarking	0.0%	
Food Safety and Health and Safety Training (per person)	Non-Statutory	45.00	N	0.00	45.00	45.00	N	0.00	45.00	Market benchmarking	0.0%	
Weights and Measures Verification and Testing (per hour)	Non-Statutory	79.00	N	0.00	79.00	79.00	N	0.00	79.00	Market benchmarking	0.0%	
Trading Standards Advice (per hour)	Non-Statutory	79.00	N	0.00	79.00	81.00	N	0.00	81.00	Market benchmarking	2.5%	

Description of Fee	Statutory or Non-Statutory	2020/21 Charge (Excl VAT) £	Subject to VAT	VAT £	2020/21 Total (inc VAT) £	2021/22 Proposed Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2021/22 Total (inc VAT) £	Basis of 21/22 Increase	2021/22 % Changes	2021/22 £ Changes
<b>Fixed Penalty Notices</b>												
Dog Fouling Fixed Penalty Notice	Statutory	80.00	N	0.00	80.00	80.00	N	0.00	80.00	Statutory	0.0%	
Dog Exclusion Fixed Penalty Notice	Statutory	80.00	N	0.00	80.00	80.00	N	0.00	80.00	Statutory	0.0%	
Dog off Lead Fixed Penalty Notice	Statutory	80.00	N	0.00	80.00	80.00	N	0.00	80.00	Statutory	0.0%	
Fly Tipping Fixed Penalty Notice	Statutory	80.00	N	0.00	80.00	80.00	N	0.00	80.00	Statutory	0.0%	
Litter Fixed Penalty Notice	Statutory	80.00	N	0.00	80.00	80.00	N	0.00	80.00	Statutory	0.0%	
New Fly Tipping Fixed Penalty Notice (To be approved)						400.00	N	0.00	400.00	Statutory		400.00
<b>Environmental Permitting Regulations - set by DEFRA</b>												



Description of Fee	Statutory or Non-Statutory	2020/21 Charge (Excl VAT) £	Subject to VAT	VAT £	2020/21 Total (inc VAT) £	2021/22 Proposed Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2021/22 Total (inc VAT) £	Basis of 21/22 Increase	2021/22 % Changes	2021/22 £ Changes
<b>Pre-planning application advice</b>												
<u>DEVELOPMENT TEAM SERVICE</u>												
Meeting and written advice	Non-Statutory	833.33	Y	166.67	1,000.00	833.33	Y	166.67	1,000.00		0.0%	0.00
Follow up meetings	Non-Statutory	416.67	Y	83.33	500.00	416.67	Y	83.33	500.00		0.0%	0.00
Written advice only	Non-Statutory	500.00	Y	100.00	600.00	500.00	Y	100.00	600.00		0.0%	0.00
<u>MAJOR DEVELOPMENT SERVICE</u>												
Meeting and written advice	Non-Statutory	625.00	Y	125.00	750.00	625.00	Y	125.00	750.00		0.0%	0.00
Follow up meetings	Non-Statutory	312.50	Y	62.50	375.00	312.50	Y	62.50	375.00		0.0%	0.00
Written advice only	Non-Statutory	333.33	Y	66.67	400.00	333.33	Y	66.67	400.00		0.0%	0.00
<u>MINOR ADVICE SERVICE</u>												
Meeting and written advice	Non-Statutory	208.33	Y	41.67	250.00	208.33	Y	41.67	250.00		0.0%	0.00
Follow up meetings	Non-Statutory	104.17	Y	20.83	125.00	104.17	Y	20.83	125.00		0.0%	0.00
Written advice only	Non-Statutory	125.00	Y	25.00	150.00	125.00	Y	25.00	150.00		0.0%	0.00



Description of Fee	Statutory or Non-Statutory	2020/21 Charge (Excl VAT) £	Subject to VAT	VAT £	2020/21 Total (inc VAT) £	2021/22 Proposed Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2021/22 Total (inc VAT) £	Basis of 21/22 Increase	2021/22 % Changes	2021/22 £ Changes
<b>Planning Performance Agreements</b>												
Arranged on a bespoke basis when deemed appropriate with the agreement of developers with planning officer time charged at hourly rate of £100 for a Principal Planning Officer involvement.	Non-Statutory	83.33	Y	16.67	100.00	83.33	Y	16.67	100.00		0.0%	0.00
Where such agreements exist to recover costs of required external consultancy fees (such as Retail Impact Assessment specialists) plus an admin fee of 10%.					agreed on job by job basis				agreed on job by job basis			
<b>Planning Applications</b>												
<b>Operations</b>												
The erection of dwelling-houses (other than development in category 6): where the application is for outline planning permission and the site does not exceed 2.5 hectares, for each 0.1 hectare of the site area	Statutory	462.00	N	0.00	462.00	462.00	N	0.00	462.00		0.0%	0.00
where the application is for outline planning permission and the site area exceeds 2.5 hectares,	Statutory	11,432.00	N	0.00	11,432.00	11,432.00	N	0.00	11,432.00		0.0%	0.00
additional 0.1 hectare in excess of 2.5 hectares subject to a maximum £125,000	Statutory	138.00	N	0.00	138.00	138.00	N	0.00	138.00		0.0%	0.00
In other cases where the number of dwelling-houses to be created by the development is 50 or fewer, for each dwelling house	Statutory	462.00	N	0.00	462.00	462.00	N	0.00	462.00		0.0%	0.00
In other cases where the number of dwelling-houses to be created by the development exceeds 50	Statutory	22,859.00	N	0.00	22,859.00	22,859.00	N	0.00	22,859.00		0.0%	0.00
additional for each dwelling house in excess of 50 dwelling house subject to a maximum total of £250k	Statutory	138.00	N	0.00	138.00	138.00	N	0.00	138.00		0.0%	0.00
The erection of buildings (other than buildings in categories 1,3,4,5 or 7): where the application is for outline planning permission, and the site area does not exceed 2.5 hectares, for each 0.1 hectare of the site area	Statutory	462.00	N	0.00	462.00	462.00	N	0.00	462.00		0.0%	0.00
where the application is for outline planning permission, and the site area exceeds 2.5 hectares,												0.00
additional 0.1 hectare in excess of 2.5 hectares subject to a maximum £125,000	Statutory	138.00	N	0.00	138.00	138.00	N	0.00	138.00		0.0%	0.00
In other cases where no floor space is to be created by the development							N					0.00
In other cases where the area of gross floor space to be created by the development exceeds 40 sq metres	Statutory	234.00	N	0.00	234.00	234.00	N	0.00	234.00		0.0%	0.00
where the area of the gross floor space to be created by the development exceed 40 sq metres, but does not exceed 75 sq meters	Statutory	462.00	N	0.00	462.00	462.00	N	0.00	462.00		0.0%	0.00
where the area of the gross floor space to be created by the development exceed 75 sq metres, but does not exceed 3750 sq meters, for each 75 sq metres of that area	Statutory	462.00	N	0.00	462.00	462.00	N	0.00	462.00		0.0%	0.00
where the area of the gross floor space to be created by the development exceed 3750 sq metres	Statutory	22,859.00	N	0.00	22,859.00	22,859.00	N	0.00	22,859.00		0.0%	0.00
additional for each 75 square metres in excess of 3750 sq metres subject to a maximum in total of £250k	Statutory	138.00	N	0.00	138.00	138.00	N	0.00	138.00		0.0%	0.00
The erection, on land used for the purposes of agriculture, of buildings to be used for agricultural purposes (other than buildings in category 4):							N					0.00
where the application is for outline planning permission, and the site area does not exceed 2.5 hectares, for each 0.1 hectare of the site area	Statutory	462.00	N	0.00	462.00	462.00	N	0.00	462.00		0.0%	0.00
where the application is for outline planning permission, and the site area exceeds 2.5 hectares,	Statutory	11,432.00	N	0.00	11,432.00	11,432.00	N	0.00	11,432.00		0.0%	0.00
additional for each additional 0.1 hectare in excess of 2.5 hectares, subject to a maximum in total of £125k	Statutory	138.00	N	0.00	138.00	138.00	N	0.00	138.00		0.0%	0.00
in other cases where the area of gross floor space to be created by the development does not exceed 465 sq metres	Statutory	96.00	N	0.00	96.00	96.00	N	0.00	96.00		0.0%	0.00
in other cases where the area of gross floor space to be created by the development does not exceed 465 sq metres does not exceed 540 sq metres	Statutory	462.00	N	0.00	462.00	462.00	N	0.00	462.00		0.0%	0.00

Description of Fee	Statutory or Non-Statutory	2020/21 Charge (Excl VAT) £	Subject to VAT	VAT £	2020/21 Total (inc VAT) £	2021/22 Proposed Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2021/22 Total (inc VAT) £	Basis of 21/22 Increase	2021/22 % Changes	2021/22 £ Changes
in other cases where the area of the gross floor space to be created by the development exceeds 540 sq metres but does not exceed 4215 sq metres, for the first 540 sq metres	Statutory	462.00	N	0.00	462.00	462.00	N	0.00	462.00		0.0%	0.00
additional 75 square metres in excess of 540 sq metres	Statutory	462.00	N	0.00	462.00	462.00	N	0.00	462.00		0.0%	0.00
in other cases where the area of gross floor space to be created by the development exceeds 4215 sq metres	Statutory	22,859.00	N	0.00	22,859.00	22,859.00	N	0.00	22,859.00		0.0%	0.00
additional for each 75 square metres in excess of 4215 sq metres subject to a maximum in total of £250k	Statutory	138.00	N	0.00	138.00	138.00	N	0.00	138.00		0.0%	0.00
The erection of glasshouses on land used for the purpose of agriculture: where the area of gross floor space to be created by the development does not exceed 465 sq metres	Statutory	96.00	N	0.00	96.00	96.00	N	0.00	96.00		0.0%	0.00
where the area of gross floor space to be created by the development exceeds 465 sq metres	Statutory	2,580.00	N	0.00	2,580.00	2,580.00	N	0.00	2,580.00		0.0%	0.00
The erection, alteration or replacement of plant or machinery							N					0.00
where the site area does not exceed 5 hectares, for each 0.1 hectare of the site area	Statutory	462.00	N	0.00	462.00	462.00	N	0.00	462.00		0.0%	0.00
where the site area exceeds 5 hectares	Statutory	22,589.00	N	0.00	22,589.00	22,589.00	N	0.00	22,589.00		0.0%	0.00
additional for each 0.1 hectare in excess of 5 hectares subject to maximum in total of £250k	Statutory	138.00	N	0.00	138.00	138.00	N	0.00	138.00		0.0%	0.00
The enlargement, alteration or replacement of plant or machinery:						0.00	N	0.00	0.00			0.00
where the site area does not exceed 5 hectares, 0.1 hectare of the site area	Statutory	462.00	N	0.00	462.00	462.00	N	0.00	462.00		0.0%	0.00
where the site exceeds 5 hectares	Statutory	22,859.00	N	0.00	22,859.00	22,859.00	N	0.00	22,859.00		0.0%	0.00
an additional for each 0.1 hectare in excess of 5 hectares subject to a maximum in total of £250k	Statutory	138.00	N	0.00	138.00	138.00	N	0.00	138.00		0.0%	0.00
The enlargement, improvement or other alteration of existing dwelling houses	Statutory			0.00	0.00	0.00	N	0.00	0.00			0.00
where the application relates to one dwelling-house	Statutory	206.00	N	0.00	206.00	206.00	N	0.00	206.00		0.0%	0.00
where the application relates to 2 or more dwelling houses	Statutory	407.00	N	0.00	407.00	407.00	N	0.00	407.00		0.0%	0.00
The enlargement, improvement or other alteration of existing dwelling houses:												
the carrying out of operations (including the erection of a building) within the curtilage of an existing dwelling-house for purposes ancillary to the enjoyment of the dwelling - house as such, the erection or construction of gates, fences, walls or other mean of enclosure along a boundary of the curtilage for an existing dwelling- house including construction of a new vehicular access to a dwelling house	Statutory	206.00	N	0.00	206.00	206.00	N	0.00	206.00		0.0%	0.00
Access, car park etc for existing uses:												
the construction of car parks, service roads and other means of access on land used for the purposes of a single undertaking, where the development is required for a purpose incidental to the existing use of the land (not householder)	Statutory	234.00	N	0.00	234.00	234.00	N	0.00	234.00		0.0%	0.00
The carrying out of any operations connected with explanatory drilling for oil or natural gas:							N					
where the site area does not exceed 7.5 hectares, 0.1 hectare of the site area	Statutory	508.00	N	0.00	508.00	508.00	N	0.00	508.00		0.0%	0.00
where the site area exceeds 7.5 hectares	Statutory	38,070.00	N	0.00	38,070.00	38,070.00	N	0.00	38,070.00		0.0%	0.00
additional for each 0.1 hectare in excess of 7.5 hectares, subject to a maximum in total of £250k	Statutory	151.00	N	0.00	151.00	151.00	N	0.00	151.00		0.0%	0.00
The carrying out of any operations not coming within any of the above categories:							N					
in the case of the operations for the winning and working of minerals where the site area does not exceed 15 hectares for each 0.1 hectare of the site area	Statutory	257.00	N	0.00	257.00	257.00	N	0.00	257.00		0.0%	0.00
in the case of the operations for the winning and working of minerals where the site area exceeds 15 hectares	Statutory	38,520.00	N	0.00	38,520.00	38,520.00	N	0.00	38,520.00		0.0%	0.00
additional for each 0.1 hectare in excess of 15 hectares, subject to a maximum in total of £65k	Statutory	151.00	N	0.00	151.00	151.00	N	0.00	151.00		0.0%	0.00
in any other case for each 0.1 hectare of the site area, subject to a maximum of £1690	Statutory	234.00	N	0.00	234.00	234.00	N	0.00	234.00		0.0%	0.00

Description of Fee	Statutory or Non-Statutory	2020/21 Charge (Excl VAT) £	Subject to VAT	VAT £	2020/21 Total (inc VAT) £	2021/22 Proposed Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2021/22 Total (inc VAT) £	Basis of 21/22 Increase	2021/22 % Changes	2021/22 £ Changes
<b>Uses of Land</b>												
The change of use of a building to use as one or more separate dwelling - houses: where the change of use is from a previous use as a single dwelling-house to use as two or more single dwelling houses- where the change of use as 50 or fewer dwelling-houses	Statutory	462.00	N	0.00	462.00	462.00	N	0.00	462.00		0.0%	0.00
where the change of use is from a previous use as a single dwelling-house to use as two or more single dwelling houses- where the change of use is to use as more than 50 dwelling houses	Statutory	22,859.00	N	0.00	22,859.00	22,859.00	N	0.00	22,859.00		0.0%	0.00
additional for each dwelling house in excess of 50 dwelling house subject to a maximum total of £250k	Statutory	138.00	N	0.00	138.00	138.00	N	0.00	138.00		0.0%	0.00
In all other cases where the change of use is to use as 50 or fewer dwelling-houses- each dwelling house	Statutory	462.00	N	0.00	462.00	462.00	N	0.00	462.00		0.0%	0.00
In all other cases where the change of use is to use as more than 50 dwelling-houses additional for each dwelling-house in excess of 50 dwelling-houses subject to a maximum in total of £250k	Statutory	22,859.00	N	0.00	22,859.00	22,859.00	N	0.00	22,859.00		0.0%	0.00
	Statutory	138.00	N	0.00	138.00	138.00	N	0.00	138.00		0.0%	0.00
Waste disposal, and deposit and storage of minerals a) the use of land for the disposal of refuse or waste materials b) the deposit of material remaining after minerals have been extracted from land;or c) the storage of minerals in the open:												
where the site area does not exceed 15 hectares each 0.1 hectare of the site area	Statutory	234.00	N	0.00	234.00	234.00	N	0.00	234.00		0.0%	0.00
where the site area exceeds 15 hectares	Statutory	34,934.00	N	0.00	34,934.00	34,934.00	N	0.00	34,934.00		0.0%	0.00
additional for 0.1 hectare in excess of 15 hectares, subject to a maximum in total of £65k	Statutory	138.00	N	0.00	138.00	138.00	N	0.00	138.00		0.0%	0.00
The making of a material change in the use of building or land (other than a material change of use coming within any of the above categories)	Statutory	462.00	N	0.00	462.00	462.00	N	0.00	462.00		0.0%	0.00
<b>ADVERTISEMENTS</b>												
a) advertisements displayed externally on business premises, the forecourt of business premises or other land within the curtilage of business premises, wholly with reference to all or any of the following matters: i) the nature of the business or other activity carried on the premises ii) the goods sold or the services provided on the premises iii) the name and qualifications of the person carrying on such business or activity or supplying such goods or services	Statutory	132.00	N	0.00	132.00	132.00	N	0.00	132.00		0.0%	0.00
b) advertisements for the purpose of directing members of the public to, or otherwise drawing attention to the existence of business premises which are in the same locality as the site on which the advertisement is to be displayed but which are not visible from that site	Statutory	132.00	N	0.00	132.00	132.00	N	0.00	132.00		0.0%	0.00
c) all other advertisements	Statutory	462.00	N	0.00	462.00	462.00	N	0.00	462.00		0.0%	0.00
<b>ALL OTHER APPLICATIONS</b>												
<b>Lawful Development Certificates</b>												
a) application relating to an existing use or development. The fee is the amount that would be payable in respect of an application for planning permission	Statutory	462.00	N	0.00	462.00	462.00	N	0.00	462.00		0.0%	0.00
b) application relating to a proposed use or development. Half the amount that would be payable in respect of an application for planning permission	Statutory	231.00	N	0.00	231.00	231.00	N	0.00	231.00		0.0%	0.00
c) application relating to failure to comply with any condition or limitation attached to a planning permission	Statutory	234.00	N	0.00	234.00	234.00	N	0.00	234.00		0.0%	0.00
d) where an existing use specified in an application (section 191(1)(a)) is used as one or more dwellings. The fee payable shall be for each dwelling subject to a maximum of £250k	Statutory	462.00	N	0.00	462.00	462.00	N	0.00	462.00		0.0%	0.00
<b>Prior Approval Applications:</b>												
a) Part 3, change of use of buildings or land	Statutory	96.00	N	0.00	96.00	96.00	N	0.00	96.00		0.0%	0.00
b) part 6, agricultural buildings and operations	Statutory	96.00	N	0.00	96.00	96.00	N	0.00	96.00		0.0%	0.00
c) part 7, forestry buildings and operations	Statutory	96.00	N	0.00	96.00	96.00	N	0.00	96.00		0.0%	0.00



Description of Fee	Statutory or Non-Statutory	2020/21 Charge (Excl VAT) £	Subject to VAT	VAT £	2020/21 Total (inc VAT) £	2021/22 Proposed Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2021/22 Total (inc VAT) £	Basis of 21/22 Increase	2021/22 % Changes	2021/22 £ Changes
d) part 31, demolition of buildings	Statutory	96.00	N	0.00	96.00	96.00	N	0.00	96.00		0.0%	0.00
e) part 24, development by telecommunications code system operators	Statutory	462.00	N	0.00	462.00	462.00	N	0.00	462.00		0.0%	0.00
Variation of condition:	Statutory						N					
application for removal or variation of a condition following grant of planning permission	Statutory	234.00	N	0.00	234.00	234.00	N	0.00	234.00		0.0%	0.00
Discharge of condition							N					
request for confirmation that one or more planning conditions have been complied with -							N					
householder application per request	Statutory	34.00	N	0.00	34.00	34.00	N	0.00	34.00		0.0%	0.00
other applications per request	Statutory	116.00	N	0.00	116.00	116.00	N	0.00	116.00		0.0%	0.00
Application for a non-material amendment following a grant of planning permission-							N					
a) if the application is a householder application	Statutory	34.00	N	0.00	34.00	34.00	N	0.00	34.00		0.0%	0.00
b) in any other case	Statutory	234.00	N	0.00	234.00	234.00	N	0.00	234.00		0.0%	0.00

