

# Public Document Pack

## Chief Executive

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

Steven Pleasant, Chief Executive  
Dukinfield Town Hall, King Street,  
Dukinfield SK16 4LA

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Our Ref	rl/Council
Ask for	Robert Landon
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Date	

Dear Councillor,

You are hereby summoned to attend an **ORDINARY MEETING** of the Tameside Metropolitan Borough Council to be held on **Tuesday, 22nd February, 2022 at 5.00 pm** in the **Jubilee Hall, Dukinfield Town Hall** when the undermentioned business is to be transacted.

Notice is also hereby given pursuant to section 239 of the Local Government Act 1972 that an **EXTRAORDINARY MEETING** of Tameside Metropolitan Borough Council will be held at Dukinfield Town Hall on **Monday 21 March 2022 at 5.00 pm** in the **Jubilee Hall, Dukinfield Town Hall** to take into consideration, determine the expediency of and authorise (if thought fit) opposition by Tameside Metropolitan Borough Council to the High Speed Rail (Crewe-Manchester) Bill, which relates to phase 2b of HS2 that was submitted to Parliament on the 24 January 2024. Tameside Council supports in principal the building of HS2 but does have considerable concerns about the impact work on the new HS2 will have on residents and business, which will sever tram connection of the Metrolink Ashton-under-Lyne line between the city centre and Tameside for two years from 2024.

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>APOLOGIES FOR ABSENCE</b>	
2.	<b>MINUTES</b>  That the Minutes of the proceedings of the meeting of Council held on 7 December 2021 be approved as a correct record and signed by the Chair of Council Business (or other person presiding) (Minutes attached).	1 - 8
3.	<b>DECLARATIONS OF INTEREST</b>  To receive any declarations of interest from Members of the Council.	
4.	<b>CIVIC MAYOR'S ANNOUNCEMENTS</b>  The Civic Mayor to make any appropriate announcements.	
5.	<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.	
6.	<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.	
7.	<b>JOINT MEETING OF EXECUTIVE CABINET AND OVERVIEW PANEL</b>  To receive the minutes of the Meetings of Executive Cabinet held on 15 December 2021 and 26 January 2022 and the Joint Meeting of Executive Cabinet and Overview Panel held on 9 February 2022 an to agree the recommendations contained therein.	9 - 56
8.	<b>COUNCIL BUDGET 2022/2023</b>  To consider the attached report of the Director of Finance.	57 - 322
9.	<b>MEETING OF STANDARDS COMMITTEE</b>  To receive the minutes of the meeting of Standards Committee held on 14 December 2021 and it be agreed that the Council adopts the final updated version of the Model Code.	323 - 422
10.	<b>MEETING OF DEMOCRATIC PROCESSES WORKING GROUP</b>  To receive the minutes of the meeting of Democratic Processes Working Group held on 21 February 2022.	423 - 426
11.	<b>MAYORALTY</b>  To seek nominations for the position of the Civic Mayor and Deputy Mayor for 2022/2023.	

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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.

**12. ARRANGEMENTS FOR ANNUAL COUNCIL**

To note that the Annual Meeting of Council (both Mayor Making and Business) will commence at 5.00pm on Tuesday 24 May 2022.

**13. CALENDAR OF MEETINGS**

427 - 432

To consider the draft calendar of meetings for 2022/3 and 2023/24.

**14. NOTICE OF EXTRAORDINARY MEETING**

NOTICE IS HEREBY GIVEN pursuant to section 239 of the Local Government Act 1972 that an Extraordinary meeting of Tameside Metropolitan Borough Council will be held at Dukinfield Town Hall on Monday 21 March 2022 at 17:00hrs to take into consideration, determine the expediency of and authorise (if thought fit) opposition by Tameside Metropolitan Borough Council to the High Speed Rail (Crewe-Manchester) Bill, which relates to phase 2b of HS2 that was submitted to Parliament on the 24 January 2024. Tameside Council supports in principal the building of HS2 but does have considerable concerns about the impact work on the new HS2 will have on residents and business, which will sever tram connection of the Metrolink Ashton-under-Lyne line between the city centre and Tameside for two years from 2024.

**15. 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.

**16. URGENT ITEMS**

433 - 434

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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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.

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## COUNCIL

7 December 2021

Commenced: 5.00 pm

Terminated: 6.50pm

**Present:** Councillors Affleck, Alam, Billington, Bowden, Bowerman, Boyle, Bray, Cartey, Chadwick, Choksi, Cooney, Cooper, Costello, Dickinson, Drennan, Fairfoull, Feeley, J Fitzpatrick, P Fitzpatrick, Glover, Gosling, Gwynne, A Holland, B Holland, J Homer, S Homer, Huntbach, Jackson, Jones, Lane, Lewis, McNally, Martin, Naylor, Newton, Owen, Patel, Patrick, Pearce, Quinn, Reid, Robinson, Ryan, N Sharif, T Sharif, M Smith, T Smith, Sweeton, Taylor, Ward, Warrington, Welsh and Wills

**Apologies for Absence:** Councillors Kitchen, Mills, North and Ricci

**Councillor Naylor in the Chair**

### 40. MINUTES

#### RESOLVED

The minutes of the proceedings of the meeting held on 5 October 2021 be approved as a correct record and signed by the Chair.