Description of Fee	Statutory or Non-Statutory	2020/21 Charge (Excl VAT) £	Subject to VAT	VAT £	2020/21 Total (inc VAT) £	2021/22 Proposed Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2021/22 Total (inc VAT) £	Basis of 21/22 Increase	2021/22 % Changes	2021/22 £ Changes
<b>Building Control</b>												
Plan Charge for - Single storey extension floor area not exceeding 10m2	Non-Statutory	370.00	Y	74.00	444.00	370.00	Y	74.00	444.00		0.0%	0.00
Building Notice Charge for - Single storey extension floor area not exceeding 10m2	Non-Statutory	436.00	Y	87.20	523.20	436.00	Y	87.20	523.20		0.0%	0.00
Plan Charge for - Single storey extension floor area not exceeding 10m2	Non-Statutory	198.00	Y	39.60	237.60	198.00	Y	39.60	237.60		0.0%	0.00
Inspection Charge for - Single storey extension floor area exceeding 10m2 but not exceeding 40m2	Non-Statutory	317.00	Y	63.40	380.40	317.00	Y	63.40	380.40		0.0%	0.00
Building Notice Charge for - Single storey extension floor area exceeding 10m2 but not exceeding 40m2	Non-Statutory	581.00	Y	116.20	697.20	581.00	Y	116.20	697.20		0.0%	0.00
Plan Charge for - Single storey extension floor area not exceeding 10m2	Non-Statutory	198.00	Y	39.60	237.60	198.00	Y	39.60	237.60		0.0%	0.00
Inspection Charge for - Single storey extension floor area exceeding 40m2 but not exceeding 80m2	Non-Statutory	396.00	Y	79.20	475.20	396.00	Y	79.20	475.20		0.0%	0.00
Building Notice Charge for - Single storey extension floor area exceeding 40m2 but not exceeding 80m2	Non-Statutory	660.00	Y	132.00	792.00	660.00	Y	132.00	792.00		0.0%	0.00
Plan Charge for - Single storey extension floor area exceeding 10m2 but not exceeding 40m2	Non-Statutory	198.00	Y	39.60	237.60	198.00	Y	39.60	237.60		0.0%	0.00
Inspection Charge for - Two storey extension floor area not exceeding 40m2	Non-Statutory	396.00	Y	79.20	475.20	396.00	Y	79.20	475.20		0.0%	0.00
Building Notice Charge for - Two storey extension floor area not exceeding 40m2	Non-Statutory	660.00	Y	132.00	792.00	660.00	Y	132.00	792.00		0.0%	0.00
Plan Charge for - Single storey extension floor area exceeding 10m2 but not exceeding 40m2	Non-Statutory	198.00	Y	39.60	237.60	198.00	Y	39.60	237.60		0.0%	0.00
Inspection Charge for - Two storey extension floor area exceeding 40m2 but not exceeding 100m2	Non-Statutory	442.00	Y	88.40	530.40	442.00	Y	88.40	530.40		0.0%	0.00
Building Notice Charge for - Two storey extension floor area exceeding 40m2 but not exceeding 100m2	Non-Statutory	706.00	Y	141.20	847.20	706.00	Y	141.20	847.20		0.0%	0.00
Plan Charge for - Single storey extension floor area exceeding 10m2 but not exceeding 40m2	Non-Statutory	396.00	Y	79.20	475.20	396.00	Y	79.20	475.20		0.0%	0.00
Building Notice Charge for - Loft Conversion that does not increase the volume of the dwelling (max floor area 50m2)	Non-Statutory	436.00	Y	87.20	523.20	436.00	Y	87.20	523.20		0.0%	0.00
Plan Charge for - Single storey extension floor area exceeding 40m2 but not exceeding 80m2	Non-Statutory	198.00	Y	39.60	237.60	198.00	Y	39.60	237.60		0.0%	0.00
Inspection Charge for - Loft conversion that increases the volume of the dwelling (max floor area 50m2)	Non-Statutory	238.00	Y	47.60	285.60	238.00	Y	47.60	285.60		0.0%	0.00
Building Notice Charge for - Loft conversion that increases the volume of the dwelling (max floor area 50m2)	Non-Statutory	475.00	Y	95.00	570.00	475.00	Y	95.00	570.00		0.0%	0.00
Plan Charge for - Single storey extension floor area exceeding 40m2 but not exceeding 80m2	Non-Statutory	238.00	Y	47.60	285.60	238.00	Y	47.60	285.60		0.0%	0.00
Building Notice Charge for - Erection or extension of a non exempt detached garage or carport up to 100m2	Non-Statutory	277.00	Y	55.40	332.40	277.00	Y	55.40	332.40		0.0%	0.00
Plan Charge for - Single storey extension floor area exceeding 40m2 but not exceeding 80m2	Non-Statutory	317.00	Y	63.40	380.40	317.00	Y	63.40	380.40		0.0%	0.00
Building Notice Charge for - Erection of a non exempt attached single storey extension of a garage or carport up to 100m2	Non-Statutory	356.00	Y	71.20	427.20	356.00	Y	71.20	427.20		0.0%	0.00
Plan Charge for - Two storey extension floor area not exceeding 40m2	Non-Statutory	238.00	Y	47.60	285.60	238.00	Y	47.60	285.60		0.0%	0.00
Building Notice Charge for - Attached Garage Conversion to a create a habitable room / kitchen or utility space	Non-Statutory	277.00	Y	55.40	332.40	277.00	Y	55.40	332.40		0.0%	0.00
Plan Charge for - Two storey extension floor area not exceeding 40m2	Non-Statutory	317.00	Y	63.40	380.40	317.00	Y	63.40	380.40		0.0%	0.00
Building Notice Charge for - Erection of a multi storey detached ancillary building upto 100m2 floor area	Non-Statutory	356.00	Y	71.20	427.20	356.00	Y	71.20	427.20		0.0%	0.00
Plan Charge for - Two storey extension floor area not exceeding 40m2	Non-Statutory	359.00	Y	71.80	430.80	359.00	Y	71.80	430.80		0.0%	0.00
Building Notice Charge for - Creation of a Basement up to 100m2 - add charge when an extension includes a basebent extension there is an additional charge to the extension charge of £200 plus vat	Non-Statutory	398.00	Y	79.60	477.60	398.00	Y	79.60	477.60		0.0%	0.00
Plan Charge for - Two storey extension floor area exceeding 40m2 but not exceeding 100m2	Non-Statutory	350.00	Y	70.00	420.00	350.00	Y	70.00	420.00		0.0%	0.00
Building Notice Charge for - Domestic alterations to a single building: underpinning (up to 20 linear metres)	Non-Statutory	350.00	Y	70.00	420.00	350.00	Y	70.00	420.00		0.0%	0.00

Description of Fee	Statutory or Non-Statutory	2020/21 Charge (Excl VAT) £	Subject to VAT	VAT £	2020/21 Total (inc VAT) £	2021/22 Proposed Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2021/22 Total (inc VAT) £	Basis of 21/22 Increase	2021/22 % Changes	2021/22 £ Changes
Plan Charge for - Two storey extension floor area exceeding 40m2 but not exceeding 100m2	Non-Statutory	142.00	Y	28.40	170.40	142.00	Y	28.40	170.40		0.0%	0.00
Building Notice Charge for - Domestic alterations to a single building:Renovation of a thermal element to a single dwelling	Non-Statutory	142.00	Y	28.40	170.40	142.00	Y	28.40	170.40		0.0%	0.00
Plan Charge for - Loft Conversion that does not increase the volume of the dwelling (max floor area 50m2)	Non-Statutory	204.00	Y	40.80	244.80	204.00	Y	40.80	244.80		0.0%	0.00
Building Notice Charge for - Estimated cost less than £2,000	Non-Statutory	204.00	Y	40.80	244.80	204.00	Y	40.80	244.80		0.0%	0.00
Plan Charge for - Loft Conversion that does not increase the volume of the dwelling (max floor area 50m2)	Non-Statutory	274.00	Y	54.80	328.80	274.00	Y	54.80	328.80		0.0%	0.00
Building Notice Charge for - Estimated cost over £2,000 up to £5000	Non-Statutory	274.00	Y	54.80	328.80	274.00	Y	54.80	328.80		0.0%	0.00
Plan Charge for - Loft conversion that increases the volume of the dwelling (max floor area 50m2)	Non-Statutory	338.00	Y	67.60	405.60	338.00	Y	67.60	405.60		0.0%	0.00
Building Notice Charge for - Estimated cost exceeding £5,000 up to £25,000	Non-Statutory	338.00	Y	67.60	405.60	338.00	Y	67.60	405.60		0.0%	0.00
Plan Charge for - Loft conversion that increases the volume of the dwelling (max floor area 50m2)	Non-Statutory	141.00	Y	28.20	169.20	141.00	Y	28.20	169.20		0.0%	0.00
Inspection Charge for - Estimated cost exceeding £25,001 and up to £50,000	Non-Statutory	309.00	Y	61.80	370.80	309.00	Y	61.80	370.80		0.0%	0.00
Building Notice Charge for - Estimated cost exceeding £25,001 and up to £50,000	Non-Statutory	450.00	Y	90.00	540.00	450.00	Y	90.00	540.00		0.0%	0.00
Plan Charge for - Loft conversion that increases the volume of the dwelling (max floor area 50m2)	Non-Statutory	141.00	Y	28.20	169.20	141.00	Y	28.20	169.20		0.0%	0.00
Inspection Charge for - Estimated cost exceeding £50,001 and up to £75,000	Non-Statutory	421.00	Y	84.20	505.20	421.00	Y	84.20	505.20		0.0%	0.00
Building Notice Charge for - Estimated cost exceeding £50,001 and up to £75,000	Non-Statutory	562.00	Y	112.40	674.40	562.00	Y	112.40	674.40		0.0%	0.00
Plan Charge for - Erection or extension of a non exempt detached garage or carport up to 100m2	Non-Statutory	238.00	Y	47.60	285.60	238.00	Y	47.60	285.60		0.0%	0.00
Building Notice Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work. Carried out by an electrician not a member of a competent persons scheme, capable of demonstrating upto date qualifications and providing all design information, installation and test certification. - Any electrical works other than rewiring of a dwelling	Non-Statutory	238.00	Y	47.60	285.60	238.00	Y	47.60	285.60		0.0%	0.00
Plan Charge for - Erection or extension of a non exempt detached garage or carport up to 100m2	Non-Statutory	317.00	Y	63.40	380.40	317.00	Y	63.40	380.40		0.0%	0.00
Building Notice Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work. Carried out by an electrician not a member of a competent persons scheme, capable of demonstrating upto date qualifications and providing all design information, installation and test certification. - Rewiring or new installation in a dwelling	Non-Statutory	317.00	Y	63.40	380.40	317.00	Y	63.40	380.40		0.0%	0.00
Plan Charge for - Erection or extension of a non exempt detached garage or carport up to 100m2	Non-Statutory	198.00	Y	39.60	237.60	198.00	Y	39.60	237.60		0.0%	0.00
Building Notice Charge for - Domestic Electrical Works: Additional charge for 'notifiable' electrical works carried out at the same time as the other work categories above. Carried out by an electrician not a member of a competent persons scheme, capable of demonstrating upto date qualifications and providing all design information, installation and test certification.	Non-Statutory	198.00	Y	39.60	237.60	198.00	Y	39.60	237.60		0.0%	0.00
Plan Charge for - Erection of a non exempt attached single storey extension of a garage or carport up to 100m2	Non-Statutory	337.00	Y	67.40	404.40	337.00	Y	67.40	404.40		0.0%	0.00
Building Notice Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work (carried out by a non qualified person) - Any electrical works other than rewiring of a dwelling	Non-Statutory	337.00	Y	67.40	404.40	337.00	Y	67.40	404.40		0.0%	0.00
Plan Charge for - Erection of a non exempt attached single storey extension of a garage or carport up to 100m2	Non-Statutory	450.00	Y	90.00	540.00	450.00	Y	90.00	540.00		0.0%	0.00
Building Notice Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work (carried out by a non qualified person) - Rewiring or new installation in a dwelling	Non-Statutory	450.00	Y	90.00	540.00	450.00	Y	90.00	540.00		0.0%	0.00
Plan Charge for - Erection of a non exempt attached single storey extension of a garage or carport up to 100m2	Non-Statutory	264.00	Y	52.80	316.80	264.00	Y	52.80	316.80		0.0%	0.00



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Building Notice Charge for - Domestic Electrical Works: Additional charge for 'notifiable' electrical works carried out at the same time as the other work categories above (carried out by a non qualified person)	Non-Statutory	264.00	Y	52.80	316.80	264.00	Y	52.80	316.80		0.0%	0.00
Plan Charge for - Attached Garage Conversion to a create a habitable room / kitchen or utility space	Non-Statutory	158.00	Y	31.60	189.60	158.00	Y	31.60	189.60		0.0%	0.00
Inspection Charge for - Solid fuel appliances: Installation of a solid fuel appliance by non- competent person scheme member e.g. not HETAS registered	Non-Statutory	365.00	Y	73.00	438.00	365.00	Y	73.00	438.00		0.0%	0.00
Building Notice Charge for - Solid fuel appliances: Installation of a solid fuel appliance by non- competent person scheme member e.g. not HETAS registered	Non-Statutory	523.00	Y	104.60	627.60	523.00	Y	104.60	627.60		0.0%	0.00
Plan Charge for - Attached Garage Conversion to a create a habitable room / kitchen or utility space	Non-Statutory	119.00	Y	23.80	142.80	119.00	Y	23.80	142.80		0.0%	0.00
Building Notice Charge for - Domestic Window Replacements: Window replacements (non competent persons scheme member) - per installation up to 10 windows	Non-Statutory	119.00	Y	23.80	142.80	119.00	Y	23.80	142.80		0.0%	0.00
Plan Charge for - Attached Garage Conversion to a create a habitable room / kitchen or utility space	Non-Statutory	224.00	Y	44.80	268.80	224.00	Y	44.80	268.80		0.0%	0.00
Building Notice Charge for - Domestic Window Replacements: Window replacements (non competent persons scheme member) - per installation upto 11 to 20 windows	Non-Statutory	224.00	Y	44.80	268.80	224.00	Y	44.80	268.80		0.0%	0.00
Plan Charge for - Erection of a multi storey detached ancillary building upto 100m2 floor area	Non-Statutory	300.00	Y	60.00	360.00	300.00	Y	60.00	360.00		0.0%	0.00
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings. - 1 dwelling	Non-Statutory	429.00	Y	85.80	514.80	429.00	Y	85.80	514.80		0.0%	0.00
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 1 dwelling	Non-Statutory	888.00	Y	177.60	1,065.60	888.00	Y	177.60	1,065.60		0.0%	0.00
Plan Charge for - Erection of a multi storey detached ancillary building upto 100m2 floor area	Non-Statutory	386.00	Y	77.20	463.20	386.00	Y	77.20	463.20		0.0%	0.00
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 2 dwellings	Non-Statutory	601.00	Y	120.20	721.20	601.00	Y	120.20	721.20		0.0%	0.00
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 2 dwellings	Non-Statutory	1,145.00	Y	229.00	1,374.00	1,145.00	Y	229.00	1,374.00		0.0%	0.00
Plan Charge for - Erection of a multi storey detached ancillary building upto 100m2 floor area	Non-Statutory	472.00	Y	94.40	566.40	472.00	Y	94.40	566.40		0.0%	0.00
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 3 dwellings	Non-Statutory	729.00	Y	145.80	874.80	729.00	Y	145.80	874.80		0.0%	0.00
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 3 dwellings	Non-Statutory	1,360.00	Y	272.00	1,632.00	1,360.00	Y	272.00	1,632.00		0.0%	0.00
Plan Charge for - Creation of a Basement up to 100m2 - add charge when an extension includes a basebent extension there is an additional charge to the extension charge of £200 plus vat	Non-Statutory	568.00	Y	113.60	681.60	568.00	Y	113.60	681.60		0.0%	0.00
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 4 dwellings	Non-Statutory	858.00	Y	171.60	1,029.60	858.00	Y	171.60	1,029.60		0.0%	0.00
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 4 dwellings	Non-Statutory	1,584.00	Y	316.80	1,900.80	1,584.00	Y	316.80	1,900.80		0.0%	0.00
Plan Charge for - Creation of a Basement up to 100m2 - add charge when an extension includes a basebent extension there is an additional charge to the extension charge of £200 plus vat	Non-Statutory	644.00	Y	128.80	772.80	644.00	Y	128.80	772.80		0.0%	0.00
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 5 dwellings	Non-Statutory	987.00	Y	197.40	1,184.40	987.00	Y	197.40	1,184.40		0.0%	0.00
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 5 dwellings	Non-Statutory	1,789.00	Y	357.80	2,146.80	1,789.00	Y	357.80	2,146.80		0.0%	0.00
Plan Charge for - Creation of a Basement up to 100m2 - add charge when an extension includes a basebent extension there is an additional charge to the extension charge of £200 plus vat	Non-Statutory	648.00	Y	129.60	777.60	648.00	Y	129.60	777.60		0.0%	0.00
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 6 dwellings	Non-Statutory	1,153.00	Y	230.60	1,383.60	1,153.00	Y	230.60	1,383.60		0.0%	0.00

Description of Fee	Statutory or Non-Statutory	2020/21 Charge (Excl VAT) £	Subject to VAT	VAT £	2020/21 Total (inc VAT) £	2021/22 Proposed Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2021/22 Total (inc VAT) £	Basis of 21/22 Increase	2021/22 % Changes	2021/22 £ Changes
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 6 dwellings	Non-Statutory	1,959.00	Y	391.80	2,350.80	1,959.00	Y	391.80	2,350.80		0.0%	0.00
Plan Charge for - Individually determined charges - mainly relates to larger schemes	Non-Statutory	651.00	Y	130.20	781.20	651.00	Y	130.20	781.20		0.0%	0.00
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 7 dwellings	Non-Statutory	1,179.00	Y	235.80	1,414.80	1,179.00	Y	235.80	1,414.80		0.0%	0.00
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 7 dwellings	Non-Statutory	1,989.00	Y	397.80	2,386.80	1,989.00	Y	397.80	2,386.80		0.0%	0.00
Plan Charge for - Individually determined charges - mainly relates to larger schemes	Non-Statutory	656.00	Y	131.20	787.20	656.00	Y	131.20	787.20		0.0%	0.00
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 8 dwellings	Non-Statutory	1,354.00	Y	270.80	1,624.80	1,354.00	Y	270.80	1,624.80		0.0%	0.00
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 8 dwellings	Non-Statutory	2,168.00	Y	433.60	2,601.60	2,168.00	Y	433.60	2,601.60		0.0%	0.00
Plan Charge for - Individually determined charges - mainly relates to larger schemes	Non-Statutory	659.00	Y	131.80	790.80	659.00	Y	131.80	790.80		0.0%	0.00
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 9 dwellings	Non-Statutory	1,542.00	Y	308.40	1,850.40	1,542.00	Y	308.40	1,850.40		0.0%	0.00
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 9 dwellings	Non-Statutory	2,360.00	Y	472.00	2,832.00	2,360.00	Y	472.00	2,832.00		0.0%	0.00
Plan Charge for - Domestic alterations to a single building: underpinning (up to 20 linear metres)	Non-Statutory	663.00	Y	132.60	795.60	663.00	Y	132.60	795.60		0.0%	0.00
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 10 dwellings	Non-Statutory	1,717.00	Y	343.40	2,060.40	1,717.00	Y	343.40	2,060.40		0.0%	0.00
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 10 dwellings	Non-Statutory	2,539.00	Y	507.80	3,046.80	2,539.00	Y	507.80	3,046.80		0.0%	0.00
Plan Charge for - Domestic alterations to a single building: underpinning (up to 20 linear metres)	Non-Statutory	667.00	Y	133.40	800.40	667.00	Y	133.40	800.40		0.0%	0.00
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 11 dwellings	Non-Statutory	1,877.00	Y	375.40	2,252.40	1,877.00	Y	375.40	2,252.40		0.0%	0.00
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 11 dwellings	Non-Statutory	2,703.00	Y	540.60	3,243.60	2,703.00	Y	540.60	3,243.60		0.0%	0.00
Plan Charge for - Domestic alterations to a single building: underpinning (up to 20 linear metres)	Non-Statutory	671.00	Y	134.20	805.20	671.00	Y	134.20	805.20		0.0%	0.00
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 12 dwellings	Non-Statutory	2,044.00	Y	408.80	2,452.80	2,044.00	Y	408.80	2,452.80		0.0%	0.00
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 12 dwellings	Non-Statutory	2,873.00	Y	574.60	3,447.60	2,873.00	Y	574.60	3,447.60		0.0%	0.00
Plan Charge for - Domestic alterations to a single building:Renovation of a thermal element to a single dwelling	Non-Statutory	674.00	Y	134.80	808.80	674.00	Y	134.80	808.80		0.0%	0.00
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings -13 dwellings	Non-Statutory	2,210.00	Y	442.00	2,652.00	2,210.00	Y	442.00	2,652.00		0.0%	0.00
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings -13 dwellings	Non-Statutory	3,043.00	Y	608.60	3,651.60	3,043.00	Y	608.60	3,651.60		0.0%	0.00
Plan Charge for - Domestic alterations to a single building:Renovation of a thermal element to a single dwelling	Non-Statutory	679.00	Y	135.80	814.80	679.00	Y	135.80	814.80		0.0%	0.00
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 14 dwellings	Non-Statutory	2,376.00	Y	475.20	2,851.20	2,376.00	Y	475.20	2,851.20		0.0%	0.00
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 14 dwellings	Non-Statutory	3,213.00	Y	642.60	3,855.60	3,213.00	Y	642.60	3,855.60		0.0%	0.00
Plan Charge for - Domestic alterations to a single building:Renovation of a thermal element to a single dwelling	Non-Statutory	683.00	Y	136.60	819.60	683.00	Y	136.60	819.60		0.0%	0.00
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 15 dwellings	Non-Statutory	2,542.00	Y	508.40	3,050.40	2,542.00	Y	508.40	3,050.40		0.0%	0.00
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 15 dwellings	Non-Statutory	3,384.00	Y	676.80	4,060.80	3,384.00	Y	676.80	4,060.80		0.0%	0.00
Plan Charge for - Domestic alterations to a single building: Alterations, installation of fittings (not electrical) and / or, structural alterations:	Non-Statutory	686.00	Y	137.20	823.20	686.00	Y	137.20	823.20		0.0%	0.00

Description of Fee	Statutory or Non-Statutory	2020/21 Charge (Excl VAT) £	Subject to VAT	VAT £	2020/21 Total (inc VAT) £	2021/22 Proposed Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2021/22 Total (inc VAT) £	Basis of 21/22 Increase	2021/22 % Changes	2021/22 £ Changes
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 16 dwellings	Non-Statutory	2,708.00	Y	541.60	3,249.60	2,708.00	Y	541.60	3,249.60		0.0%	0.00
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 16 dwellings	Non-Statutory	3,554.00	Y	710.80	4,264.80	3,554.00	Y	710.80	4,264.80		0.0%	0.00
Plan Charge for - Domestic alterations to a single building: Alterations, installation of fittings (not electrical) and / or, structural alterations:	Non-Statutory	691.00	Y	138.20	829.20	691.00	Y	138.20	829.20		0.0%	0.00
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 17 dwellings	Non-Statutory	2,875.00	Y	575.00	3,450.00	2,875.00	Y	575.00	3,450.00		0.0%	0.00
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 17 dwellings	Non-Statutory	3,724.00	Y	744.80	4,468.80	3,724.00	Y	744.80	4,468.80		0.0%	0.00
Plan Charge for - Domestic alterations to a single building: Alterations, installation of fittings (not electrical) and / or, structural alterations:	Non-Statutory	694.00	Y	138.80	832.80	694.00	Y	138.80	832.80		0.0%	0.00
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 18 dwellings	Non-Statutory	3,042.00	Y	608.40	3,650.40	3,042.00	Y	608.40	3,650.40		0.0%	0.00
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 18 dwellings	Non-Statutory	3,894.00	Y	778.80	4,672.80	3,894.00	Y	778.80	4,672.80		0.0%	0.00
Plan Charge for - Estimated cost less than £2,000	Non-Statutory	699.00	Y	139.80	838.80	699.00	Y	139.80	838.80		0.0%	0.00
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 19 dwellings	Non-Statutory	3,208.00	Y	641.60	3,849.60	3,208.00	Y	641.60	3,849.60		0.0%	0.00
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 19 dwellings	Non-Statutory	4,065.00	Y	813.00	4,878.00	4,065.00	Y	813.00	4,878.00		0.0%	0.00
Plan Charge for - Estimated cost less than £2,000	Non-Statutory	238.00	Y	47.60	285.60	238.00	Y	47.60	285.60		0.0%	0.00
Inspection Charge for - Floor area not exceeding 10m squared: - other residential (institution and Other)	Non-Statutory	601.00	Y	120.20	721.20	601.00	Y	120.20	721.20		0.0%	0.00
Plan Charge for - Estimated cost over £2,000 up to £5000	Non-Statutory	238.00	Y	47.60	285.60	238.00	Y	47.60	285.60		0.0%	0.00
Inspection Charge for - Floor area not exceeding 10m squared: - Assembly and Recreational use	Non-Statutory	515.00	Y	103.00	618.00	515.00	Y	103.00	618.00		0.0%	0.00
Plan Charge for - Estimated cost over £2,000 up to £5000	Non-Statutory	238.00	Y	47.60	285.60	238.00	Y	47.60	285.60		0.0%	0.00
Inspection Charge for - Floor area not exceeding 10m squared: - Industrial and storage usage	Non-Statutory	343.00	Y	68.60	411.60	343.00	Y	68.60	411.60		0.0%	0.00
Plan Charge for - Estimated cost over £2,000 up to £5000	Non-Statutory	238.00	Y	47.60	285.60	238.00	Y	47.60	285.60		0.0%	0.00
Inspection Charge for - Floor area not exceeding 10m squared: - All other use classes	Non-Statutory	515.00	Y	103.00	618.00	515.00	Y	103.00	618.00		0.0%	0.00
Plan Charge for - Estimated cost exceeding £5,000 up to £25,000	Non-Statutory	317.00	Y	63.40	380.40	317.00	Y	63.40	380.40		0.0%	0.00
Inspection Charge for - Floor area exceeding 10m squared but not exceeding 40m squared: - other residential (institution and Other)	Non-Statutory	686.00	Y	137.20	823.20	686.00	Y	137.20	823.20		0.0%	0.00
Plan Charge for - Estimated cost exceeding £5,000 up to £25,000	Non-Statutory	317.00	Y	63.40	380.40	317.00	Y	63.40	380.40		0.0%	0.00
Inspection Charge for - Floor area exceeding 10m squared but not exceeding 40m squared: -Assembly and Recreational use	Non-Statutory	601.00	Y	120.20	721.20	601.00	Y	120.20	721.20		0.0%	0.00
Plan Charge for - Estimated cost exceeding £5,000 up to £25,000	Non-Statutory	317.00	Y	63.40	380.40	317.00	Y	63.40	380.40		0.0%	0.00
Inspection Charge for - Floor area exceeding 10m squared but not exceeding 40m squared: -Industrial and storage usage	Non-Statutory	429.00	Y	85.80	514.80	429.00	Y	85.80	514.80		0.0%	0.00
Plan Charge for - Estimated cost exceeding £25,001 and up to £50,000	Non-Statutory	317.00	Y	63.40	380.40	317.00	Y	63.40	380.40		0.0%	0.00
Inspection Charge for - Floor area exceeding 10m squared but not exceeding 40m squared: -All other use classes	Non-Statutory	601.00	Y	120.20	721.20	601.00	Y	120.20	721.20		0.0%	0.00
Plan Charge for - Estimated cost exceeding £25,001 and up to £50,000	Non-Statutory	396.00	Y	79.20	475.20	396.00	Y	79.20	475.20		0.0%	0.00
Inspection Charge for - Floor area exceeding 40m squared but not exceeding 100m squared: -other residential (institution and Other)	Non-Statutory	772.00	Y	154.40	926.40	772.00	Y	154.40	926.40		0.0%	0.00
Plan Charge for - Estimated cost exceeding £25,001 and up to £50,000	Non-Statutory	317.00	Y	63.40	380.40	317.00	Y	63.40	380.40		0.0%	0.00
Inspection Charge for - Floor area exceeding 40m squared but not exceeding 100m squared: -Assembly and Recreational use	Non-Statutory	686.00	Y	137.20	823.20	686.00	Y	137.20	823.20		0.0%	0.00
Plan Charge for - Estimated cost exceeding £50,001 and up to £75,000	Non-Statutory	317.00	Y	63.40	380.40	317.00	Y	63.40	380.40		0.0%	0.00
Inspection Charge for - Floor area exceeding 40m squared but not exceeding 100m squared: -Industrial and storage usage	Non-Statutory	515.00	Y	103.00	618.00	515.00	Y	103.00	618.00		0.0%	0.00
Plan Charge for - Estimated cost exceeding £50,001 and up to £75,000	Non-Statutory	317.00	Y	63.40	380.40	317.00	Y	63.40	380.40		0.0%	0.00
Inspection Charge for - Floor area exceeding 40m squared but not exceeding 100m squared: -All other use classes	Non-Statutory	686.00	Y	137.20	823.20	686.00	Y	137.20	823.20		0.0%	0.00



Description of Fee	Statutory or Non-Statutory	2020/21 Charge (Excl VAT) £	Subject to VAT	VAT £	2020/21 Total (inc VAT) £	2021/22 Proposed Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2021/22 Total (inc VAT) £	Basis of 21/22 Increase	2021/22 % Changes	2021/22 £ Changes
Plan Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work. Carried out by an electrician not a member of a competent persons scheme, capable of demonstrating upto date qualifications and providing all design information, installation and test certification. - Any electrical works other than rewiring of a dwelling	Non-Statutory	349.00	Y	69.80	418.80	349.00	Y	69.80	418.80		0.0%	0.00
Plan Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work. Carried out by an electrician not a member of a competent persons scheme, capable of demonstrating upto date qualifications and providing all design information, installation and test certification. - Any electrical works other than rewiring of a dwelling	Non-Statutory	112.00	Y	22.40	134.40	112.00	Y	22.40	134.40		0.0%	0.00
Inspection Charge for - Underpinning: -estimated cost exceeding £50k and up to £100k	Non-Statutory	337.00	Y	67.40	404.40	337.00	Y	67.40	404.40		0.0%	0.00
Plan Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work. Carried out by an electrician not a member of a competent persons scheme, capable of demonstrating upto date qualifications and providing all design information, installation and test certification. - Rewiring or new installation in a dwelling	Non-Statutory	168.00	Y	33.60	201.60	168.00	Y	33.60	201.60		0.0%	0.00
Inspection Charge for - Underpinning: -estimated cost exceeding £100k and up to £250k	Non-Statutory	393.00	Y	78.60	471.60	393.00	Y	78.60	471.60		0.0%	0.00
Plan Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work. Carried out by an electrician not a member of a competent persons scheme, capable of demonstrating upto date qualifications and providing all design information, installation and test certification. - Rewiring or new installation in a dwelling	Non-Statutory	119.00	Y	23.80	142.80	119.00	Y	23.80	142.80		0.0%	0.00
Plan Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work. Carried out by an electrician not a member of a competent persons scheme, capable of demonstrating upto date qualifications and providing all design information, installation and test certification. - Rewiring or new installation in a dwelling	Non-Statutory	224.00	Y	44.80	268.80	224.00	Y	44.80	268.80		0.0%	0.00

Description of Fee	Statutory or Non-Statutory	2020/21 Charge (Excl VAT) £	Subject to VAT	VAT £	2020/21 Total (inc VAT) £	2021/22 Proposed Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2021/22 Total (inc VAT) £	Basis of 21/22 Increase	2021/22 % Changes	2021/22 £ Changes
Plan Charge for - Domestic Electrical Works: Additional charge for 'notifiable' electrical works carried out at the same time as the other work categories above. Carried out by an electrician not a member of a competent persons scheme, capable of demonstrating upto date qualifications and providing all design information, installation and test certification.	Non-Statutory	191.00	Y	38.20	229.20	191.00	Y	38.20	229.20		0.0%	0.00
Plan Charge for - Domestic Electrical Works: Additional charge for 'notifiable' electrical works carried out at the same time as the other work categories above. Carried out by an electrician not a member of a competent persons scheme, capable of demonstrating upto date qualifications and providing all design information, installation and test certification.	Non-Statutory	231.00	Y	46.20	277.20	231.00	Y	46.20	277.20		0.0%	0.00
Plan Charge for - Domestic Electrical Works: Additional charge for 'notifiable' electrical works carried out at the same time as the other work categories above. Carried out by an electrician not a member of a competent persons scheme, capable of demonstrating upto date qualifications and providing all design information, installation and test certification.	Non-Statutory	337.00	Y	67.40	404.40	337.00	Y	67.40	404.40		0.0%	0.00
Plan Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work (carried out by a non qualified person) - Any electrical works other than rewiring of a dwelling	Non-Statutory	172.00	Y	34.40	206.40	172.00	Y	34.40	206.40		0.0%	0.00
Plan Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work (carried out by a non qualified person) - Any electrical works other than rewiring of a dwelling	Non-Statutory	231.00	Y	46.20	277.20	231.00	Y	46.20	277.20		0.0%	0.00
Plan Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work (carried out by a non qualified person) - Any electrical works other than rewiring of a dwelling	Non-Statutory	191.00	Y	38.20	229.20	191.00	Y	38.20	229.20		0.0%	0.00
Inspection Charge for - Alterations not described elsewhere including structural alterations and installation of controlled fittings -estimated cost exceeding £25k and up to £50k	Non-Statutory	264.00	Y	52.80	316.80	264.00	Y	52.80	316.80		0.0%	0.00
Plan Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work (carried out by a non qualified person) - Rewiring or new installation in a dwelling	Non-Statutory	191.00	Y	38.20	229.20	191.00	Y	38.20	229.20		0.0%	0.00
Inspection Charge for - Alterations not described elsewhere including structural alterations and installation of controlled fittings -estimated cost exceeding £50k and up to £100k	Non-Statutory	350.00	Y	70.00	420.00	350.00	Y	70.00	420.00		0.0%	0.00
Plan Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work (carried out by a non qualified person) - Rewiring or new installation in a dwelling	Non-Statutory	191.00	Y	38.20	229.20	191.00	Y	38.20	229.20		0.0%	0.00
Inspection Charge for - Alterations not described elsewhere including structural alterations and installation of controlled fittings -estimated cost exceeding £100k and up to £150k	Non-Statutory	491.00	Y	98.20	589.20	491.00	Y	98.20	589.20		0.0%	0.00
Plan Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work (carried out by a non qualified person) - Rewiring or new installation in a dwelling	Non-Statutory	298.00	Y	59.60	357.60	298.00	Y	59.60	357.60		0.0%	0.00
Inspection Charge for - Installation of Mezzanine floor up to 250m squared	Non-Statutory	546.00	Y	109.20	655.20	546.00	Y	109.20	655.20		0.0%	0.00
Plan Charge for - Domestic Electrical Works: Additional charge for 'notifiable' electrical works carried out at the same time as the other work categories above (carried out by a non qualified person)	Non-Statutory	191.00	Y	38.20	229.20	191.00	Y	38.20	229.20		0.0%	0.00
Inspection Charge for - office or shop fit out up to 250m squared	Non-Statutory	377.00	Y	75.40	452.40	377.00	Y	75.40	452.40		0.0%	0.00
Plan Charge for - Domestic Electrical Works: Additional charge for 'notifiable' electrical works carried out at the same time as the other work categories above (carried out by a non qualified person)	Non-Statutory	323.00	Y	64.60	387.60	323.00	Y	64.60	387.60		0.0%	0.00
Inspection Charge for - office or shop fit out over 250m squared up to 2000m squared	Non-Statutory	526.00	Y	105.20	631.20	526.00	Y	105.20	631.20		0.0%	0.00
Plan Charge for - Domestic Electrical Works: Additional charge for 'notifiable' electrical works carried out at the same time as the other work categories above (carried out by a non qualified person)	Non-Statutory	337.00	Y	67.40	404.40	337.00	Y	67.40	404.40		0.0%	0.00



Description of Fee	Statutory or Non-Statutory	2020/21 Charge (Excl VAT) £	Subject to VAT	VAT £	2020/21 Total (inc VAT) £	2021/22 Proposed Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2021/22 Total (inc VAT) £	Basis of 21/22 Increase	2021/22 % Changes	2021/22 £ Changes
<b>Greater Manchester Ecology Unit</b>												
For the provision of ecological information an administrative charge is levied for any data search undertaken. There are exceptions for academic data searches and landowners or occupiers for SBI information that relates to their land.												
Charge for first hour	Non-Statutory	100.00	Y	20.00	120.00	100.00	Y	20.00	120.00		0.0%	0.00
Charge for each hour after the first hour	Non-Statutory	50.00	Y	10.00	60.00	50.00	Y	10.00	60.00		0.0%	0.00
<b>Housing Services/Adaptions</b>												
An Agency Service is provided to disabled people in order to assist them with the application process for a DFG or other grant for adaptation, procurement of works and supervise it on their behalf. The fee is a percentage based upn the value of the works. This is currently 12.5%												
	Non-Statutory	12.5%	Y		12.5%	0.00	Y	0.00	0.00		-100.0%	-0.13
Plan Drawing charge for bathrooms and ramped access	Non-Statutory	150.00	Y	30.00	180.00	170.00	Y	34.00	204.00		13.3%	24.00
Plan Drawing charge for garage conversions/ single storey extensions	Non-Statutory	450.00	Y	90.00	540.00	750.00	Y	150.00	900.00		66.7%	360.00
Agency Service fee to provide assistance with the application process, procurement of works and supervise on their behalf for those vulnerable people who qualify for assistance for Staying Put Grant and Home Repair Assistance. This is currently 12.5%												
Agency Service to provide assistance with the procurement of works and supervise on behalf for client for Private Works where applicants fail the Test of Resources or where no grant assistance is available. This is currently 12.5%	Non-Statutory	12.5%	Y		12.5%	0.00	Y	0.00	0.00		-100.0%	-0.13
	Non-Statutory	12.5%	Y		12.5%	0.00	Y	0.00	0.00		-100.0%	-0.13
<b>Corporate Landlord</b>												
External Room Hire - Ashton Town Hall - Civic Hall - Weekday	Non-Statutory	45.00	N	0.00	45.00	45.00	N	0.00	45.00		0.0%	0.00
External Room Hire - Ashton Town Hall - Civic Hall - Evening/Saturday	Non-Statutory	60.00	N	0.00	60.00	60.00	N	0.00	60.00		0.0%	0.00
External Room Hire - Ashton Town Hall - Civic Hall - Sunday	Non-Statutory	80.00	N	0.00	80.00	80.00	N	0.00	80.00		0.0%	0.00
External Room Hire - Ashton Town Hall - Medlock Suite - Weekday	Non-Statutory	30.00	N	0.00	30.00	30.00	N	0.00	30.00		0.0%	0.00
External Room Hire - Ashton Town Hall - Medlock Suite - Evening/Saturday	Non-Statutory	50.00	N	0.00	50.00	50.00	N	0.00	50.00		0.0%	0.00
External Room Hire - Ashton Town Hall - Medlock Suite - Sunday	Non-Statutory	70.00	N	0.00	70.00	70.00	N	0.00	70.00		0.0%	0.00
External Room Hire - Ashton Town Hall -Etherow Lounge - Weekday	Non-Statutory	30.00	N	0.00	30.00	30.00	N	0.00	30.00		0.0%	0.00
External Room Hire - Ashton Town Hall - Etherow Lounge - Evening/Saturday	Non-Statutory	45.00	N	0.00	45.00	45.00	N	0.00	45.00		0.0%	0.00
External Room Hire - Ashton Town Hall - Etherow Lounge - Sunday	Non-Statutory	65.00	N	0.00	65.00	65.00	N	0.00	65.00		0.0%	0.00
External Room Hire - Denton Festival Hall - Main Hall - Weekday	Non-Statutory	35.00	N	0.00	35.00	35.00	N	0.00	35.00		0.0%	0.00
External Room Hire - Denton Festival Hall - Main Hall - Evening/Saturday	Non-Statutory	45.00	N	0.00	45.00	45.00	N	0.00	45.00		0.0%	0.00
External Room Hire - Denton Festival Hall - Main Hall - Sunday	Non-Statutory	65.00	N	0.00	65.00	65.00	N	0.00	65.00		0.0%	0.00
External Room Hire - Denton Festival Hall - Community Room - Weekday	Non-Statutory	25.00	N	0.00	25.00	25.00	N	0.00	25.00		0.0%	0.00
External Room Hire - Denton Festival Hall - Community Room - Evening/Saturday	Non-Statutory	35.00	N	0.00	35.00	35.00	N	0.00	35.00		0.0%	0.00
External Room Hire - Denton Festival Hall - Community Room - Sunday	Non-Statutory	60.00	N	0.00	60.00	60.00	N	0.00	60.00		0.0%	0.00
External Room Hire - Denton Festival Hall - Pennine Lounge - Weekday	Non-Statutory	20.00	N	0.00	20.00	20.00	N	0.00	20.00		0.0%	0.00
External Room Hire - Denton Festival Hall - Pennine Lounge - Evening/Saturday	Non-Statutory	30.00	N	0.00	30.00	30.00	N	0.00	30.00		0.0%	0.00
External Room Hire - Denton Festival Hall - Pennine Lounge - Sunday	Non-Statutory	60.00	N	0.00	60.00	60.00	N	0.00	60.00		0.0%	0.00
External Room Hire - Dukinfield Town Hall - Jubilee Hall - Weekday	Non-Statutory	45.00	N	0.00	45.00	45.00	N	0.00	45.00		0.0%	0.00
External Room Hire - Dukinfield Town Hall - Jubilee Hall - Evening/Saturday	Non-Statutory	60.00	N	0.00	60.00	60.00	N	0.00	60.00		0.0%	0.00
External Room Hire - Dukinfield Town Hall - Jubilee Hall - Sunday	Non-Statutory	80.00	N	0.00	80.00	80.00	N	0.00	80.00		0.0%	0.00
External Room Hire - Dukinfield Town Hall - George Hatton or both Lesser Halls (as a single venue) - Weekday	Non-Statutory	30.00	N	0.00	30.00	30.00	N	0.00	30.00		0.0%	0.00
External Room Hire - Dukinfield Town Hall - George Hatton or both Lesser Halls (as a single venue) - Evening/Saturday	Non-Statutory	50.00	N	0.00	50.00	50.00	N	0.00	50.00		0.0%	0.00
External Room Hire - Dukinfield Town Hall - George Hatton or both Lesser Halls (as a single venue) - Sunday	Non-Statutory	70.00	N	0.00	70.00	70.00	N	0.00	70.00		0.0%	0.00