### 41. DECLARATIONS OF INTEREST

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

### 42. CIVIC MAYOR'S ANNOUNCEMENTS

The Civic Mayor commented on a very busy period in the approach to Christmas. At the end of last month the Mayor was delighted to attend the Northern Lights winter lantern parade through Hyde. It was a fantastic event and compliments were extended to the organisers who had done an excellent job. The Mayor and her Consort also attended Christmas events in Dukinfield, Denton and Hattersley.

The Mayor made reference to the recent season of remembrance and her attendance on the steps of Dukinfield Town Hall for the two minutes' silence at 11am on Armistice Day, marking 103 years since the moment fighting ended in the First World War. She was further honoured to represent the Borough at Ashton War Memorial, Hyde Werneth Memorial and in Hyde town centre on Remembrance Sunday.

The Mayor made further reference to events and engagements attended, including:

- The opening of the Tameside Armed Services Community Allotment and the "Songs we have Loved" concert marking the 50th anniversary of Dukinfield's Yew Tree Singers;
- Hallowe'en party at the Grafton Centre in Hyde, supporting the Believe and Achieve Charity Walk, and attendance at the "Forgotten Voices" concert for Black History Week. Also the official launch of School Start; and
- Attending Hyde Little Theatre's "Sleeping Beauty" pantomime and a Manchester and District Hospitals Choir charity concert at the Bridgewater Hall in support of Young Lives Versus Cancer.

More recently, the Mayor attended St Peter's Church, Ashton, for the farewell service for the Reverend Roger Farnworth, who was retiring after 20 years' service to the Borough and its people. She wished

him well in his new life in Shropshire where his wife, also a priest, had taken up a new post.

Throughout October and November, the Mayor hosted parlour visits to thank people and groups for their work, or to congratulate them on winning honours such as the Queens Award for Voluntary Service.

The Mayor concluded by thanking all medical staff and key workers for all their hard work throughout the year, particularly in respect of the fight against the pandemic and wished everyone a safe and happy festive period.

#### **43. COMMUNICATIONS OR ANNOUNCEMENTS**

The Executive Leader began by welcoming everyone to the final Full Council meeting of 2021. As she reflected on the past twelve months, the Executive Leader made reference to December 2020 and a critical juncture in the coronavirus pandemic. Whilst the creation of an effective vaccine promised light at the end of the tunnel, the emergence of more contagious variants and the imposition of a third national lockdown after New Year meant that the danger of widespread infection and death remained and as 2021 was drawing to a close, there was a need to remain vigilant.

The Executive Leader explained that the emergence of the new Omicron variant of coronavirus had led to the government reintroducing a number of protective measures, including the compulsory wearing of face masks in shops and on public transport, the requirement of all contacts of suspected Omicron cases to self-isolate for 10 days regardless of vaccination status and a tightening up of the rules for people arriving into the UK from abroad. Booster jabs, which were previously available for adults over 40 years of age, would also now be offered to all adults by the end of January and second vaccination doses rolled out to children aged 12 – 15 years. There were concerns amongst scientists that the new Omicron variant had the potential to be both more infectious and less responsive to vaccines than anything encountered so far. Whilst infection rates in Greater Manchester remained below the English average, they were increasing in seven out of ten local authority areas, including in Tameside.

Once an effective vaccine for the coronavirus was created, it was clear that a swift and thorough rollout throughout 2021 would be the single most important factor in fighting back against the pandemic. From the beginning, Tameside & Glossop drew on its experience of integration and co-production to launch an ambitious vaccination programme, bringing together local public, private, voluntary and community sector organisations under the banner of a 'leave no one behind' approach.

As part of this, the Hyde Primary Care Network vaccination site was designated a 'drive through' site. This gave many people, especially the elderly or vulnerable, the option of remaining in their cars whilst receiving the vaccination. Thanks to the efforts of everyone involved, by May this year Tameside had exceeded the Greater Manchester average for both first and second doses. As of the previous day, 73.3% of Tameside residents had been fully vaccinated before taking booster shots into account. In recognition of this extraordinary work, the Vaccination Rollout programme was recognised by the prestigious LGC Awards, receiving a shortlisting in the category of 'Public Health'.