Description of Fee	Statutory or Non-Statutory	2020/21 Charge (Excl VAT) £	Subject to VAT	VAT £	2020/21 Total (inc VAT) £	2021/22 Proposed Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2021/22 Total (inc VAT) £	Basis of 21/22 Increase	2021/22 % Changes	2021/22 £ Changes
External Room Hire - Dukinfield Town Hall - Lesser Hall 1, Lesser Hall 2 or the Gallery - Weekday	Non-Statutory	30.00	N	0.00	30.00	30.00	N	0.00	30.00		0.0%	0.00
External Room Hire - Dukinfield Town Hall - Lesser Hall 1, Lesser Hall 2 or the Gallery - Evening/Saturday	Non-Statutory	45.00	N	0.00	45.00	45.00	N	0.00	45.00		0.0%	0.00
External Room Hire - Dukinfield Town Hall - Lesser Hall 1, Lesser Hall 2 or the Gallery - Sunday	Non-Statutory	65.00	N	0.00	65.00	65.00	N	0.00	65.00		0.0%	0.00
External Room Hire - Dukinfield Town Hall - Conference Rooms - Weekday	Non-Statutory	15.00	N	0.00	15.00	15.00	N	0.00	15.00		0.0%	0.00
External Room Hire - Dukinfield Town Hall - Conference Rooms - Evening/Saturday	Non-Statutory	30.00	N	0.00	30.00	30.00	N	0.00	30.00		0.0%	0.00
External Room Hire - Dukinfield Town Hall - Conference Rooms - Sunday	Non-Statutory	45.00	N	0.00	45.00	45.00	N	0.00	45.00		0.0%	0.00
External Room Hire - George Lawton Hall - Main Hall - Weekday	Non-Statutory	40.00	N	0.00	40.00	40.00	N	0.00	40.00		0.0%	0.00
External Room Hire - George Lawton Hall - Main Hall - Evening/Saturday	Non-Statutory	60.00	N	0.00	60.00	60.00	N	0.00	60.00		0.0%	0.00
External Room Hire - George Lawton Hall - Main Hall - Sunday	Non-Statutory	80.00	N	0.00	80.00	80.00	N	0.00	80.00		0.0%	0.00
External Room Hire - George Lawton Hall - Community Room - Weekday	Non-Statutory	25.00	N	0.00	25.00	25.00	N	0.00	25.00		0.0%	0.00
External Room Hire - George Lawton Hall - Community Room - Evening/Saturday	Non-Statutory	35.00	N	0.00	35.00	35.00	N	0.00	35.00		0.0%	0.00
External Room Hire - George Lawton Hall - Community Room - Sunday	Non-Statutory	45.00	N	0.00	45.00	45.00	N	0.00	45.00		0.0%	0.00
External Room Hire - Hyde Town Hall - Hyde Hall - Weekday	Non-Statutory	40.00	N	0.00	40.00	40.00	N	0.00	40.00		0.0%	0.00
External Room Hire - Hyde Town Hall - Hyde Hall - Evening/Saturday	Non-Statutory	55.00	N	0.00	55.00	55.00	N	0.00	55.00		0.0%	0.00
External Room Hire - Hyde Town Hall - Hyde Hall - Sunday	Non-Statutory	75.00	N	0.00	75.00	75.00	N	0.00	75.00		0.0%	0.00
External Room Hire - Hyde Town Hall - Rutherford Suite - Weekday	Non-Statutory	30.00	N	0.00	30.00	30.00	N	0.00	30.00		0.0%	0.00
External Room Hire - Hyde Town Hall - Rutherford Suite - Evening/Saturday	Non-Statutory	45.00	N	0.00	45.00	45.00	N	0.00	45.00		0.0%	0.00
External Room Hire - Hyde Town Hall - Rutherford Suite - Sunday	Non-Statutory	65.00	N	0.00	65.00	65.00	N	0.00	65.00		0.0%	0.00
External Room Hire - Hyde Town Hall - Newton Suite - Weekday	Non-Statutory	30.00	N	0.00	30.00	30.00	N	0.00	30.00		0.0%	0.00
External Room Hire - Hyde Town Hall - Newton Suite - Evening/Saturday	Non-Statutory	45.00	N	0.00	45.00	45.00	N	0.00	45.00		0.0%	0.00
External Room Hire - Hyde Town Hall - Newton Suite - Sunday	Non-Statutory	65.00	N	0.00	65.00	65.00	N	0.00	65.00		0.0%	0.00
External Room Hire - Ryecroft Hall - Ball Room - Evening/Saturday/Sunday	Non-Statutory	50.00	N	0.00	50.00	50.00	N	0.00	50.00		0.0%	0.00
External Room Hire - Ryecroft Hall - Banquet Room - Evening/Saturday/Sunday	Non-Statutory	40.00	N	0.00	40.00	40.00	N	0.00	40.00		0.0%	0.00
External Room Hire - Ryecroft Hall - Lounge - Evening/Saturday/Sunday	Non-Statutory	40.00	N	0.00	40.00	40.00	N	0.00	40.00		0.0%	0.00
External Room Hire - Ryecroft Hall - Conference Room (ceremonies) - Evening/Saturday/Sunday	Non-Statutory	50.00	N	0.00	50.00	50.00	N	0.00	50.00		0.0%	0.00
External Room Hire - Stalybridge Civic Hall - DA Room - Weekday	Non-Statutory	30.00	N	0.00	30.00	30.00	N	0.00	30.00		0.0%	0.00
External Room Hire - Stalybridge Civic Hall - DA Room - Evening/Saturday	Non-Statutory	45.00	N	0.00	45.00	45.00	N	0.00	45.00		0.0%	0.00
External Room Hire - Stalybridge Civic Hall - DA Room - Sunday	Non-Statutory	65.00	N	0.00	65.00	65.00	N	0.00	65.00		0.0%	0.00
External Room Hire - Stalybridge Civic Hall - Community Rooms - Weekday	Non-Statutory	30.00	N	0.00	30.00	30.00	N	0.00	30.00		0.0%	0.00
External Room Hire - Stalybridge Civic Hall - Community Rooms - Evening/Saturday	Non-Statutory	45.00	N	0.00	45.00	45.00	N	0.00	45.00		0.0%	0.00
External Room Hire - Stalybridge Civic Hall - Community Rooms - Sunday	Non-Statutory	65.00	N	0.00	65.00	65.00	N	0.00	65.00		0.0%	0.00
External Room Hire - Stalybridge Civic Hall - Victoria Market Hall - Weekday	Non-Statutory	40.00	N	0.00	40.00	40.00	N	0.00	40.00		0.0%	0.00
External Room Hire - Stalybridge Civic Hall - Victoria Market Hall - Evening/Saturday	Non-Statutory	55.00	N	0.00	55.00	55.00	N	0.00	55.00		0.0%	0.00
External Room Hire - Stalybridge Civic Hall - Victoria Market Hall - Sunday	Non-Statutory	75.00	N	0.00	75.00	75.00	N	0.00	75.00		0.0%	0.00
External Room Hire - Stamford Park or Dukinfield Park - Function Room - Weekday	Non-Statutory	25.00	N	0.00	25.00	25.00	N	0.00	25.00		0.0%	0.00
External Room Hire - Stamford Park or Dukinfield Park - Function Room - Weekend	Non-Statutory	25.00	N	0.00	25.00	25.00	N	0.00	25.00		0.0%	0.00
<b>Primary School Catering</b>												
Pupil Meal	Non-Statutory	2.32	N	0.00	2.32	2.32	N	0.00	2.32		0.0%	0.00
Adult Meal	Non-Statutory	3.41	Y	0.68	4.09	3.41	Y	0.68	4.09		0.0%	0.00

Description of Fee	Statutory or Non-Statutory	2020/21 Charge (Excl VAT) £	Subject to VAT	VAT £	2020/21 Total (inc VAT) £	2021/22 Proposed Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2021/22 Total (inc VAT) £	Basis of 21/22 Increase	2021/22 % Changes	2021/22 £ Changes
<b>GOVERNANCE</b>												
<b>Registrars</b>												
Approved Premises Marriage fees	Non-Statutory	304.00	N	0.00	304.00	311.60	N	0.00	311.60		2.5%	7.60
Private Citizenship ceremony	Non-Statutory	102.40	N	0.00	102.40	104.96	N	0.00	104.96		2.5%	2.56
Postage	Statutory	2.00	N	0.00	2.00	2.00	N	0.00	2.00		0.0%	0.00
S38/S106/S278 Legal Fees	Statutory	0.00	N	0.00	0.00	0.00	N	0.00	0.00		0.0%	0.00
SR certificate	Statutory	11.00	N	0.00	11.00	11.00	N	0.00	11.00		0.0%	0.00
Registrar certificate	Statutory	11.00	N	0.00	11.00	11.00	N	0.00	11.00		0.0%	0.00
Registrar certificate (after reg)	Statutory	11.00	N	0.00	11.00	11.00	N	0.00	11.00		0.0%	0.00
SR fee attend housbound marriage notice	Statutory	47.00	N	0.00	47.00	47.00	N	0.00	47.00		0.0%	0.00
SR notice of marriage	Statutory	35.00	N	0.00	35.00	35.00	N	0.00	35.00		0.0%	0.00
SR notice for RG licence	Statutory	3.00	N	0.00	3.00	3.00	N	0.00	3.00		0.0%	0.00
Attending marriage housbound	Statutory	84.00	N	0.00	84.00	84.00	N	0.00	84.00		0.0%	0.00
Attending marriage by Registrar at housebound	Statutory	84.00	N	0.00	84.00	84.00	N	0.00	84.00		0.0%	0.00
Attending marriage RO	Statutory	46.00	N	0.00	46.00	46.00	N	0.00	46.00		0.0%	0.00
Attending marriage at registered building	Statutory	84.00	N	0.00	84.00	84.00	N	0.00	84.00		0.0%	0.00
Certification of place of meeting for religious worship	Statutory	29.00	N	0.00	29.00	29.00	N	0.00	29.00		0.0%	0.00
Registration of a building for the solemnization of marriages (man and woman)	Statutory	123.00	N	0.00	123.00	123.00	N	0.00	123.00		0.0%	0.00
Registration of a building for the solemnization of marriages - building previously registered(same sex)	Statutory	64.00	N	0.00	64.00	64.00	N	0.00	64.00		0.0%	0.00
Registration of a building for the solemnization of marriages of man and woman (building not previously registered for solemnization of marriage between same sex couples)	Statutory	123.00	N	0.00	123.00	123.00	N	0.00	123.00		0.0%	0.00
Registration of a building for the solemnization of marriages of man and woman (building previously registered for solemnization of marriage between same sex couples)	Statutory	64.00	N	0.00	64.00	64.00	N	0.00	64.00		0.0%	0.00
Consideration by SR of a divorce obtained outside of the British Isles	Statutory	50.00	N	0.00	50.00	50.00	N	0.00	50.00		0.0%	0.00
Consideration by RG of a divorce obtained outside of the British Isles (payable to GRO LA % triage fee)	Statutory	75.00	N	0.00	75.00	75.00	N	0.00	75.00		0.0%	0.00
Conversion of a CP into a marriage completing declaration	Statutory	27.00	N	0.00	27.00	27.00	N	0.00	27.00		0.0%	0.00
Conversion of a CP into a marriage in a religious building registered for the marriage of same sex couples	Statutory	91.00	N	0.00	91.00	91.00	N	0.00	91.00		0.0%	0.00
Change forename added within 12 months of registration	Statutory	40.00	N	0.00	40.00	40.00	N	0.00	40.00		0.0%	0.00
Consideration fee by Registrar/SR for a correction	Statutory	75.00	N	0.00	75.00	75.00	N	0.00	75.00		0.0%	0.00
Consideration fee by RG for a correction payable to GRO LA % triage fee	Statutory	90.00	N	0.00	90.00	90.00	N	0.00	90.00		0.0%	0.00

Description of Fee	Statutory or Non-Statutory	2020/21 Charge (Excl VAT) £	Subject to VAT	VAT £	2020/21 Total (inc VAT) £	2021/22 Proposed Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2021/22 Total (inc VAT) £	Basis of 21/22 Increase	2021/22 % Changes	2021/22 £ Changes
<b>Legal Services</b>												
Development Agreement	Non-Statutory	Please call Legal Services to discuss	N	0.00				0.00	0.00			
Freehold sale – above the value of £10,000	Non-Statutory	1.5% of sale price subject to a minimum of £500	N	0.00				0.00	0.00			
Freehold Sale – garden/grazing land up to the value of £10,000	Non-Statutory	300.00	N	0.00	300.00	300.00		0.00	300.00		0.0%	0.00
Sale of Ground Rent – Sale of freehold to long leaseholder	Non-Statutory	300.00	N	0.00	300.00	300.00		0.00	300.00		0.0%	0.00
Freehold purchase	Non-Statutory	1.5% of sale price subject to a minimum of £500	N	0.00				0.00	0.00			
Agreement for Lease	Non-Statutory	600.00	N	0.00	600.00	600.00		0.00	600.00		0.0%	0.00
Lease	Non-Statutory	900.00	N	0.00	900.00	900.00		0.00	900.00		0.0%	0.00
Licence to Assign	Non-Statutory	300.00	N	0.00	300.00	300.00		0.00	300.00		0.0%	0.00
Authorise Guarantee Agreement	Non-Statutory	250.00	N	0.00	250.00	250.00		0.00	250.00		0.0%	0.00
Licence to Sublet	Non-Statutory	600.00	N	0.00	600.00	600.00		0.00	600.00		0.0%	0.00
Licence for Alterations	Non-Statutory	300.00	N	0.00	300.00	300.00		0.00	300.00		0.0%	0.00
Licence to Occupy	Non-Statutory	300.00	N	0.00	300.00	300.00		0.00	300.00		0.0%	0.00
Agreement to extend or vary licence	Non-Statutory	150.00	N	0.00	150.00	150.00		0.00	150.00		0.0%	0.00
Deed of Release	Non-Statutory	300.00	N	0.00	300.00	300.00		0.00	300.00		0.0%	0.00
Deed of Variation	Non-Statutory	300.00	N	0.00	300.00	300.00		0.00	300.00		0.0%	0.00
Easement	Non-Statutory	600.00	N	0.00	600.00	600.00		0.00	600.00		0.0%	0.00
Deed of Covenant (Surveyor Fee)	Non-Statutory	50.00	N	0.00	50.00	50.00		0.00	50.00		0.0%	0.00
Other	Non-Statutory	Please call Legal Services to discuss	N	0.00				0.00	0.00			
S278 Minor Agreement	Non-Statutory	500.00	N	0.00	500.00	500.00		0.00	500.00		0.0%	0.00
S38/S106/S278 Agreement	Non-Statutory	1,000.00	N	0.00	1,000.00	1,000.00		0.00	1,000.00		0.0%	0.00
<b>Exchequer</b>												
Cost of Summons/Liability Order - CTAX	Non-Statutory	86.00				86.00		0.00	86.00			0.00
Cost of Summons/Liability Order - NNDR	Non-Statutory	129.00				129.00		0.00	129.00			0.00
Deputyship Fee (greater than 16k assets) - Set up fee	Statutory	775.00	N	0.00	775.00	775.00		0.00	775.00		0.0%	0.00
Deputyship Fee (greater than 16k assets) - annual cost after year one	Statutory	650.00	N	0.00	650.00	650.00		0.00	650.00		0.0%	0.00
Deputyship Fee - Office of the Public Guardian (OPG) annual report - one off if requested	Statutory	216.00	N	0.00	216.00	216.00		0.00	216.00		0.0%	0.00
Deputyship Fee (less than 16k assets) cannot charge greater than 3.5% of net assets	Statutory	various	N	0.00				0.00	0.00			0.00
Appointeeship Fee - per week	Non-Statutory	10.00	N	0.00	10.00	10.25		0.00	10.25		2.5%	0.25
County Court Fees	Statutory	various	N	0.00		various		0.00				
Deferred Payment Admin Fee	Non-Statutory	768.75	N	0.00	768.75	768.75		0.00	768.75		0.0%	0.00



Description of Fee	Statutory or Non-Statutory	2020/21 Charge (Excl VAT) £	Subject to VAT	VAT £	2020/21 Total (inc VAT) £	2021/22 Proposed Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2021/22 Total (inc VAT) £	Basis of 21/22 Increase	2021/22 % Changes	2021/22 £ Changes
<b>FINANCE AND IT</b>												
<b>Digital Tameside</b>												
Duct Access (Charge per Metre per year)	Non-Statutory	0.60	N	0.00	0.60	0.60	N	0.00	0.60		0.0%	0.00
Rack in Ashton Old Baths Data Centre (Charge per Full Rack per year) plus power at cost	Non-Statutory	6,000.00	Y	1,200.00	7,200.00	6,000.00	Y	1,200.00	7,200.00		0.0%	0.00
Rack in Mini-DX site (Charge per Full Rack per year) including power	Non-Statutory	1,500.00	Y	300.00	1,800.00	1,500.00	Y	300.00	1,800.00		0.0%	0.00
Lamp Column Rental (Charge per column per year) First Year	Non-Statutory	100.00	N	0.00	100.00	100.00	N	0.00	100.00		0.0%	0.00
Lamp Column Rental (Charge per column per year) Subsequent Years	Non-Statutory	50.00	N	0.00	50.00	50.00	N	0.00	50.00		0.0%	0.00
Dark fibre rental (Charge per metre per year)	Non-Statutory	0.13	N	0.00	0.13	0.13	N	0.00	0.13		0.0%	0.00

Description of Fee	Statutory or Non-Statutory	2020/21 Charge (Excl VAT) £	Subject to VAT	VAT £	2020/21 Total (inc VAT) £	2021/22 Proposed Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2021/22 Total (inc VAT) £	Basis of 21/22 Increase	2021/22 % Changes	2021/22 £ Changes
<b>ADULTS SERVICES</b>												
DAY CARE MEALS - per day	Non-Statutory	3.25	N	0.00	3.25	3.32	N	0.00	3.32	Standard 2.5%	2.3%	0.07
DAYCARE DRINKS - per day	Non-Statutory	1.01	N	0.00	1.01	1.03	N	0.00	1.03	Standard 2.5%	2.1%	0.02
DAYCARE ATTENDANCE - per day	Non-Statutory	2.64	N	0.00	2.64	2.70	N	0.00	2.70	Standard 2.5%	2.4%	0.06
DAYCARE TRANSPORT - each week	Non-Statutory	1.85	N	0.00	1.85	1.89	N	0.00	1.89	Standard 2.5%	2.2%	0.04
COMMUNITY ALARMS - per week	Non-Statutory	6.65	N	0.00	6.65	6.81	N	0.00	6.81	Standard 2.5%	2.4%	0.16
RESPIRE CARE – CUMBERLAND ST - per night	Non-Statutory	11.91	N	0.00	11.91	12.21	N	0.00	12.21	Standard 2.5%	2.5%	0.30
HOMECARE - per hour	Non-Statutory	14.59	N	0.00	14.59	14.95	N	0.00	14.95	Standard 2.5%	2.4%	0.36
HOMECARE - sleep in	Non-Statutory	51.46	N	0.00	51.46	52.74	N	0.00	52.74	Standard 2.5%	2.5%	1.28
HOMECARE - Night Sit	Non-Statutory	87.50	N	0.00	87.50	89.68	N	0.00	89.68	Standard 2.5%	2.5%	2.18
HOMECARE - standard disregard	Non-Statutory	14.62	N	0.00	14.62	14.98	N	0.00	14.98	Standard 2.5%	2.5%	0.36
MAXIMUM CHARGE - Maximum weekly charge for non-residential services	Non-Statutory	462.50	N	0.00	462.50	474.05	N	0.00	474.05	Standard 2.5%	2.5%	11.55
SHARED LIVES - RESPITE - per night	Non-Statutory	29.36	N	0.00	29.36	30.08	N	0.00	30.08	Standard 2.5%	2.5%	0.72
SHARED LIVES - LONG TERM - per week	Non-Statutory	205.48	N	0.00	205.48	210.61	N	0.00	210.61	Standard 2.5%	2.5%	5.13
SHARED LIVES - DAY SUPPORT - per hour	Non-Statutory	6.12	N	0.00	6.12	6.27	N	0.00	6.27	Standard 2.5%	2.5%	0.15
<b>CARE HOMES</b>												
Residential & Dementia - standard	Non-Statutory	539.02	N	0.00	539.02	552.00	N	0.00	552.00	Cost model- 2.2% NLV	2.4%	0.00
Residential & Dementia - enhanced	Non-Statutory	576.75	N	0.00	576.75	590.64	N	0.00	590.64	Cost model- 2.2% NLV	2.4%	0.00
Residential - shared	Non-Statutory	484.62	N	0.00	484.62	496.29	N	0.00	496.29	Cost model- 2.2% NLV	2.4%	0.00
Specialist dementia - standard	Non-Statutory	587.75	N	0.00	587.75	602.00	N	0.00	602.00	Cost model- 2.2% NLV	2.4%	0.00
Specialist dementia - enhanced	Non-Statutory	628.89	N	0.00	628.89	644.14	N	0.00	644.14	Cost model- 2.2% NLV	2.4%	0.00
Nursing - standard	Non-Statutory	735.42	N	0.00	735.42	773.00	N	0.00	773.00	Cost model- 2.2% NLV	5.1%	0.00
Nursing - enhanced	Non-Statutory	786.90	N	0.00	786.90	827.11	N	0.00	827.11	Cost model- 2.2% NLV	5.1%	0.00
Nursing - shared	Non-Statutory	648.47	N	0.00	648.47	681.61	N	0.00	681.61	Cost model- 2.2% NLV	5.1%	0.00
Nursing & dementia - standard	Non-Statutory	796.68	N	0.00	796.68	835.00	N	0.00	835.00	Cost model- 2.2% NLV	4.8%	0.00
Nursing & dementia - enhanced	Non-Statutory	852.45	N	0.00	852.45	893.45	N	0.00	893.45	Cost model- 2.2% NLV	4.8%	0.00
<b>N.B.</b>												
The Nursing Care Home rates will be adjusted for the Funded Nursing Care Rate for 2021/22 when advised by the Department of Health and Social Care - the rates currently include the 2020/21 rate of £ 183.92												

# Agenda Item 8

**Report to:** COUNCIL

**Date:** 23 February 2021

**Executive Member:** Cllr Gerald Cooney – Executive Member (Housing, Planning and Employment)

**Reporting Officer:** Jayne Traverse – Director of Growth

**Subject:** **ESTABLISHMENT OF A COMMITTEE TO PREPARE A JOINT DEVELOPMENT PLAN DOCUMENT ‘PLACES FOR EVERYONE’**

**Report Summary:** On the 11 December 2020, following the withdrawal of Stockport Council from the production of the Greater Manchester Spatial Framework, the AGMA Executive Board agreed to consider producing a joint Development Plan Document (DPD) of the nine remaining Greater Manchester (GM) boroughs. This report provides further details on the next steps in relation to that joint plan of nine GM boroughs to be known as ‘Places for Everyone’, including the required decisions of Executive Cabinet and Full Council to initiate this process.

**Recommendations:** That Council:

- (i) Approves the making of an agreement with the other eight Greater Manchester Councils (Bolton, Bury, Manchester, Oldham, Rochdale, Salford, Trafford, Wigan) to prepare a joint development plan document to cover strategic policies, including housing and employment land requirements and, as appropriate, strategic site allocations and Green Belt boundary amendments and associated infrastructure across the nine districts.
- (ii) Agree that the Executive Member Executive Member (Housing, Planning and Employment) (currently Cllr Gerald P Cooney) be the Tameside lead Member for the joint committee and Cllr Claire Reid as the Assistant Executive Member(Planning and Civic Design) be the nominated deputy to attend and vote as necessary.
- (iii) Note that Executive Cabinet will be asked to delegate the formulation and preparation of the draft joint development plan document to a joint committee of the nine GM authorities.
- (iv) Note that a further report will be brought to Full Council seeking approval to submit the joint development plan document to the Secretary of State for independent examination.

It is recommended that Executive Cabinet:

- (i) Note that Full Council has approved the making of an agreement with the other eight Greater Manchester Councils (Bolton, Bury, Manchester, Oldham, Rochdale, Salford, Trafford, Wigan) to prepare a joint development plan document to cover strategic policies, including housing and employment land requirements and, as appropriate, strategic site allocations and Green Belt boundary amendments and associated infrastructure across the nine districts.

- (ii) Delegate to the joint committee of the nine Greater Manchester councils the formulation and preparation of the joint development plan document to cover housing and employment land requirements including, as appropriate, strategic site allocations and Green Belt boundary amendments and associated infrastructure across the nine Greater Manchester districts insofar as such matters are executive functions.
- (iii) Note that the following are the sole responsibility of Full Council:
  - a. Responsibility for giving of instructions to the Executive to reconsider the draft plan submitted by the Executive for the authority's consideration;
  - b. The amendment of the draft joint development plan document submitted by the Executive for the Full Council's consideration;
  - c. The approval of the joint development plan document for the purposes of submission to the Secretary of State for independent examination; and
  - d. The adoption of the joint development plan document.

**Corporate Plan:**

The vision of the Greater Manchester Spatial Framework was to make Greater Manchester one of the best places in the world to grow up, get on and grow old, strategically complementing and assisting in the delivery of the Council's Corporate Plan themes of starting well, living well and ageing well. The establishment of a joint committee to oversee the production of Places for Everyone will continue to provide the opportunity to ensure a fit between the joint development plan document as this is developed and the Councils corporate plan.

**Policy Implications:**

Places for Everyone is a joint Development Plan Document of nine GM boroughs that will, subject to future decisions, provide a planning policy framework for Tameside and the other boroughs involved in its preparation. It will be prepared in accordance with the legislative requirements set out in the Planning and Compulsory Purchase Act (2004) and the Town and Country Planning (Local Planning) (England) Regulations 2012.

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

At this stage the only direct financial implications arising from this report relate to section 1.6 where it is noted that the cost of the independent examination of the 'Places For Everyone' plan will be jointly financed between the constituent nine Greater Manchester local authorities.

The value of this independent examination is not stated within the report. However, Members should note that this will be financed from within the existing Growth directorate revenue budget when known.

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

This report has been produced by GM and is going through all the GM councils except Stockport following the failure to approve the previous GMSF. The reasons for the establishment of a joint committee are set out in the main body of the report.



The Council has the power to make joint arrangements with one or more local authorities to carry out such functions as it considers appropriate and these arrangements can include the appointment of joint committees and appointments to those committees as set out in Article 6 of The Constitution.

Such joint arrangements are advisable when dealing with matters which scope is wider than the Tameside area as is the case with the development a joint Development Plan Document in collaboration with 8 other GM boroughs.

In addition to complying with the requirements for the establishment of a joint committee Members also need to be mindful that the Development Plan must comply with the Planning and Compulsory Purchase Act (2004) and the Town and Country Planning (Local Planning) (England) Regulations 2012 as set out in the risk section of the report.

**Risk Management:**

If the jointly prepared development plan document is not prepared in accordance with the Planning and Compulsory Purchase Act (2004) and the Town and Country Planning (Local Planning) (England) Regulations 2012, any subsequent attempt to adopt the plan would be susceptible to challenge.


As reported to the AGMA Executive Board on 12 February 2021, progression of the Places for Everyone joint development plan document meets the government requirements for local authorities, such as Tameside, to have a local plan in place by December 2023. It should also be noted that its progression will rely on the future decisions of those boroughs involved in its preparation, principally in relation to its approval for publication and submission to the Secretary of State.

**Access to Information:**

Places for Everyone, subject to future decisions, will be issued for public consultation and will be accessible via a range of consultation methods including being made available via the Council and on the Combined Authority website at that time.

**Background Information:**

the background papers relating to this report can be inspected by contacting John Harrison, interim assistant director - planning & transportation

 telephone: 0161 342 4460

 e-mail: [john.harrison@tameside.gov.uk](mailto:john.harrison@tameside.gov.uk)

## 1. INTRODUCTION AND UPDATE

- 1.1 In November 2014, AGMA Executive Board, recommended to the 10 GM local authorities that they agree to prepare a joint plan called the Greater Manchester Spatial Framework (GMSF). The first draft of which was published for consultation October 2016 and following a substantial re-drafting a further version was issued for consultation January 2019.
- 1.2 On 30 October 2020 the AGMA Executive Board agreed to recommend the GMSF 2020 to the 10 GM authorities, to be approved for consultation and submission. At Cabinet (2 November) and Council (3 November) meetings, Tameside resolved to approve the GMSF, through its publication and onward submission following the consultation period.
- 1.3 However, the decision at Stockport Council's meeting on 3 December 2020, to not submit the GMSF 2020 following the intended consultation period and the subsequent resolution at its Cabinet meeting on 4 December 2020 not to publish the GMSF 2020 for consultation, in effect, signalled the end of the GMSF as a joint plan for all ten GM boroughs.
- 1.4 Consequently, at its meeting on the 11 December 2020, Members of the AGMA Executive Board reached agreement in principal to the preparation of a joint plan of the remaining nine boroughs and asked officers to report back on the implications and processes of preparing a joint development plan document for those boroughs. That report was presented to the AGMA Executive Board on 12 February 2021 and forms the basis of the context and recommendations of this report.
- 1.5 Notwithstanding the decision of Stockport Council, the reasons for the preparation of a joint plan of the nine remaining boroughs largely continue. Including being able to:
- Underpin Greater Manchester's plan for recovery from Covid;
  - Support delivery of the Greater Manchester Strategy;
  - Provide a framework to manage growth in a sustainable and inclusive way, avoid un-planned development and development by appeal;
  - Align the delivery of development with infrastructure proposals, including those within the 2040 Transport Strategy and Local Implementation Plans;
  - Meet the governments requirement for local authorities to have a local plan in place by December 2023; and
  - Meet the Duty to co-operate in s33A of the Planning and Compulsory Purchase Act 2004.
- 1.6 As reported to the AGMA Executive, discussions with the nine authorities indicate there is continued opportunity to work collaboratively to prepare a joint plan for those remaining boroughs, to be known as 'Places for Everyone'. Preparing such a joint plan would enable Tameside to continue to:
- Progress the strategic policies in the GMSF 2020, for example those associated with net zero carbon development, affordable housing and space and accessibility standards for new housing;
  - Maximise the use of land within the urban area and limit the need for Green Belt to accommodate the development needs of the nine boroughs;
  - Meet the requirements of housing need across the nine boroughs;
  - Align with wider Greater Manchester strategies for transport and other infrastructure investment;
  - Utilise the evidence base already commissioned and completed, minimising the cost of producing further evidence; and
  - Spread the cost jointly of the independent examination.

## **2. MOVING FORWARD**

- 2.1 The GMSF was being prepared by the AGMA Executive Board on behalf of the ten GM boroughs. However, it would no longer be appropriate for the preparation of a joint plan of only nine of the ten GM boroughs to be delegated to this Board.
- 2.2 Instead, it is necessary to establish a new joint committee of the nine relevant boroughs; Bury, Bolton, Manchester, Oldham, Rochdale, Salford, Tameside, Trafford and Wigan. Each borough is now requested to authorise the establishment of a new joint committee (this report is that request for Tameside) and to delegate the preparation of the joint development plan document to the new joint committee as outlined in the recommendations of this report.
- 2.3 Membership of the joint committee is a matter of each individual borough to consider and forms part of the recommendation to Full Council. However as reported to the AGMA Executive on 12 February 2021, it is recommended, for reasons of continuity, that Leaders form the membership, with the ability for a nominated deputy to attend as necessary. It is understood that the committee will then agree its terms of reference and operational arrangements, including the appointing of a chair and its voting arrangements in due course.
- 2.4 The purpose of formulating the committee will be to oversee the production of the joint development plan document.
- 2.5 In the event that the draft joint development plan document is considered to have substantially the same effect on the nine boroughs as the GMSF 2020 had, the next stage would be publication (Regulation 19 stage of the Town and Country Planning (Local Planning) (England) Regulations 2012), as was considered previously by Tameside's Executive Cabinet on 2 November.
- 2.6 As with the GMSF, the Council's Executive Cabinet will be responsible for approving the Regulation 19 version of the plan, ahead of a period for representations to be made. However, that is not the purpose of this report, the content of the plan itself will be for consideration in due course. Similarly, as with the GMSF, Council will be responsible for approving the joint plan for Submission to the Secretary of State for Independent Examination. It is understood that these approvals will equally be needed across the eight other boroughs too.
- 2.7 As a result of the changes outlined above, the Council's Local Development Scheme will need updating. The Local Development Scheme identifies the timetable for the production of local development documents, such as Places for Everyone, and their geographical coverage. Similarly, there is also need to review Tameside's Statement of Community Involvement, which needs to make reference to Places for Everyone appropriately, as consultation on it, as a development plan document, will need to be in accordance with each borough's Statement of Community Involvement.
- 2.8 An updated Local Development Scheme and Statement of Community Involvement will be reported separately for approval in due course.
- 2.9 Lastly it should be noted, that whilst Stockport Council has withdrawn from the joint planning process of the GMSF, and will prepare its own local plan, under s33A of the Planning and Compulsory Purchase Act 2004 requires a formal Duty to Co-operate, which includes neighbouring boroughs. As part of preparing Places for Everyone, the nine boroughs, including Tameside as a directly adjacent neighbour, will need to enter into dialogue with Stockport as appropriate, on matters of strategic, cross-boundary significance. Details of these discussions will be set out in a Statement of Common Ground in due course.

### **3. RECOMMENDATIONS**

3.1 As set out at the front of the report.

# Agenda Item 9

<b>Report to:</b>	<b>COUNCIL</b>
<b>Date:</b>	23 February 2021
<b>Executive Member:</b>	Councillor Allison Gwynne – Executive Member (Neighbourhoods, Community Safety and Environment)
<b>Reporting Officer:</b>	Ian Saxon, Director (Operations and Neighbourhoods)
<b>Subject:</b>	<b>GREATER MANCHESTER CLEAN AIR PLAN: ESTABLISHMENT OF A JOINT COMMITTEE</b>
<b>Report Summary:</b>	To set out the progress that has been made on the development of Greater Manchester's Clean Air Plan following a public consultation on proposals that were developed pre-COVID-19 and the link to taxi and private hire common minimum licensing standards.
<b>Recommendations:</b>	<p>To note that the Executive Cabinet determined on the 10 February 2021 that:</p> <ul style="list-style-type: none"><li>(a) Note the progress of the Greater Manchester Clean Air Plan;</li><li>(b) Note the next steps for the development of the Clean Air Plan and Minimum Licensing Standards, listed at Section 12;</li><li>(c) Note the distribution of Bus Retrofit funding commenced in December 2020;</li><li>(d) Note that Government ministers have agreed to consider extending Greater Manchester's Clean Air Zone (CAZ) charges to the sections of the A628/A57 which form part of the Strategic Road Network, within the proposed CAZ boundary, subject to the outcomes of an assessment, which is expected to be completed by early 2021;</li><li>(e) Note that the GM Clean Air Plan is required to take action tackle nitrogen dioxide exceedances until compliance with the legal limits has been demonstrated and that the nearer term influence of COVID-19 on air quality is not expected to lead to sufficiently long term reductions in pollution such that the exceedances of the legal limits of nitrogen dioxide will not occur without implementing a Clean Air Zone;</li><li>(f) Note that the GM CAP final plan will be brought forward for decision makers as soon as is reasonably practicable and no later than summer 2021;</li><li>(g) Note that the outputs of the MLS will be reported alongside the GM CAP as soon as is reasonably practicable and no later than summer 2021;</li><li>(h) AGREE to enter into a collaboration agreement with the other 9 GM local authorities and GMCA/TfGM to clarify amongst other matters the rights, responsibilities and obligations of the authorities in relation to those contracts set out in <b>Appendix 2</b> that are required to maintain delivery momentum in line with JAQU funding agreements.</li></ul>

- (i) AGREE a delegation to Executive Member (Neighbourhoods, Community Safety and Environment) to agree the final form of the collaboration agreement; and
- (j) AGREE a delegation to Executive Member (Neighbourhoods, Community Safety and Environment) to award the contracts set out in Appendix 2 (subject to government funding) that are required to implement a charging Clean Air Zone in Spring 2022 to ensure the achievement of Nitrogen Dioxide compliance in the shortest possible time and by 2024 at the latest as required by the Ministerial Direction.

That Council be recommended to:

- (a) Agree to the establishment of joint committees and to delegate to those committees the Authority's functions as set out in this report at paragraph 9.5 and the terms of reference, as set out in **Appendix 6**.
- (b) Appoint Executive Member (Neighbourhoods, Community Safety and Environment) currently Cllr Allison Gwynne to sit on both committees for purposes as set out in this report at paragraph 9.5 with specific terms of reference, as set out in **Appendix 6**.
- (c) Appoint Assistant Executive Member (Green Tameside) currently Cllr Laura Boyle as substitute for both committees for purposes as set out in this report at paragraph 9.5 with specific terms of reference, as set out in **Appendix 6**.

**Corporate Plan:**

The introduction of a Clean Air Zone (CAZ) and Common Minimum Standards across Tameside and Greater Manchester is a significant contribution to the Council's 'Infrastructure and Environment' strand of the Corporate Plan. It would help support a sustainable environment by aiding improvements in air quality across the region.

**Policy Implications:**

The Clean Air Plan supports the development of modern infrastructure and a sustainable environment that works for all generations and future generations. The Clean Air Plan is a collaboration agreement with the other 9 Greater Manchester local authorities and GMCA/TfGM.

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

It is envisaged that there are no direct financial implications arising for the Council relating to recommendation 12 regarding the award of the contracts set out in Appendix 2 as the contracts will be awarded via TfGM. However it is essential that any potential liabilities for the Council that may arise following the award of these contracts are known in advance and reported to Members.

Members should also note that at this stage it is proposed not to increase taxi licence fee rates for the Council from 1 April 2021. This is subject to full Council approval on 23 February 2021 when the 2021/22 Council budget report will be considered. The existing licence fee rates will be evaluated at a later date once the outcome of the MLS (Minimum Licensing Standards) review is known that is outlined in section 10 of the report.

**Legal Implications:**

The Council via its Executive has the power to make joint arrangements with one or more local authorities to carry out such functions as it considers appropriate and these arrangements can

**(Authorised by the Borough Solicitor)**

include the appointment of joint committees and appointments to those committees as set out in Article 6 of The Constitution.

The appointment of the Joint Committees is required as there are several key charging authority functions that can only be discharged by the charging authorities and therefore cannot be discharged by the GMCA as set out in section 9 of this report.

The report is also proposing delegation of the decision making regarding a Collaboration agreement between all of the parties. This agreement should clearly set out the rights, responsibilities and obligations of each of the parties and is usual in projects of this nature. This report also provides an update in relation to the consultation and notes that State Aid has now been replaced by The EU-UK Trade and Co-Operation Agreement (TAC) as a result of Brexit. It also provides a general update in relation to procurement and contract arrangements which are being supported by STAR to ensure that they are undertaken compliantly.

**Risk Management:**

Initial risk register set out in Clean Air Plan OBC (March 2019)

**Background Information:**

The background papers relating to this report can be inspected by contacting Sharon Smith, Head of Public Protection and Regulatory Services.



Telephone: 0161 342 2277



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

## 1 EXECUTIVE SUMMARY

- 1.1 In Greater Manchester, the 10 local authorities, the Greater Manchester Combined Authority (GMCA) and Transport for Greater Manchester (TfGM), collectively referred to as "Greater Manchester" or "GM", have worked together to develop a Clean Air Plan to tackle NO<sub>2</sub> Exceedances at the Roadside, referred to as GM CAP. This report sets the progress of the GM CAP and the next steps for the development of the Clean Air Plan and the closely linked Minimum Licensing Standards (MLS) for taxi and private hire services. Key developments since the last GMCA report include:
- Since the last report there has been no confirmation or offer of government funding for LGVs or hackneys, or the taxi and private hire electric vehicle charge points.
  - Government ministers have agreed to consider extending Greater Manchester's Clean Air Zone (CAZ) charges to the sections of the A628/A57 in Tameside which form part of the Strategic Road Network, within the proposed CAZ boundary. The extension of any charges to the A628/A57 will be subject to a full assessment of the potential impacts, to be led by Highways England. Following the assessment ministers will take the final decision on whether or not charging should be implemented on the A628/A57.
  - GM was awarded £14.7m of funding for the retrofitting of buses, and this work commenced in December 2020. GM's bus retrofit fund offers operators of locally registered bus services up to £16k of funding per vehicle towards the retrofit of non-compliant buses. The funding is available for vehicles, including minibuses and coaches, operating on a registered bus service within Greater Manchester. This includes cross-boundary services operating within the GM CAZ boundary.
- 1.2 The report sets out the near-term impacts of COVID-19 government restrictions on movement on air quality. It sets out how air quality is legally monitored, and how the Government has directed GM (and other areas) under UK law to address exceedance of the Annual Average standard for NO<sub>2</sub> which is set at 40 ug/m<sup>3</sup>. As GM Clean Air Plan is required to take action to tackle nitrogen dioxide exceedances until compliance with legal limits has been demonstrated (over a number of years), the nearer term influence of COVID-19 on air quality is not expected to lead to sufficiently long term reductions in pollution such that the modelled exceedances of the legal NO<sub>2</sub> limits will be met without implementing a Clean Air Zone.
- 1.3 The report sets out that following the conclusion of the consultation, both GM CAP and MLS consultation responses are being analysed and reported on by an independent research agency. GM authorities will fully consider all of the information and evidence gathered during the consultation, so that they can understand the consequences COVID-19 has had on vehicle owners and trades which will be directly affected by the GM CAP and MLS.
- 1.4 The report and appendices also set out the work TfGM is undertaking on behalf of the ten Greater Manchester Authorities in the preparatory implementation and contract arrangements required to deliver the CAZ and other GM CAP measures. Preparatory work is required in order to maintain delivery momentum in line with the funding arrangements agreed with JAQU, for example in relation to automatic number plate recognition (ANPR) cameras, back office systems and service providers.
- 1.5 The report then covers the consultation approach, engagement activity, additional research undertaken and the number of responses to both the GM CAP and MLS consultations.
- 1.6 The report also sets out the governance approach to both GM CAP and MLS, with the GM CAP final plan to be brought forward for decision makers as soon as is reasonably practicable and no later than summer 2021, and the outputs of the MLS to be reported alongside the GM CAP at the same time.



- 1.7 Due to the dynamic context of COVID-19 and national and regional/local lockdowns, progress on the development of the final plan will be provided by the Green City Region Lead, as required at GMCA meetings.

## 2 BACKGROUND

- 2.1 In July 2017 the Secretary of State issued a Direction under the Environment Act 1995 requiring seven Greater Manchester local authorities, including Tameside Council, to produce a feasibility study to identify the option which will deliver compliance with the requirement to meet legal limits for nitrogen dioxide *in the shortest possible time*.
- 2.2 In accordance with this Direction Tameside Council has been developing the study collectively with the other 9 Greater Manchester local authorities and the GMCA, coordinated by TfGM in line with Government direction and guidance and an Outline Business Case (OBC) was duly submitted in March 2019.
- 2.3 Tameside Council along with the other 9 Greater Manchester local authorities is now subject to a Ministerial direction dated 16 March 2020 requiring the submission of an Interim Full Business Case (FBC) (along with confirmation that all public consultation activity has been completed) as soon as possible and by no later than 30 October 2020. Under this direction Tameside Council along with the other 9 Greater Manchester local authorities is under a legal duty to ensure that the GM CAP (Charging Clean Air Zone Class C with additional measures) is implemented so that NO<sub>2</sub> compliance is achieved in the shortest possible time and by 2024 at the latest and that human exposure is reduced as quickly as possible.

## 3 INTRODUCTION

- 3.1 Poor air quality is the largest environmental risk to the public's health. Taking action to improve air quality is crucial to improve population health.
- 3.2 Whilst air quality has been generally improving over time, particular pollutants remain a serious concern in many urban areas. These are oxides of nitrogen (NO<sub>x</sub>) and its harmful form nitrogen dioxide (NO<sub>2</sub>), and particulate matter (PM).
- 3.3 In Greater Manchester, road transport is responsible for approximately 80% of NO<sub>2</sub> concentrations at roadside, of which diesel vehicles are the largest source.
- 3.4 Long-term exposure to elevated levels of particulate matter (PM<sub>2.5</sub>, PM<sub>10</sub>) and NO<sub>2</sub> may contribute to the development of cardiovascular or respiratory disease and may reduce life expectancy<sup>1</sup>. The youngest, the oldest, those living in areas of deprivation, and those with existing respiratory or cardiovascular disease are most likely to develop symptoms due to exposure to air pollution<sup>2,3</sup>.
- 3.5 Public Health England estimate the health and social care costs across England due to exposure to air pollution will be £5.3 billion by 2035 for diseases where there is a strong association with air pollution, or £18.6 billion for all diseases with evidence of an association with air pollution<sup>4</sup>.

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<sup>1</sup> Air Quality – A Briefing for Directors of Public Health (2017), <https://www.local.gov.uk/air-quality-briefing-directors-public-health>

<sup>2</sup> Air Quality – A Briefing for Directors of Public Health (2017), <https://www.local.gov.uk/air-quality-briefing-directors-public-health>

<sup>3</sup> RCP and RCPCH London, Every breath we take lifelong impact of air pollution (2016), <https://www.rcplondon.ac.uk/projects/outputs/every-breath-we-take-lifelong-impact-air-pollution>

<sup>4</sup> <https://www.gov.uk/government/news/new-tool-calculates-nhs-and-social-care-costs-of-air-pollution>

- 3.6 The Secretary of State has instructed many local authorities across the UK to take quick action to reduce harmful Nitrogen Dioxide (NO<sub>2</sub>) levels, issuing a direction under the Environment Act 1995 to undertake feasibility studies to identify measures for reducing NO<sub>2</sub> concentrations to within legal limit values in the “shortest possible time”. In Greater Manchester, the 10 local authorities, the Greater Manchester Combined Authority (GMCA) and Transport for Greater Manchester (TfGM), collectively referred to as “Greater Manchester” or “GM”, have worked together to develop a Clean Air Plan to tackle NO<sub>2</sub> Exceedances at the Roadside, referred to as GM CAP.
- 3.7 The core goal of the GM Clean Air Plan is to address the legal requirement to remove ALL concentrations of NO<sub>2</sub> that have been forecast to exceed the legal Limit Value (40 µg/m<sup>3</sup>) identified through the target determination process in the “shortest possible time” in line with Government guidance and legal rulings.
- 3.8 Throughout the development of the plan GM has considered a range of options to deliver compliance, overseen by the GM Steering Group<sup>5</sup>, and to understand the type and scale of intervention needed to reduce NO<sub>2</sub> to within legal Limit Values in the “shortest possible time” across Greater Manchester.
- 3.9 A best performing option was recommended within an Outline Business Case (OBC) for further consideration and discussion with stakeholders and the public to aid the development of the Full Business Case.
- 3.10 In March 2019 the GM Authorities agreed the submission of the OBC that proposed a package of measures that was considered would deliver compliance in the shortest possible time, at the lowest cost, least risk and with the least negative impacts.
- 3.11 The OBC made clear the expectation that the UK Government would support the plans through:
- Clear arrangements and funding to develop workable, local vehicle scrappage / upgrade measures;
  - Short term effective interventions in vehicle and technology manufacturing and distribution, led by national Government with local authorities;
  - Replacement of non-compliant buses; and
  - A clear instruction to Highways England with regard to air pollution from the Strategic Road Network (SRN) in Greater Manchester<sup>6</sup>.
- 3.12 The GMCA – Clean Air Update report discussed at Tameside’s Executive Cabinet on 24 June 2020<sup>7</sup> detailed that in March 2020 the Government provided initial funding of £41m for clean vehicle funds to award grants or loans to eligible businesses: £15.4m for bus retrofit, £10.7m for Private Hire Vehicles, £8m for HGVs, £4.6m for coaches and £2.1m for minibuses. Note: These figures include JAQU estimated delivery costs at 5%.
- 3.13 The GMCA – Clean Air Update report discussed at Tameside’s Executive Cabinet on 26 August 2020<sup>7</sup> detailed updates on the developments of the GM Clean Air Plan including the Light Goods Vehicles (LGV) and hackney carriage funding position, interaction with the strategic route network and Highways England, confirmed arrangements for distributing funding received for bus retrofit and highlighted separate discussions with DfT about funding for bus replacement.