The Executive Leader cautioned that the fight against coronavirus was not just about getting people vaccinated, as vital as that was. Residents and communities must be empowered to make the right choices with regard to protecting themselves and those around them. It was recognised early during the coronavirus pandemic that there were many in Tameside, who, quite understandably preferred to receive their information from people that they knew and trusted. It was for this reason that the Community Champions scheme was established. Throughout the past year more than 250 residents had signed up to be Community Champions, undertaking a variety of actions to disseminate information and seek feedback from residents.

For example, Community Champions had visited Hyde Jamia Mosque to increase the visibility of messaging and vaccine take-up amongst ethnic minority communities; designed and distributed a

newsletter for elderly residents; and created videos and a 'My Covid' activity book for young people. Such had been the success of the scheme that steps had been taken to make the Community Champions model a permanent element of the approach to community engagement, going forward, in areas as diverse as health and wellbeing, community cohesion and digital exclusion.

The Executive Leader explained that 2021 was also the year where a policy of Inclusive Growth for Tameside was committed to wholeheartedly. As recovery was sought from the economic and social damage wreaked by both the coronavirus pandemic and a decade of austerity, it was recognised that the only kind of growth worth pursuing was that which created opportunities for all and distributed the benefits of prosperity fairly across the Borough.

The single largest project to make this ambition a reality was the Godley Green Garden Village. An application for outline planning permission for the development was submitted in October, and the relevant documents were now publically available for scrutiny. Any questions or concerns could be directed through the formal Local Planning Authority route, where could be addressed in full. However, whilst Godley Green was still very much in the initial stages, 2021 saw the full completion of a number of other projects to drive inclusive growth in Tameside. This included the new Droylsden Library in Guardsman Tony Downes House; the construction of which also incorporated a tribute to the former Leader of the Council, Kieran Quinn. In addition to this, the month of July saw the opening of the new state-of-the art pool in Hyde as well as the successful execution of the second phase of the Ashton Old Baths redevelopment.

As society began to open up again after multiple lockdowns, a special effort had been made to put on a number of activities to bring communities back together and revive town centres, both economically and culturally. This had seen the introduction of regular events such as the Ashton Artisan Market and Stalybridge Street Feast, as well as seasonal celebrations like the Winter Parade held in Hyde the previous month.

In respect of key priorities for the coming year, it was announced that 2022 would be when the green transport revolution in Tameside and Greater Manchester began to grow. Following an extensive period of consultation and negotiation, May would see the introduction of the GM Clean Air Zone. This scheme would form the cornerstone of plans to tackle dangerous levels of air pollution, which were believed to contribute to the premature deaths of 1,200 people every year in the city region.

The Executive Leader stressed that this was not a congestion charge. Drivers of private cars, motorbikes and mopeds would not have to pay to travel through the Clean Air Zone, however, some commercial vehicles that did not meet the emissions standards, usually because they were older or more polluting, would be subject to a charge. Owners of such vehicles, including HGVs, coaches, vans and taxis, would be given the option of accessing government funding to purchase modern replacements. With this support it was hoped and expected that, in time, the amount of money raised from the Clean Air Zone would fall to zero.

Following extensive lobbying from the Council and local residents, sections of the A628 and A57 in Mottram and Hollingworth would now also be subject to the Clean Air Zone. This corrected the inconsistency of roads in Tameside with dangerous levels of air pollution not being included to the scheme due to them being managed by Highways England. The introduction of the Clean Air Zone, as important as it was, was only one part of the jigsaw that was Greater Manchester taking the fight to the climate crisis in 2022.

This year's Budget released a significant amount of capital funding to turbo-charge the development of the Bee Network, the comprehensive upgrade to the city region's cycling and walking infrastructure. As part of this, in principle approval for 11 potential new Bee Network schemes throughout the Borough had been secured. Two of the improvements, the first between Chadwick Dam between Ashton and Stalybridge, and the second from Hill Street to Trafalgar Square in Ashton, had already been carried out. The completion or breaking ground of many more of the schemes would be reported in throughout 2022, as the Tameside branch of the Bee Network came to fruition.

The Executive Leader reported the final stages of preparation before the submission of the Bus

Services Improvement Plan to the Government. This was Greater Manchester's blueprint for a modern, affordable and accessible bus network for the city region on a par with London and many other major cities in Europe. Improving bus services by simultaneously reducing fares and travel times, whilst increasing frequency of services and environmental efficiency, would transform not just the economic prospects of Greater Manchester, but the people who lived in it as well. If the government backed up the commitment with the necessary funding, it was hoped to see the new and improved public service up and running in Tameside by 2025.