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<sup>5</sup> Members include Directors or Assistant Directors from each GM authority.

<sup>6</sup> GM Authorities are directed to take action on the local road network those roads managed by Highways England, such as motorways and trunk roads are excluded from the Clean Air Plan.

<sup>7</sup> Also considered by the GM Authorities through their own constitutional decision-making arrangements.

- 3.14 It set out a proposal for consultation, detailed the positions for consultation on the daily charges, discounts and exemptions, and the proposed funding offer for each of the supporting funds, and the Vehicle Finance offer. The report also considered the proposed Governance arrangements for the CAZ and that TfGM will act as an 'operating body' responsible for day to day operation of the CAZ and the implementation of other GM CAP measures.
- 3.15 The report also highlighted the link to taxi and private hire vehicle common minimum licensing standards (MLS). In 2018, GM's ten local authorities agreed to collectively develop, approve and implement a common set of minimum licensing standards (MLS) for Taxi and Private Hire services that cover the whole of GM and to undertake parallel consultations for MLS and GM CAP, to ensure that so those affected by both policy positions can understand the full impact of the proposals and respond to the consultations.

#### **4 COVID-19: THE IMPACT ON AIR QUALITY**

- 4.1 Since the COVID-19 pandemic has progressed there have been many questions asked about what its effects on traffic mean for Greater Manchester's Clean Air Plan (GM CAP). In particular, the GM Authorities have been asked for comparative data for Air Quality monitoring for this year – during the full lockdown period and more recently - compared with last year.
- 4.2 Whilst data from 2019 is available, the comparator data for 2020 isn't; this is because a full calendar year of results is needed to make a comparison with the relevant standard. The Government has directed GM (and other areas) under UK law to address exceedance of the Annual Average standard for NO<sub>2</sub> which is set at 40 ug/m<sup>3</sup>.
- 4.3 Greater Manchester issues its Air Quality data annually in the Air Quality Annual Status Report, so for 2020 this information will be published in June 2021. This is due to the fact that diffusion tube data (that measures NO<sub>2</sub> concentrations) needs to be validated, by application of a bias adjustment process.
- 4.4 The bias adjustment process uses co-location of diffusion tubes with continuous monitors, and comparison of the two measured concentrations. Data from our continuous monitors is considered provisional until it has been ratified through a Quality Assurance process, completed by an independent party in April of the following calendar year.
- 4.5 The diffusion tube results used to calculate the annual mean concentration, for comparison with Annual Mean NO<sub>2</sub> standard of 40 ug/m<sup>3</sup>, are processed once the continuous monitoring data is ratified, and the bias adjustment factor can be finalised.
- 4.6 Whilst the COVID-19 pandemic has caused changes that radically altered transport patterns and behaviour, the relaxation of 'lockdown 1' (March – May 20) travel restrictions since June led to increasing vehicle flows. By the introduction of 'lockdown 2' (November 20), traffic flows were at around 85% of typical pre-COVID-19 levels. Because the GM Clean Air Plan is required to take action to take NO<sub>2</sub> levels over a number of years into the future in order to demonstrate compliance with legal limits<sup>8</sup>, the nearer term influence of COVID-19 on air quality is not expected to lead to sufficiently long term reductions in pollution such that the modelled exceedances of the legal NO<sub>2</sub> limits will be met without implementing a Clean Air Zone.

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<sup>8</sup> The modelling approved by government of NO<sub>2</sub> concentrations in Greater Manchester predicts that exceedance of the legal limit is likely to continue until 2027, if action is not taken to reduce road vehicle emissions.

- 4.7 In practice, there are many ways in which the pandemic could influence future emissions: in particular, sustained traffic reductions due to permanent increases in working from home or other lifestyle changes, or reductions in bus services due to a sustained decline in demand could reduce emissions, whilst an older fleet on the roads due to vehicle owners delaying vehicle purchases as a result of the pandemic and manufacturing constraints on new vehicles could delay expected necessary future improvements to the emissions of circulating vehicles.

## 5 COVID-19: ECONOMIC IMPACTS AND BUILDING BACK BETTER

- 5.1 As has been outlined earlier in the report the core goal of the GM Clean Air Plan is to address the legal requirement to remove ALL roadside concentrations of NO<sub>2</sub> that have been forecast to exceed the legal Limit Value (40 µg/m<sup>3</sup>), identified through the target determination process, in the “shortest possible time” in line with Government guidance and legal requirements.
- 5.2 The aim of the Government’s funding set out in the plan is to assist vehicle owners with upgrading their vehicle to a compliant vehicle and to mitigate the negative socio-economic effects of the GM CAZ. Government funding for the clean air plans is limited and has not to date been designed in consideration of the economic effects of COVID-19, and given that all of GM’s proposals were prepared pre-COVID, GM has undertaken to make an assessment of the possible impacts of COVID-19 to inform a technical briefing note for decision makers. A review of the assumptions GM made in terms of the economic circumstances of impacted groups, is necessary as the ‘starting positions’ assumed in the policy positions for each of the measures will have changes as a result of COVID-19. As a result of COVID-19 it is anticipated that the impact the CAZ will have changed and GM needs to identify, where possible, what this change will bring and report this in the final proposals for decision makers to consider.
- 5.3 As a result of the pandemic, vehicle owners may not be starting from the same position as had been previously assumed in terms of their fleets and their ability to upgrade as a result of the GM CAP. They may therefore need more or different support to help them upgrade or to mitigate the impacts of the CAZ.
- 5.4 The timescales for GM CAP are determined by a Ministerial Direction. GM needs to launch a Clean Air Zone in 2022 to meet the requirement of the direction to secure compliance with NO<sub>2</sub> standards in the shortest possible time and by 2024 at the latest. As has been made clear in other reports, Ministers have written to Greater Manchester confirming that they expect measures to continue to be developed and the consultation to be undertaken as required by the Ministerial Direction.
- 5.5 GM must make a final plan no later than Summer 2021 in order to be in a position to launch a Clean Air Zone in 2022. The GM Authorities report on the Final Clean Air Plan will include the consultation results, the assessment of COVID-19 and a final recommended package of measures to ensure the achievement of NO<sub>2</sub> compliance in the shortest possible time and by 2024 at the latest as required by the Ministerial Direction. The report will be supported by the following documents:
- AECOM Consultation Report<sup>9</sup>
  - GM Authorities Response to the Consultation
  - Impacts of COVID-19 Report
  - GM CAP Equality Impact Assessment following Consultation
  - GM CAP Policy following Consultation
  - Modelling report of final CAP package
  - Economic implications of CAP

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<sup>9</sup> AECOM – the independent agency who are managing and analysing the consultation responses

- 5.6 That plan will need to determine:
- the boundary, discounts, exemptions and daily charges of a Clean Air Zone.
  - the amount of supporting funds
- 5.7 In determining the final funding amounts this will in turn start the process of distributing the secured funding to those eligible, as per the 'final plan' GM CAP policy.
- 5.8 Supporting funds are critical to help businesses prepare for the launch of a Clean Air Zone. Elsewhere in this report it is described that when Leeds City Council opened their clean vehicle funds it enabled impacted groups to access funding and upgrade their vehicle prior to the scheme's launch. This is reported to have led to a dramatic shift to cleaner vehicles. This along with a smaller geographic area, and pandemic traffic levels led to a joint review with JAQU which found that air pollution in Leeds was significantly below legal limits and that it was likely to be maintained, meaning legal limits will be met without implementing a Clean Air Zone. It should be noted that at the outset air pollution levels were not as poor in Leeds as in GM, and compliance was expected to occur naturally earlier than the opening date for the GM CAP.
- 5.9 GM recognises the absolute importance of understanding what impacts the pandemic has had on air quality and businesses, ensuring any impacts are reflected in the final plans and the ongoing discussions with government. That is why the consultations asked for business feedback on this crucial issue, encouraging as wide a range of views as possible.
- 5.10 It is a very uncertain time and getting the right level of funding to support local businesses and organisations before the Clean Air Zone is introduced is key. Following the conclusion of the consultation, both GM CAP and MLS consultation responses will be analysed and reported on by AECOM an independent research agency.
- 5.11 GM will fully consider all the information and evidence gathered during the consultation, so that it can understand the consequences COVID-19 has had on vehicle owners and trades which will be directly affected by the GM CAP and MLS.
- 5.12 As set out in previous reports the Impacts of COVID report will include consideration of:
- whether the assumptions underpinning the GM CAP are still valid;
  - whether GM will remain in exceedance of legal nitrogen dioxide limits under the proposals as they currently stand;
  - the measures proposed in the package for consultation; and
  - whether the proposed support package will be sufficient.
- 5.13 Given the timescales the GM Authorities are working to they need to be clear as to what assessments can be made, ahead of the determination of a final plan. The final plan report will:
- set out the revised assumptions underpinning the GM CAP and the uncertainty surrounding these;
  - set out the revised policy positions for each of the measures including amount of supporting funds for eligible applicants; and
  - include an assessment of the possible impact of COVID-19 on when GM will secure compliance.
  - set out what level of funding GM will be seeking from government to support the individuals and smallest businesses who will be most economically vulnerable to the GM CAZ and where, given the impact of COVID-19 the previous amounts of grant funding to help upgrade to a compliant vehicle may not be enough to adequately mitigate the potential adverse economic impacts of both.
- 5.14 On the 4 January the Prime Minister announced a national lockdown and instructed people to stay at home to control the virus, protect the NHS and save lives. At the time of writing

this report (6 January 2021) the implications for 'lockdown 3' on the GM Clean Air Plan are unknown. As the pandemic is unpredictable and dynamic, contemporary reporting on the progress on the development of the final plan will be provided by the Green City Region Lead, as required, at GMCA meetings.

## **6 CLEAN AIR – PROGRESS SINCE LAST UPDATE**

### **Hackney Carriages & LGV fleet support**

- 6.1 As reported in July, Government has accepted the need for vehicle replacement funds for Hackney Carriages, and Light Goods Vehicles, but requested further development of shared evidence on the needs within this complex sector before responding to the specific asks of is £80m for LGVs/vans and for Hackney Carriages it is £10.4m, plus delivery costs. GM has submitted this information, however at the time of writing the Government has not made an offer of funding. GM Authorities consulted on the financial proposal at the date of consultation.

### **Try Before You Buy & EV Taxi Infrastructure**

- 6.2 GM is proposing a 'Try Before You Buy' Electric vehicle initiative for GM-licensed Hackney Carriage drivers to address uncertainties such as operating costs, range anxiety and availability of charging infrastructure. This is similar to a scheme run by Nottingham City Council which resulted in a 40% conversion rate (40% of those who used the scheme then switched to an electric hackney). The funding ask for this is £1.9m, however Government has not yet made an offer of funding for this initiative.

- 6.3 GM is also proposing a network of 40 hackney/PHV-only rapid electric vehicle charging points to be funded via the GM CAP. These will be installed in suitable, available and sustainable locations, with a focus on re-purposing public sector assets and will be supported by the development of an EV Taxi (HC and PHV) charging membership scheme. The funding ask for this is £6.5m, and Government has not yet made an offer of funding for this initiative.

### **Clean Bus Fund – Replacement**

- 6.4 It was assumed at OBC stage that an estimated 350 buses could not be retrofitted and that it would be for the market to find a solution. GM is looking to secure funding from the £5 billion of new funding for buses and cycling announced in the March budget. Alongside this, GM is proposing to Government that it requires circa £9m of funding plus delivery costs to support the replacement of non-compliant vehicles operating on registered bus services in GM that cannot be retrofitted; in this respect the Government have not made an offer of funding.

### **Strategic Road Network managed by Highways England**

- 6.5 The 10 GM Authorities continue to ask the Government to direct Highways England to tackle NO<sub>2</sub> exceedances on the Strategic Road Network (SRN) in the same way GM Authorities are having to take action on the local road network.

- 6.6 In particular Tameside MBC has highlighted to Ministers that the inconsistency in approach is leaving many residents unprotected, particularly, around the A628/A57, a strategically important trans-Pennine route that passes through the villages of Hollingworth and Mottram as a single carriageway. This route, managed by Highways England, will be left with NO<sub>2</sub> exceedances that are not being addressed, despite the area being declared as part of GM's Air Quality Management Area.

- 6.7 As previously reported on 21 July 2020 a meeting was held between Rachel MacLean – Parliamentary Under Secretary of State for Transport, Councillor Brenda Warrington, Councillor Andrew Western, Jonathan Reynolds MP and Robert Largan MP. Minister

MacLean listened to the concerns of GM politicians and committed to reviewing the options to deal with this issue.

- 6.8 On 25 August 2020, Tameside MBC were notified that Government ministers have agreed to consider extending Greater Manchester's Clean Air Zone (CAZ) charges to the sections of the A628/A57 which form part of the Strategic Road Network, within the proposed CAZ boundary. The extension of any charges to the A628/A57 will be subject to a full assessment of the potential impacts, to be led by Highways England. This will cover air quality impacts on other roads, safety impacts, carbon impacts, as well as wider issues for Highways England, such as operational and network issues. Following the assessment ministers will take the final decision on whether or not charging should be implemented on the A628/A57. Tameside officers are involved in the work to ensure that it comes to a collective conclusion about the outcomes of the assessment, which is expected to be completed by early 2021. An update on progress can be found at **Appendix 1**.

#### **Clean Bus Fund – Retrofit**

- 6.9 As reported in July the Government awarded £14.7m as an initial tranche of funding to retrofit buses running services in GM that have older engines which are not compliant with the GM CAZ emission standards. Government also confirmed the funding award for Bus Retrofit funding should be distributed as a continuation of the Clean Bus Technology Fund. As this funding mechanism is distinct from the wider delivery of the GM CAP, no consultation feedback was requested on this aspect of the policy.
- 6.10 The distribution of Bus Retrofit funding commenced in December 2020.
- 6.11 This fund offers operators of locally registered bus services with up to £16k of funding per vehicle towards the retrofit of non-compliant buses before the launch of the Clean Air Zone in Spring 2022. The funding is available for vehicles, including minibuses and coaches, operating on a registered bus service within Greater Manchester. This includes cross-boundary services operating within the GM CAZ boundary.

#### **Other Cities' Clean Air Plans**

- 6.12 Since the last report to members in July there have been significant updates on the progress of other cities plans to implement Clean Air Zones.
- 6.13 Leeds City Council – statutorily consulted on their proposals 29 June – 12 August 2018 and in 2019 announced their Clean Air Zone would launch in 2020. They commenced distributing clean air funding in 2019 to encourage vehicle upgrade. The government's joint air quality unit (JAQU) recently undertook a joint review with Leeds to analyse the impact of COVID-19 on air quality and to understand if a Clean Air Zone remains necessary, or whether NO<sub>2</sub> compliance by the legally required timeframe can be achieved and maintained in other ways. Due to the dramatic shift to cleaner vehicles already delivered by the funding and by businesses preparing for the imminent launch of the CAZ, the review found that air pollution in Leeds is significantly below legal limits and that is likely to be maintained, even if traffic were to return to 'normal' levels or slightly higher. However, as set out in paragraph 3.6 this is not the case for the Greater Manchester Authorities where they have been instructed by government to proceed with the proposals.
- 6.14 Bath & North East Somerset announced on 8 October that their clean air zone, a city centre CAZ C, would take effect on 15 March 2021. This was initially due to launch in November 2020 but was delayed by the COVID-19 pandemic. The Council has opened access to its clean vehicle upgrade funds now, prior to the scheme opening, to enable impacted groups to upgrade their vehicles.
- 6.15 Birmingham announced on 8 October that their clean air zone will launch on 1 June 2021. The scheme, which is a city centre CAZ D, was initially due to launch in January 2020 but was delayed by issues with the Government's vehicle checker and then by impacts of the

COVID-19 pandemic. Birmingham have opened up their clean vehicle funds to enable impacted groups to access funding and upgrade their vehicle prior to the scheme's launch.

- 6.16 Bristol consulted on their clean air zone proposals between 8 October and 13 December 2020. The Council consulted on a number of options while carrying out modelling work to look at the impact of green recovery measures. Option 1 would be a Clean Air Zone covering a small area of central Bristol where older, more polluting commercial vehicles and polluting private cars would pay to drive in the zone, referred to as 'small CAZ D'. Option 2 would be Option 1 plus a larger charging zone where older, more polluting commercial vehicles, but not private cars, would be charged to drive in the zone, referred to as 'medium CAZ C'. The full business case process is scheduled to be submitted in early 2021.
- 6.17 As far as GM is aware, all other authorities that received a ministerial direction to implement a clean air zone are proceeding with the development of their plans. Ministers have written to other authorities in similar terms to Greater Manchester confirming that they expect measures to continue to be developed where necessary. Some cities, such as Newcastle/Gateshead, are revising their initial proposals for a clean air zone. London's Ultra Low Emissions Zone (ULEZ), although not required under the same legislation as local authority clean air plans which are part of the clean air zone framework but has similar principles of charging the most polluting vehicles, is to be extended to the North and South Circular roads of inner London on 25 October 2021.

## **7 CLEAN AIR ZONE PREPARATORY ARRANGEMENTS**

- 7.1 In July 2019 on the basis of evidence provided as at that date, a Ministerial letter set out that the GM plan appeared to be on track to deliver compliance in the shortest possible time and that the Greater Manchester authorities should continue to proceed towards developing the implementation and contract arrangements of a charging Clean Air Zone in Greater Manchester. Government provided an initial tranche of £36m of funding to take this forward.
- 7.2 The ten Greater Manchester Local Authorities have been directed by Government to introduce a category C Clean Air Zone across the region, therefore the key elements of the Clean Air Zone including the intended boundary and times of operation, proposed discounts/exemptions, vehicles affected and daily charges, have been subject to a statutory consultation. The supporting measures, the detail of proposals of the funds and vehicle finance were also set out at consultation to enable consultees to respond fully to the GM CAP proposals. Given that the 10 Local Authorities are subject to the direction to implement the CAZ, the preparatory procurement arrangements have commenced without a risk of the consultation outcome being pre-judged.
- 7.3 The ten Greater Manchester Local Authorities are undertaking the preparatory implementation and contract arrangements required to deliver the CAZ and other GM CAP measures. Preparatory work is required in order to maintain delivery momentum in line with the funding arrangements agreed with JAQU, for example in relation to automatic number plate recognition (ANPR) cameras, back office systems and service providers.
- 7.4 A description of the main procurements is set out in **Appendix 2**. This includes the date when formal contract awards are expected to be made to enable GM to deliver a charging Clean Air Zone in Spring 2022 to meet the timescales required by the Ministerial Direction.
- 7.5 TfGM is running the procurement exercise with potential suppliers to final evaluation and to provide a report to allow the authorities (as set out in section 9 a joint committee will be set up to delegate to TfGM) to make a decision to award to the successful supplier(s) on receipt of [confirmation of] funding from JAQU.



- 7.6 The 26 August 2020 report considered the proposed Governance arrangements for the CAZ and it was subsequently agreed by all 10 Greater Manchester Local Authorities and GMCA that TfGM will act as an ‘operating body’ responsible for day to day operation of the CAZ and the implementation of other GM CAP measures.
- 7.7 The 26 August 2020 report also set out that a future report would detail the formal governance mechanisms that will underpin the delivery of a GM Clean Air Zone (CAZ) and the supporting measures, including the powers that will need to be delegated to the Operating Body. Section 8 of this report considers the joint working arrangements that will be required.

## **8 CLEAN AIR – CONSULTATION**

### **Consultation purpose and delivery arrangements**

- 8.1 The ten Greater Manchester authorities conducted an eight-week consultation from 8 October to 3 December 2020 that adhered to the government’s COVID-19 guidance around social distancing. The purpose of the consultation was to seek views from residents, visitors, stakeholders and businesses on the proposals to achieve compliant NO<sub>2</sub> levels in Greater Manchester. The Greater Manchester Minimum Licensing Standards consultation ran in parallel to ensure that those impacted and/or interested in the proposals could have a complete view of the proposed changes to vehicles and the financial support available.
- 8.2 The consultation was not seeking a decision on whether to introduce a scheme as that has been directed by the Secretary of State; it set out a position for consultation on the daily charge, discounts and exemptions of a Category C GM Clean Air Zone, and the proposals for the supporting funds.
- 8.3 TfGM, on behalf of the ten Greater Manchester authorities, conducted the consultation, under the CleanAirGM branding. AECOM – an independent opinion research agency – was appointed to receive, manage, process and analyse the consultation responses on TfGM’s behalf; to undertake qualitative research on the proposals (a research method of facilitated sessions to seek feedback from representative groups); and produce a full report on the findings from the consultation.
- 8.4 The consultation was also supported by engagement activity to ensure all groups could engage with the consultation materials and respond in a meaningful way.

### **Consultation documentation**

- 8.5 The consultation materials were published on [www.CleanAirGM.com](http://www.CleanAirGM.com) on 8 October 2020. This included the [consultation document](#), the questionnaire, technical reports, the policy for consultation and supporting public facing materials such as leaflets and fact sheets. An animation outlining the proposals with subtitles and British Sign Language interpretation was also published.
- 8.6 Hard copies of the consultation document and questionnaire were sent to each local authority for distribution across the boroughs as deemed appropriate. These materials were also sent to every Travelshop operated by TfGM across Greater Manchester. Hard copies of other materials were available on request, as well as alternative formats.
- 8.7 In addition to the online and hard copy questionnaire, people could respond via a dedicated phonenumber, email or post. A language line facility was also in place for non-English speakers.

### **Consultation methodology and questions**

- 8.8 The consultation questions were embedded throughout the consultation document and in the questionnaire.

8.9 The aim was to seek views on the detail of the proposed boundary (already set by the direction at GM-wide), the proposed operation, the proposed charges and discounts / exemptions, the supporting measures (funds, vehicle finance) and the impacts of Covid-19 on the ability of businesses / organisations to respond to the proposals.

8.10 During the consultation planning stage, an equality impact assessment was undertaken to ensure that the proposed consultation methodology did not exclude any groups with protected characteristics and that any issues arising due to the current situation in relation to COVID-19 were appropriately mitigated.

#### **Engagement and awareness raising activity**

8.11 GM and national-level engagement activity was coordinated and delivered by TfGM under the CleanAirGM branding. Each of the 10 GM authorities also implemented their own delivery plans for consultation with their residents and businesses. Full details of the GM level engagement delivered throughout the consultation can be found in **Appendix 3**.

8.12 The GM authorities used both online and offline channels to promote the consultation, (including social media, digital advertising, out of home advertising, media and PR, working with stakeholders and other routes). As traditional consultation-style events and drop-in sessions could not be hosted due to the restrictions on large gatherings, GM used online events, webinars, social media in order to answer questions and engage. Activity undertaken at a local level will be included in local authority reports, as appropriate.

8.13 TfGM also developed a virtual exhibition space to provide an alternative way to engage with the consultation materials and speak to members of the CleanAirGM team, in the absence of face-to-face engagement. The platform had an online chat facility which operated for several hours a day at least six days a week.

#### **Qualitative research**

8.14 Alongside the consultation and engagement activity, qualitative research was also undertaken by AECOM to explore the impact of the proposals and the impact of Covid-19 on the most impacted groups. This included small and micro businesses, the taxi and private hire trade, the freight and logistics sector, public transport users and those with respiratory conditions.

8.15 The sessions took place as either focus groups or depth-interviews on Microsoft Teams and were facilitated by an independent moderator. Full details of the activity can be found in **Appendix 4**.

8.16 This research was conducted whilst the consultation was ongoing and will be reported within the consultation findings report.

#### **Final response numbers and other submissions**

8.17 A total of 4765 responses were received during the consultation period:

- 3954 via online questionnaire
- 767 via email
- 43 paper questionnaires
- 1 telephone response

8.18 The full AECOM Consultation Report will be published with the final plan.

8.19 Late responses (i.e. submitted after the deadline of 3 December 2020 at 23:59) are not counted in the final numbers of responses but will be summarised in a separate chapter of the report that will be produced by AECOM (the independent agency who are managing and analysing the responses to the consultation). Any late responses to the Clean Air consultation will be considered in the local authority reports on the outputs of the consultations to the extent that they are deemed to be material.

## 9 CLEAN AIR – GOVERNANCE

- 9.1 The 26 August 2020 report considered the proposed Governance arrangements for the GM CAZ and it was subsequently agreed by all 10 GM Authorities and GMCA that TfGM will act as an ‘operating body’ responsible for day-to-day operation of the CAZ and the implementation of other GM CAP measures.
- 9.2 The 26 August 2020 report also set out that a future report would detail the formal governance mechanisms that will underpin the delivery of a GM Clean Air Zone (CAZ) and the supporting measures, including the powers that will need to be delegated to the Operating Body.
- 9.3 This section of the report considers the formal governance mechanisms and joint working arrangements that will be required to ensure that the 10 GM Authorities implement a charging Clean Air Zone in Spring 2022 so as to ensure the achievement of NO<sub>2</sub> compliance in the shortest possible time and by 2024 at the latest as required by the Ministerial Direction.
- 9.4 The formal governance mechanisms include the political oversight arrangements (to include to the oversight of the CAZ including monitoring and policy setting) and operating arrangements.
- 9.5 As there are several key charging authority functions that can only be discharged by the charging authorities (and as the GMCA is not a charging authority), the approach that GM will take will be to establish:
- a Joint Committee of charging authorities to enable decisions to be taken that are required to be taken jointly by the Constituent Authorities’ as charging authorities in relation to the Greater Manchester Clean Air Zone; and
  - a Joint Committee of the charging authorities and the GMCA to enable the joint discharge of the GMCA’s and Constituent Authorities’ functions under sections 82 to 84 of the Environment Act 1995 (Air Quality) and in relation to the Greater Manchester Clean Air Plan (excluding such decisions that must be taken by the charging authorities jointly under Part 3 of, and Schedule 12 to, the Transport Act 2000 and regulations made thereunder).
- 9.6 These formal governance arrangements need to be in place before the GM Authorities make a decision to award the contracts necessary, as set out in **Appendix 2**, to deliver a charging Clean Air Zone and other measures to successful supplier(s). The terms of reference including the functions requiring delegation to the joint committees are set out in **Appendix 6**. The 10 GM local authorities are being asked to agree the establishment of the committees, nominate their committee members and terms of reference for the joint committees.
- 9.7 The proposed governance arrangements will also enable TfGM to discharge relevant local authority functions before decisions to award contracts to successful suppliers.
- 9.8 A description of the main procurements is set out in **Appendix 2**. This table includes the date when formal contract awards are expected to be made to enable GM to deliver a charging Clean Air Zone in Spring 2022 as required by the Ministerial Direction. They are imminent with the first being in March 2021 through the Summer of 2021.
- 9.9 Furthermore it is prudent and conventional on such a complex, multi-authority project, for there to be an agreement put in place between the 10 local authorities and GMCA/TfGM to clarify the rights, responsibilities and obligations of the authorities in relation to [those

contracts and] the collective GM CAP, and setting out how all parties will work together to deliver the GM CAP up to and beyond the determination of the final plan.

- 9.10 The GM authorities are being asked to provide sufficient delegations for each Authority to be a party to the collaboration agreement between the 10 local authorities and GMCA/TfGM to clarify amongst other matters the rights, responsibilities and obligations of the authorities in relation to those contracts set out in **Appendix 2**.

#### **State Aid**

- 9.11 The consultation materials were published on [www.CleanAirGM.com](http://www.CleanAirGM.com) on 8 October 2020 in the [Policy for Consultation](#), GM outlined that the proposed measures would be subject to state aid restrictions. Subsequently there are new rules and arrangements are in place. The EU-UK Trade and Co-operation Agreement (TCA) sets out the new obligations for Subsidy Control which replaces the State aid regime in the UK. The new rules must be considered in respect of all grants awarded from 1<sup>st</sup> January 2021. This will be taken into consideration in the development of the final plan.

## **10 MINIMUM LICENSING STANDARDS AND THE GM CLEAN AIR PLAN**

- 10.1 Taxi/PHV services are a significant part of GM's transport offer. In 2018, GM's ten local authorities agreed to collectively develop, approve and implement a common set of minimum licensing standards (MLS) for Taxi and Private Hire services that cover the whole of GM. At that time, the primary driver for this work was to improve public safety, but vehicle age and emission standards in the context of the Clean Air agenda are now also a major consideration.
- 10.2 As licensing is a local authority regulatory function, the work to devise the Standards has been undertaken by the GM Licensing Managers Network, with TfGM supporting the co-ordination of this work, and alignment with other relevant GM policies, at a GM level.
- 10.3 There are four areas of focus for the MLS:
- Drivers: Criminal Records Checks; Medical Examinations; Local knowledge test; English language; Driver training; Driving Proficiency; Dress Code.
  - Vehicles: Vehicle emissions (diesel Euro 6 and above, petrol Euro 4 and above with an ambition for a zero-emission capable fleet); Vehicle ages (under 5 years at first licensing, no older than 10 years); Vehicle colour (Black for Taxi/Hackney, white for Private Hire Vehicles); Vehicle livery (common GM design with Council logo incorporated); Accessibility (all Taxis to be wheelchair accessible); Vehicle testing; CCTV; Executive Hire; Vehicle design and licensing requirements.
  - Operators: Private Hire Operators/staff will require basic criminal record check; more stringent requirements in relation to booking records; Operators to take more responsibility for the behaviour of their drivers.
  - Local Authorities: Applications may be submitted up to 8 weeks in advance of license expiry; Once determined, license issued within 5 working days; Agree to develop common enforcement approach and a framework to which licensing fees are set; Councillors to receive training before they hear applications.
- 10.4 Given the decarbonisation challenge, sectors such as transport need to take very significant action now to reduce carbon emissions. For taxis and PHVs to contribute will require them to switch to zero-emission capable (ZEC) vehicles. To invest in ZEC vehicles, taxi proprietors also require long term confidence in the local policy landscape, including future interventions and supporting infrastructure.
- 10.5 The trade has asked for certainty, funding, and long lead in times for these changes. This is extremely challenging within the current and emerging policy environment. Officers have developed policy proposals that can meet these needs as far as possible, which is why

parallel consultations have been undertaken for MLS and GM CAP, and that charging, funding, and licensing policy positions are coherent and joined-up.

- 10.6 Ultimately the collaborative approach that the MLS represents will help achieve the vision of a strong, professional and healthy taxi and private hire sector providing safe and high-quality services to residents and visitors across the whole of Greater Manchester. This vision sees taxis and Private Hire as a crucial part of the overall transport mix, that can consistently deliver safe and high-quality services for the public. The proposed MLS will help deliver improved safety, customer focus, higher environmental standards and accessibility.
- 10.7 In addition, GM understands that, like many parts of the economy, and in particular the transport sector, the taxi and private hire trade have been impacted by COVID-19, lockdown and the effects of social distancing policies. Therefore, the MLS consultation, which is a matter for the 10 district councils, included questions designed to elicit a fuller and more informed understanding of the wider effects of COVID-19 on the economic health and sustainability of the taxi and private hire trades.

## 11 **MLS – CONSULTATION**

### **Consultation purpose and delivery arrangements**

- 11.1 The ten Greater Manchester authorities conducted an eight-week consultation from 8 October to 3 December that adhered to the government COVID-19 guidance around social distancing. The purpose of the consultation was to inform the trade and the public of the proposals and engage impacted groups (the trade and the main service users) to build understanding and awareness to inform the final standards.
- 11.2 TfGM, on behalf of the ten Greater Manchester licensing authorities, conducted the consultation, under the GM Taxis Standards brand. AECOM – an independent opinion research agency – was appointed to receive, manage, process and analyse the consultation responses on TfGM's behalf; to undertake qualitative research on the proposals (a research method of facilitated sessions to seek feedback from representative groups); and produce a full report on the findings from the consultation.
- 11.3 The consultation was also supported by engagement activity with the trade to help ensure they could engage with the consultation materials and respond in a meaningful way.

### **Consultation documentation**

- 11.4 The consultation documentation was published on [www.gmtaxistandards.com](http://www.gmtaxistandards.com) on 8 October 2020. This included the [consultation document](#), the questionnaire and supporting public facing materials such as leaflets and factsheets. An animation outlining the proposals with subtitles and British Sign Language interpretation was also developed.
- 11.5 Hard copies of the consultation document and questionnaire were sent to each local authority for distribution across the boroughs as deemed appropriate. These materials were also sent to every Travelshop operated by TfGM across Greater Manchester. Hard copies of other materials were available on request, as well as alternative formats.
- 11.6 In addition to the online and hard copy questionnaire, people could respond via a dedicated phonenumber, email or post. A language line facility was also in place to support non-English speakers.

### **Consultation methodology and questions**

- 11.7 The consultation questions were embedded throughout the consultation document and in the questionnaire.

11.8 The aim was to seek views on the proposed driver standards, vehicle standards, operator standards, local authority standards, local authorities, the proposed implementation timetable and the impacts of COVID-19 on the ability of businesses / organisations to respond to the proposals.

11.9 During the consultation planning stage, an equality impact assessment was undertaken to ensure that the proposed consultation methodology did not exclude any groups with protected characteristics and that any issues arising due to the current situation in relation to COVID-19 were appropriately mitigated.

#### **Engagement and awareness raising activity**

11.10 GM engagement activity was coordinated and delivered by TfGM under the GM Taxi Standards brand. Each of the 10 GM communications and engagement teams and licensing teams supported this delivery plan, with their own local plans. Full details of the GM level engagement delivered throughout the consultation can be found in **Appendix 3**.

11.11 The GM authorities used both online and offline channels to promote the consultation, (including social media, digital advertising, out of home advertising, media and PR, working with stakeholders and other routes).

11.12 As traditional consultation-style events and drop-in sessions could not be hosted due to the restrictions on large gatherings, GM used online events, webinars, social media and promoted a phone number, in order engage with the public and impacted groups.

11.13 TfGM also developed a virtual exhibition space to provide an alternative way to engage with the consultation materials.

#### **Qualitative research**

11.14 Alongside the consultation and engagement activity, qualitative research was also undertaken by AECOM to explore the impact of the proposals and the impact of COVID-19 on the trade and key users.

11.15 The sessions took place as either focus groups or interviews on Microsoft Teams and were facilitated by a moderator. Full details of the sessions ran can be found in **Appendix 5**.

11.16 This research was conducted whilst the consultation was ongoing and will be reported within the consultation findings report.

#### **Final response numbers and other submissions**

11.17 A total of 1682 responses were received during the consultation period:

- 1552 via online questionnaire
- 46 via email
- 84 paper questionnaires

11.18 The full AECOM Consultation Report will be published with the final plan.

11.19 Late responses (i.e. submitted after the deadline of 3 December 2020 at 23:59) are not counted in the final numbers of responses but will be summarised in a separate chapter of the report that will be produced by AECOM (the independent agency who are managing and analysing the responses to the consultation). Any late responses to the MLS consultation will be considered in the local authority reports on the outputs of the consultations to the extent that they are deemed to be material.

## **12 NEXT STEPS**

12.1 GM needs time to:

- Review all the information gathered through the GM CAP and MLS consultations.
- Fully consider all the information and evidence gathered, so that it can understand the consequences of COVID-19 has had on vehicle owners and trades affected by the GM CAP and MLS.
- Undertake the subsequent equalities, air quality and emissions impact assessments, this work will be vital to inform future decisions on each aspect of the final plan.

12.2 It is proposed that for the GM CAP a final plan will be brought forward for decision makers as soon as is reasonably practicable and no later than summer 2021, and at this time the outputs of the MLS consultation will also be reported.

12.3 Officers will:

- Continue dialogue with JAQU to secure a clear response from government on GM's outstanding clean air funding asks;
- Continue to undertake the preparatory implementation and contract arrangements that need to be undertaken to deliver the CAZ and other GM CAP measures;
- Continue work to understand the possible impacts of COVID-19 on the GM CAP and MLS;
- Continue to assess the findings of the consultation and develop a final Clean Air Plan (as set out at paragraph 5.5) for consideration by the 10 Greater Manchester Local Authorities; and
- Consider the proposed approach to the consideration and adoption of MLS by the 10 Greater Manchester Local Authorities.

## **13 RECOMMENDATIONS**

13.1 The recommendations are set out at the front of the report.

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# APPENDIX 1

## UPDATE ON ASSESSING IMPACTS OF EXTENDING GREATER MANCHESTER'S CLEAN AIR ZONE (CAZ) CHARGES TO THE SECTIONS OF THE A628/A57

- 1.1 As set out at 5.4 in the main body of the report, Government ministers have agreed to consider extending Greater Manchester's Clean Air Zone (CAZ) charges to the sections of the A628/A57 which form part of the Strategic Road Network, within the proposed CAZ boundary. The extension of any charges to the A628/A57 will be subject to a full assessment of the potential impacts, to be led by Highways England. This will cover air quality impacts on other roads, safety impacts, carbon impacts, as well as wider issues for Highways England, such as operational and network issues. Following the assessment ministers will take the final decision on whether or not charging should be implemented on the A628/A57. Tameside officers are involved in the work to ensure that it comes to a collective conclusion about the outcomes of the assessment, which is expected to be completed by early 2021
- 1.2 The assessment of the potential impacts work has commenced. The scope of work produced by Highways England, Tameside and TfGM addresses air quality, carbon, safety and consideration of wider network operations. The scope of work will be submitted to DfT for approval. The scope is clear it will consider the extents of any charging on the SRN (A57 / A628), will be limited to within Tameside administrative boundary in line with the proposed boundary of the GM Clean Air Zone (CAZ).
- 1.3 The scope outlines the assessment will follow a staged approach, increasing the level of detail and information required as necessary.

### Stage 1

- a high-level assessment, to determine the number of non-compliant HGVs, buses, taxis and vans that are predicted to use the A57 / A628 as a strategic through route staying on the SRN transiting the region and not entering Greater Manchester (GM) Clean Air Zone (CAZ);
  - an estimation of the likely air quality benefits on the A57 / A628 from including this section of road within the charging CAZ; and
  - JAQU have confirmed that the location of predicted exceedances in 2023 provided by TfGM to date are qualifying features for the reporting requirements for Limit Values.
- 1.4 If the high-level assessment completed at Stage 1 indicates that it is possible for charging on the A57/A628 to deliver material improvements to predicted exceedances or achieve limit value compliance a year earlier on the A57/A628 than without charging, then the assessment work would move to Stage 2.

### Stage 2

- A more detailed investigation of traffic movements along the A57 / A628 and movements in and out of proposed GM charging CAZ;
- Detailed air quality modelling of the impacts and effect of charging on the SRN. It is anticipated that Highways England would work in partnership with TfGM to complete this work as they have the models, including driver behaviour responses already developed.
- Depending on the anticipated behavioural response to charging:
  - Identification of likely alternative routes HGVs and vans would take to move between their origin and destinations;
  - Calculation of changes in carbon dioxide emissions for HGVs and vans associated with these new routes;
  - A review of the safety implications for additional HGVs and van movements on alternative routes;

- Commentary of the impacts for operating and maintaining the network associated with changes in traffic movements along the A57 / A628 corridor and the use of alternative routes.

1.5 The assessment to date highlights GM's material point that Government's requirements of Highways England in respect of NO<sub>2</sub> are not the same as the approach they have taken in respect of the GM authorities who have been directed to take action on the local road network. The appraisal approaches required by Government are not consistent in their interpretation of Highways England and local authority roads, which reflects the typically differing nature of public access immediately adjacent to local roads and motorways. However, the A57/A628 section of the SRN is atypical in that it more closely resembles a 'local road' environment with public residences at the kerbside. It has therefore been determined in the scope of works to apply the approach used by the GM Authorities in modelling the GM CAP.

#### **Initial Outputs**

- 1.6 Highways England, Tameside and Transport for Greater Manchester noted that work to date as part of the GM CAP shows that the introduction of a GM Clean Air Zone leads to a 3 to 4µg/m<sup>3</sup> reduction in annual mean NO<sub>2</sub> concentrations for properties adjacent to the A57 and A628 when first opened. On expiry of the temporary exemption for LGVs and minibuses, NO<sub>2</sub> concentrations reduce by a similar amount again, providing a total improvement of 6 to 8µg/m<sup>3</sup>.
- 1.7 Further analysis and air quality modelling as part of this study indicates that there are expected to be NO<sub>2</sub> exceedances in 2023 with the GM CAZ operational, and also there are expected to be additional NO<sub>2</sub> reductions from charging on this section of the SRN. Therefore, as the early indication is that it is possible for charging to deliver material improvements to predicted exceedances on the A57/A628 than without charging, work will progress to Stage 2.
- 1.8 As part of stage 2 the study will continue to refine the traffic data and associated air quality modelling, reviewing the results to understand what they mean for this study.

## APPENDIX 2

### MAIN PROCUREMENTS TO ENABLE GM TO DELIVER A CHARGING CLEAN AIR ZONE IN SPRING 2022

Procurement Activity	Reason for Procurement	Procurement Approach	Estimated Contract Value £m*	Anticipated Contract Award Date	Funding Required from JAQU to enable contract award
CAZ Signage	Signs are required to be placed on the highway network to support the implementation of the GM CAZ. The signage will need to be placed within the GM CAZ and at entry and exit points on the Strategic Route Network and neighbouring authorities <sup>1</sup> .	A procurement exercise has been undertaken for entry, exit and advance, repeater and advance direction signage, to cover the manufacture, installation, management and de-commissioning of such signs. Advanced warning signs on the Strategic Road Network required for CAZ are to be procured separately by Highways England, who manage this network.	£2.55m(CAPEX)	March 2021	n/a funded by £36m initial funding award
CAZ Service	Automatic Number Plate Recognition (ANPR) cameras will be used to detect vehicles through the capture of Vehicle Registration Marks (VRMs) and record evidential data of their entry into the GM CAZ. ANPR cameras	Procurement is being run through a competitive dialogue procedure to acquire the following services under a single contract: 1) A Vehicle Detection and Processing Service to operate and maintain the ANPR devices; 2) A CAZ Office Service that will: <ul style="list-style-type: none"> <li>• service customers, so as to handle individual queries from members of the public regarding the GM CAZ; and</li> <li>• enable integration with the via a Central Government Payment Portal.</li> </ul> 3) A Penalty Enforcement Service that will enable 'case management', and interface to the DVLA, to issue Penalty Charge Notices (PCNs) and where necessary the Traffic Enforcement Centre (TEC), Traffic	£62.0m (CAPEX) £98.5m (OPEX)	Summer 2021	£38m plus £24m from the initial funding award

<sup>1</sup> Formal agreement of the precise location of the CAZ signage, this can only be decided once the boundary is finalised in the Final Plan Report.

Procurement Activity	Reason for Procurement	Procurement Approach	Estimated Contract Value £m*	Anticipated Contract Award Date	Funding Required from JAQU to enable contract award
	will be installed at key locations across the region.	Penalty Tribunal (TPT) and the Enforcement Agents, and track the progress of the PCN.			
CAZ Debt Recovery	A Debt Recovery Service will be required to progress debt management and to secure payment of outstanding fines, penalties and any charges as directed by the TEC and TPT.	This contract will be a call-off from the Crown Commercial Services (CCS) framework to recover outstanding debts both nationally and internationally.	£40.7m	May 2021	n/a will be funded by the operational revenues of the Clean Air Zone
Vehicle Funds - Clean Vehicle Funds Service  Page 316	Owners or registered keepers of a non-compliant vehicle that will be subject to the GM CAZ charges may be eligible to apply for financial support towards upgrading to a compliant vehicle, subject to meeting eligibility criteria. The Clean Vehicle Administration of the Clean Air Funds will be delivered through a Financial Conduct Authority (FCA) authorised Clean	<ul style="list-style-type: none"> <li>• Provide a “digital first” entry point for the customer, and an automated process so applicants will quickly be able to access information on funding options available to them and to make an application.</li> <li>• Manage a network of dealerships accredited to receive grant payments.</li> <li>• Provide applicants with non-compliant vehicles who successfully passed eligibility testing the option of either a grant or vehicle finance funding option and progress sourcing a vehicle.</li> <li>• An Applicant who chooses the grant option will be able to access an accredited dealership<sup>3</sup> list to redeem the grant monies through a voucher issued through the CVFS.</li> <li>• A database of all applications made for grant and vehicle finance and the funding route chosen.</li> <li>• Interface management between the CVFS and the Financiers in order to deliver a digital customer journey.</li> <li>• A robust process for monitoring of the funds. N.B. if there is a lower take up of the Clean Funds Scheme than expected volumes (or higher than expected in a particular funding tranche), GM can widen</li> </ul>	£4.56m	May 2021	£4.56m

<sup>3</sup> Dealerships will be able to apply through the platform for accreditation to the Clean Funds Scheme and therefore receive grant payments. Dealerships will be required to be FCA authorised (or exempt as appointed representatives of FCA authorised Principal firms); and agree electronic Term's and Condition's for the scheme.

Procurement Activity	Reason for Procurement	Procurement Approach	Estimated Contract Value £m*	Anticipated Contract Award Date	Funding Required from JAQU to enable contract award
Vehicle Funds - Vehicle Financiers	Vehicle Fund Service (CVFS) and a panel of FCA authorised Financiers <sup>2</sup> .	<p>the eligibility criteria through the CVFS without prejudice to existing Applicants contained within the CVFS database.</p> <ul style="list-style-type: none"> <li>• Provide applicants with non-compliant vehicles who successfully passed eligibility testing and choose the vehicle finance funding option access to asset finance and leases at contributory rates to owners of eligible vehicles with the GM CAP Clean Funds Scheme providing the value of the contribution.</li> <li>• Interface with the CVFS for hand-over of data through the CVFS on all applicants who have passed the eligibility checks and chosen to take the contributory vehicle finance funding option.</li> <li>• Be required to supply all management information requirements of the fund measures.</li> </ul>	£114m <sup>4</sup>	May 2021	£6.1m
Diffusion Tubes & Air Quality Monitoring	Air Quality monitoring will be critical in confirming that the GM CAP is delivering the necessary trajectory of air quality improvement and compliance with air quality standards. Air Quality will be measured via a combination of Diffusion Tubes and Continuous Monitors	The diffusion tubes tender was issued to market in November 2020. The scope of the procurement for diffusion tube air quality monitoring includes the supply, installation and decommissioning of the diffusion tubes at 467 monitoring sites, monthly monitoring and provision of analysis to support the GM CAP programme.	£C£1.5m	April 2021	n/a will be funded by the operational revenues of the Clean Air Zone
EV Taxi Try before You Buy (TBYY)	The GM CAP and the proposed GM MLS will require Hackney Carriages to meet	TBYB scheme is awaiting a Government offer of funding. The procurement strategy will be defined during early 2021s	£1.0 m	Autumn 2021	£1.0m

<sup>2</sup> TfGM, the ten Greater Manchester local authorities and GMCA will not be party to any vehicle selection, specification and supply or to any of the financial agreements between the Financiers and the vehicle owners. TfGM will not be required to be FCA authorised.

<sup>4</sup> This sum represents the maximum that could be disbursed to Financiers should all applicants apply for finance.

Procurement Activity	Reason for Procurement	Procurement Approach	Estimated Contract Value £m*	Anticipated Contract Award Date	Funding Required from JAQU to enable contract award
	<p>stricter emissions standards, which will mean a significant proportion of the trade will need to upgrade to compliant vehicles.</p> <p>The Hackney ZEC/EV rental initiative for drivers that are uncertain about transitioning straight to ZEC.</p>				

\*With the exception of the Signage, the contract values are estimates which will be firmed up once bids are received.

## APPENDIX 3

### ENGAGEMENT ACTIVITY WITH NATIONAL AND GREATER MANCHESTER-WIDE STAKEHOLDERS AND ORGANISATIONS REPRESENTING IMPACTED INDIVIDUALS AND BUSINESSES

- 1.1 During the consultation TfGM, on behalf of the 10 GM local authorities contacted c.200 national and regional stakeholders who represented individuals or businesses who would be impacted by the GM Clean Air Plan and GM Minimum Licensing Standards.
- 1.2 Information was shared with these organisations (including digital toolkits) so that stakeholders could inform their members and networks of the consultation as well as providing the stakeholders with an opportunity to participate in meetings and webinars.
- 1.3 In total, there were 43 briefing sessions with impacted groups, which were attended by more than 300 people. This included 12 sessions for Taxi and PHV trade and drivers, plus 31 with businesses and representative bodies, including Federation of Small Businesses, CBI, British Horse Society, National Farmers Union, Confederation of Passenger Transport and Road Haulage Association.
- 1.4 Content was shared by many stakeholders including: GM Growth Company, GMCVO Friends of the Earth Manchester, Business Bolton, Salford CVS, GM Ageing Hub, ProManchester, CityCo, GM Health and Social Care Partnership, GM Chamber, Bury Means Business, High Peak BC, Confederation of Passenger Transport, Altrincham Partnership, Action Together, BVRLA, Love Old Trafford, Wythenshawe Forum, Manchester BID, Federation of Small Business, Wrightington, Wigan, and Leigh NHS, GM Cycling and Walking Commissioner, Clean Air UK, Rochdale Youth Service, Trafford Partnership, Health Watch Manchester, University of Manchester (this is a sample, rather than comprehensive list).
- 1.5 Through these networks sharing content, it can be estimated that more than 500K impacted businesses and individuals were reached via stakeholder social media channels.
- 1.6 As well as this, the Clean Air GM newsletter was issued at various points during the consultation, to those who had subscribed, which currently has just over 4,000 subscribers.

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## APPENDIX 4

### CLEAN AIR PLAN QUALITATIVE RESEARCH

#### Individuals

- 2 groups with outside GM respondents who make trips into the GM region
- 2 groups with Inside GM respondents who use a mix of modes and live in areas of poor air quality and a mix of income levels (1 aged 18-40 and 1 aged 41+)
- 1 group with inside GM taxi/ PHV users
- 2 groups with inside GM respondents (50% from poor air quality areas and 50% from better air quality areas) (1 group aged 18-40 and 1 aged 41+)
- 2 groups with inside GM respondents (mix of modes used – 1 group aged 18-34 and 1 group aged 35+)
- 2 groups with inside GM respondents (bus and taxi/PHV users – 1 aged 18-34 and 1 group aged 35+)
- 1 group with inside GM respondents (campervan and horsebox owners)
- 1 depth with outside GM respondent (horse transportation vehicle)

#### Taxi / PHV

- 30 depth interviews with taxi drivers
- 10 depth interviews with taxi operators (1 from each LA)
- 4 groups with taxi users

#### Businesses – all with impacted vehicles

- 1 group with outside GM businesses (agriculture/ Waste Management/ Construction)
- 1 group with inside GM businesses (agriculture/ Waste Management/ Construction)
- 1 x group with inside GM businesses (retail)
- 1 x group with inside GM business (minibus/ coach operators/ voluntary sector)
- 1 x group with inside GM business (manufacturing)
- 1 x group with outside GM businesses (retail)
- 1 x group with inside GM businesses (construction/ retail)
- 1 x group with outside GM businesses (minibus/ coach operators)
- 1 x group with inside GM businesses (gardener/florist)
- 1 x group with inside GM business (night time economy)
- 1 x depth with waste management business (inside GM)
- 1 x depth with manufacturing business (inside GM)
- 1 x depth with coach/ minibus business (inside GM)
- 1 x depth with plumbing and gas business (inside GM)
- 1 x depth with butchers business (outside GM but travel into GM for trade)

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# MLS QUALITATIVE RESEARCH

### Depth interviews

- 30 depth interviews with taxi drivers
- 10 depth interviews with taxi operators (1 from each Local Authority area)

### Focus groups

- 4 groups with taxi users
  - All users use taxi / PHV once a fortnight or more
  - 1 Female only group
  - 17 respondents
    - 13 female / 4 male
    - Range of ages (between 18 and 65+)
    - 5 had physical or mobility disabilities which affected their travel choices
    - At least one respondent from each of the 10 districts

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## APPENDIX 6

# JOINT COMMITTEES TERM OF REFERENCE

### Clean Air Charging Authorities Committee – Terms of Reference

#### **General**

The Clean Air Charging Authorities Committee is a joint committee created by the ten Greater Manchester local authorities (“the Constituent Authorities”) under section 101(5) of the Local Government Act 1972 and Part 4 of the Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012.

#### **Membership of the Committee**

The membership of the committee shall be ten, consisting of the lead executive member for clean air of each of the Constituent Authorities from time to time. The Constituent Authorities shall also each nominate a substitute executive member to attend and vote in their stead.

#### **Role of the Committee**

To enable decisions to be taken that are required to be taken jointly by the Constituent Authorities’ as charging authorities in relation to the Greater Manchester Clean Air Zone.

#### **Powers to be discharged by the Committee**

The Committee shall have power to take all such decisions of the Constituent Authorities (as charging authorities) that must be taken jointly under Part 3 of, and Schedule 12 to, the Transport Act 2000 and any regulations made thereunder.

This includes, but is not limited to:

- Making and varying a joint local charging scheme order;
  - Decisions of the charging authority under such a joint local charging scheme and the Road User Charging Schemes (Penalty Charges, Adjudication and Enforcement) (England) Regulations 2013.

#### **Operation of the Committee**

- The Committee shall appoint a chair at its first meeting;
- The Quorum of the Committee shall be 8 members;
- Each member shall have one vote;
- The Chair shall not have a casting vote;
- Unless required by law, decisions shall be made by a simple majority.

## **Air Quality Administration Committee – Terms of Reference**

### **General**

The Air Quality Administration Committee is a joint committee created by the ten Greater Manchester local authorities (“the Constituent Authorities”) and the Greater Manchester Combined Authority (“the GMCA”) under section 101(5) of the Local Government Act 1972 and Part 4 of the Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012.

### **Membership of the Committee**

The membership of the committee shall be eleven, consisting of the lead executive member for clean air of each of the Constituent Authorities and the relevant portfolio holder responsible for clean air of the GMCA from time to time. The Constituent Authorities and the GMCA shall also each nominate a substitute executive member/assistant portfolio holder to attend and vote in their stead.

### **Role of the Committee**

To enable the joint discharge of the GMCA’s and Constituent Authorities’ functions under sections 82 to 84 of the Environment Act 1995 (Air Quality) and in relation to the Greater Manchester Clean Air Plan (excluding such decisions that must be taken by the charging authorities jointly under Part 3 of, and Schedule 12 to, the Transport Act 2000 and regulations made thereunder).

### **Powers to be discharged by the Committee**

The Committee shall have the power to discharge jointly:

- the GMCA’s and the Constituent Authorities’ functions under sections 82 to 84 of the Environment Act 1995
  - the GMCA’s functions in relation to the Greater Manchester Clean Air Plan (including the taking of action likely to promote or improve the economic, social or environmental well-being of Greater Manchester in connection with it and the use of grants made by the Secretary of State under section 31 of the Local Government Act 2003 to implement that plan).
- the Constituent Authorities functions under the Greater Manchester Clean Air Plan including those under Part 3 of, and Schedule 12 to, the Transport Act 2000 and regulations made thereunder (excluding any decision thereunder that must be taken jointly by charging authorities) including, but not limited to:
  - action required under the Environment Act 1995 (Greater Manchester) Air Quality Direction 2020 (other than the making of the joint local charging scheme);
  - the exercise of their powers under sections 176, 177 and 192 of the Transport Act 2000;
  - the application of the Constituent Authorities’ shares of any net proceeds of a joint local charging scheme made by them.

The discharge of such functions includes the doing of anything which is calculated to facilitate, or is conducive or incidental to, the discharge of any of those functions.

### **Operation of the Committee**

- The Committee shall appoint a chair at its first meeting;
- The Quorum of the Committee shall be 8 members;
- Each member shall have one vote;
- The Chair shall not have a casting vote;
- Unless required by law, decisions shall be made by a simple majority.

# Update on the GM Clean Air Plan and Minimum Licensing Standards

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GMCA reports published on 21 January 2020

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# Headlines from GMCA report

- The consultations ended in December 2020, with **4,765 responses for CAP** and **1,682 responses for MLS**.
- Assessment of public consultation responses and impacts of COVID-19 on Clean Air Zone proposals and funding support packages is now taking place.
- Decision makers will consider the Final Greater Manchester Clean Air Plan as soon as possible and by **summer 2021** at latest.
- The nearer term influence of COVID-19 on air quality is not expected to lead to sufficiently long term reductions in pollution such that the modelled exceedances of the legal NO<sub>2</sub> limits will be met without implementing a Clean Air Zone.
- Preparatory work is continuing for the Clean Air Zone in order to meet timescales for the achievement of NO<sub>2</sub> compliance.
- Minimum Licensing Standards, analysis of the consultation is in progress, continued engagement with taxi/phv trade and joint letter with other LAs to government being finalised.





# Clean Air Consultation

- The ten Greater Manchester authorities conducted an eight-week consultation from **8 October to 3 December** that adhered to the government COVID-19 guidance around social distancing.
- The purpose of the consultation was to seek views from residents, visitors, stakeholders and businesses on the proposals to achieve compliant NO<sub>2</sub> levels in Greater Manchester.
- The consultation was **not** seeking a decision on whether to introduce a scheme as that has been mandated by the Secretary of State.
- **4,765 responses** received on key elements such as the proposed Clean Air Zone boundary, daily charges for affected commercial and passenger vehicles, and the proposed £150m government funding support package.
- The consultation also sought feedback on how COVID-19 has affected businesses and organisations in Greater Manchester.

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# Next steps on the consultation responses

- Work is ongoing to analyse and report the information gathered from the GM Clean Air Plan and GM MLS consultations to help local authority decision makers make a fully informed decision on the final plans.
- Further work is taking place to understand the economic impact of COVID-19 on traders and businesses whose current vehicles would not meet the mandated standards that the Clean Air Plan must enforce.
- The final Clean Air Plan will be brought to decision makers as soon as possible and set out the consultation results, the assessment of COVID-19 and a final recommended package of measures to ensure the achievement of NO<sub>2</sub> compliance.

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# Timeline for the proposals

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**Jan / Feb 2021**  
Update to GMCA and  
Local Authorities

**Spring 2021**  
Review consultation  
outputs and COVID  
impacts

**Summer 2021**  
Final GM Clean Air  
Plan considered

**Autumn/Winter 2021**  
Clean Vehicle funds  
available

**Spring 2022**  
GM Category C Clean Air  
Zone launches



# Impact of COVID-19 on the proposals

- The GM Clean Air Plan is required to take action to take NO<sub>2</sub> levels over a number of years into the future in order to demonstrate compliance with legal limits.
- The nearer term influence of COVID-19 on air quality is not expected to lead to sufficiently long term reductions in pollution such that the modelled exceedances of the legal NO<sub>2</sub> limits will be met without implementing a Clean Air Zone.

Whilst the COVID-19 pandemic has radically altered transport patterns and behaviour, the relaxation of 'lockdown 1' travel restrictions, since June 2020, has seen more and more vehicles on the roads.

- By the introduction of November 2020's 'lockdown 2' traffic flows were at around 85% of typical pre-COVID-19 levels.
- There are many ways in which COVID-19 could affect air quality, both improving or worsening it.



# Update on Funds

## Clean Bus Fund – Retrofit

- Government awarded £14.7m as an initial tranche of funding to retrofit buses running services in GM that have older engines which are not compliant with the GM CAZ emission standards.
- The distribution of Bus Retrofit funding started in December 2020.
- This fund offers operators of locally registered bus services with up to £16k of funding towards the retrofit of non-compliant vehicles before the launch of the Clean Air Zone in Spring 2022.

The funding is available for vehicles, including minibuses and coaches, operating on a registered bus service within GM. This includes cross-boundary services operating within the GM CAZ boundary.



## Hackney Carriages & LGV fleet support

- Government has accepted the need for vehicle replacement funds for Hackney Carriages and Light Goods Vehicles.
- GM have submitted the further evidence requested by Government; however, the Government have not made an offer of funding as yet.

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# Update on Strategic Road Network

## Strategic Road Network managed by Highways England

- The 10 GM Authorities continue to ask the Government to direct Highways England to tackle NO<sub>2</sub> exceedances on the Strategic Road Network (SRN).
- Tameside MBC have highlighted to Ministers particular concerns around the A628/A57. This route, managed by Highways England, will be left with NO<sub>2</sub> exceedances that are not being addressed.
- Government ministers have agreed to consider extending Greater Manchester's Clean Air Zone (CAZ) charges to the sections of the A628/A57 which form part of the Strategic Road Network, within the proposed CAZ boundary.
- Following the assessment, which is expected to be completed by early 2021, ministers will take the final decision on whether or not charging should be implemented on the A628/A57.

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# Clean Air Zone Preparatory Arrangements

GM Local Authorities have been directed by Government to introduce a category C Clean Air Zone and must prepare to deliver it in Spring 2022 to meet the compliance timescales required by the Ministerial Direction. Government provided an initial tranche of £36m of funding to take this forward.

To deliver a charging Clean Air Zone in Spring 2022, procurement exercises are underway, with formal contract awards expected to be made throughout 2021. This includes:

**CAZ Signage:** for the manufacture, installation, management and de-commissioning of signs.

**GM CAZ Service:** which will comprise:

1. A Vehicle Detection and Processing Service to operate and maintain Automatic Number Plate Recognition (ANPR) devices,
2. Handle queries from members of the public and enable integration with a Central Government Payment Portal.
3. A Penalty Enforcement Service, which will interface to the DVLA, the Traffic Enforcement Centre (TEC), Traffic Penalty Tribunal (TPT) and the Enforcement Agents.

**Debt Recovery Service:** to secure payment of outstanding fines, penalties and any charges as directed by the TEC and TPT.

**Clean Vehicle Funds Service:** to administer the Clean Air Funds through a Financial Conduct Authority (FCA) authorised Clean Vehicle Fund Service (CVFS) and a panel of FCA authorised Financiers.

**Air Quality Monitoring:** to supply, installation and decommissioning of the diffusion tubes at 467 monitoring sites, monthly monitoring and provision of analysis to support the GM CAP programme.

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# Governance for the GM Clean Air Plan

As there are several key functions that can only be discharged by the charging authorities (and as the GMCA is not a charging authority), the approach that GM will take will be to establish:

- a **Joint Committee of charging authorities** to enable decisions to be taken that are required to be taken jointly by the Constituent Authorities' as charging authorities in relation to the Greater Manchester Clean Air Zone.
- a **Joint Committee of the charging authorities and the GMCA** to enable the joint discharge of the GMCA's and Constituent Authorities' functions under sections 82 to 84 of the Environment Act 1995 and in relation to the Greater Manchester Clean Air Plan (excluding such decisions that must be taken by the charging authorities jointly).

These formal governance arrangements need to be in place before the GM Authorities make a decision to award the contracts necessary to deliver a charging Clean Air Zone.

The report seeks agreement to set up the committees, membership and the terms of reference.





# Other Cities Clean Air Plans

## Bath & North East Somerset

- Clean air zone, a city centre CAZ C, will launch on 15 March 2021.

## Birmingham

- Clean air zone due to launch on 1 June 2021. The scheme is a city centre CAZ D (includes private cars).

## Bristol

- Consulted on clean air zone proposals between 8 October and 13 December 2020. The Council consulted on their revised plans after multiple changes to their preferred options due to revised modelling.

## Leeds

- The government's Joint Air Quality Unit (JAQU) undertook a joint review with Leeds to analyse the impact of COVID-19 on air quality and to understand if a Clean Air Zone remains necessary, or whether NO<sub>2</sub> compliance to the same timeframe can be achieved and maintained in other ways.
- Due to the dramatic shift to cleaner vehicles, the review found that air pollution in Leeds is significantly below legal limits and is not likely to exceed them again.



# GM Minimum Licensing Standards Update

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# Minimum Licensing Standards

- The trade has asked for certainty, funding, and long lead in times for these changes. This is extremely challenging within the current and emerging policy environment. Officers have developed policy proposals that can meet these needs as far as possible, which is why parallel consultations have been undertaken for MLS and GM CAP, and that charging, funding, and licensing policy positions are coherent and joined-up.
- In addition, GM understands that, like many parts of the economy, and in particular the transport sector, the taxi and private hire trade have been severely impacted by COVID-19, lockdown and the effects of social distancing policies.

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Therefore, the MLS consultation, which is a matter for the 10 district councils, included questions designed to elicit a fuller and more informed understanding of the wider effects of COVID-19 on the economic health and sustainability of the taxi and private hire trades.

- **1,682 responses** were received to the consultation these will be considered by the 10 councils to agree the final standards and the timings of the implementation of those standards for each district.
- Due to the link between CAP and MLS the governance process for MLS is proposed to take place along the same timescales as CAP.



# Engagement with the trade and letter to government

- Several meetings were held with the taxi trade coalition, who represent a large proportion of the GM hackney trade, to discuss MLS and GM CAP.
- A separate PHV working group has been established and meetings are underway to also discuss MLS and GM CAP.

A joint letter from the GM local authorities along with other clean air areas (incl. Birmingham, Sheffield and Portsmouth) is due to be sent to the Secretary of State for Transport. This sets out the challenges the areas share in relation to supporting the taxi trade through the COVID-19 pandemic and clean air policies, as well as calling for re-regulation of private hire services to prevent out of area operation.