Side-by-side with the long term ambitions for 2022, the Executive Leader reminded everyone of the obligations made to make resident's lives better, in particular with regard to efforts to ensure that everybody in Tameside could live free from crime and abuse. Many residents were concerned about the increase in anti-social behaviour in their communities. In 2022 the Council would work closely with the new Chief Constable of Greater Manchester Police, Stephen Watson, to carry out a swift and clear response against those who paid no respect to Tameside or the people in it. Data released by the GMP had shown that the number of recorded noise complaints, the most highly reported type of anti-social behaviour, were four times higher in 2020/21 than in 2018-19. This did not even cover more serious forms of anti-social behaviour that may involve drugs or alcohol.

The Executive Leader made reference to the impact of austerity, which meant that local authorities, who worked with police and communities across the country to prevent anti-social behaviour, would need at least £2.5 billion in additional funding over the next financial year just to maintain existing service provision. The Executive Leader further referenced the installation of two new police posts in Ashton Market Hall and Ryecroft Hall in Audenshaw to provide touchdown points for police officers and PCSOs to help them maintain a visible public presence in the Borough.

Members were reminded of one of the highlights of the summer, with the national football team reaching the final of Euro 2020, where, despite a valiant effort, they fell short of victory. Unfortunately, this once-in-a-generation achievement was marred by the actions of a small minority, who, both on social media and in the real world, chose to indulge in the most appalling abuse. The Executive Leader reported that, next year, the Council would work ever more closely with local communities and organisations to raise awareness of and encourage victims to report incidents of hate crime in Tameside.

2022 would also see the delivery of the next phase of Inclusive Growth, leveraging competitive advantages in digital infrastructure, health innovation and advanced manufacturing to build a vibrant and productive 21<sup>st</sup> century economy in Tameside. An example of this was given and it was explained that in October 2021, the Council took over the management of the St Petersfield area. This would enable the creation of a modern and tailored employment hub that, when combined with the adjacent Ashton Old Baths development, would help attract and retain businesses and start-ups in the digital, creative and technology sectors. A budget of £20,000 had already been approved to improve the condition of the public realm within the area, including tree maintenance, grass cutting and vegetation clearance. From early next year, this would be complemented with the release of a masterplan and development prospectus laying out the full offer to tenants and investors.

No serious vision of Inclusive Growth was possible without taking into account the impact of housing on health, employment and education. Next month would see the public release of Tameside's Housing Strategy, laying out in detail how a balanced and sustainable housing market would be delivered, that met the needs of all residents. This would incorporate key priorities such as taking into account the needs of an ageing population, maximising the provision of affordable, specialist and supported housing, preventing homelessness and rough sleeping, and improving the quality of the private rented sector. Following extensive lobbying of the government, funding had been received, to take forward two projects: Almost £20 million had been received to begin a series of improvements in Ashton town centre, including the redevelopment of the former bus station site, new walking and cycling routes, building new shops, homes and offices and, after a wait of over six years, restoring and reopening the historic Ashton Town Hall. Transport for Greater Manchester had also been awarded a grant of £50,000 to explore options for a new rail service between Tameside and Stockport, finally restoring and enhancing the links between the historically connected boroughs.

In order for the plans to fulfil the pledge to foster Inclusive Growth, the Executive Leader emphasised the importance of understanding the needs and concerns of those who existed at the very margins of communities. She explained that, in November, she had joined residents, community groups and partner organisations for the official launch of the Tameside Poverty Truth Commission. The launch event invited residents with lived experience of poverty to explain their experiences. Through their honest and difficult stories, there would be work to identify the most urgent priorities to address in the fight against poverty in Tameside, and craft solutions to meet them head-on.

After two years defined and dominated by coronavirus, the gravest public health crisis in living memory, 2022 would be pivotal in determining how Tameside recovered as it emerged into the post-pandemic world. If 2021 was to be remembered as a year of recovery and renewal, there was a commitment to employing skills and resources and efforts to ensure that 2022 was remembered as a year of transformation for every resident and community in Tameside. Through a relentless focus on investing for inclusive growth, fostering safe and welcoming communities and making a difference in the climate crisis, it would be apparent that a fairer, better and greener Borough was possible.

The Executive Leader concluded by setting out a vision for Tameside for the future:

- A vision of Tameside with strong bonds in and between communities;
- A vision of Tameside where all residents felt like their voices and their lives mattered;
- A vision of Tameside that recognised that the price of inequality was too high to pay; and
- A vision of Tameside that was proud to play its part in the fight against the climate crisis

#### **44. 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.

Consideration was given to the Minutes of the meetings of Executive Cabinet held on 27 October and 24 November 2021. It was moved by Councillor Warrington and seconded by Councillor Fairfoull that the Minutes of the meetings of the Executive Cabinet held on 27 October and 24 November 2021 be received and it be agreed that Council approve the implementation of the Minimum Licensing Standards, (Minutes of Executive Cabinet held on 24 November 2021, Minute 94 refers), as outlined in paragraph 4 of the report and in the appendices.

#### **RESOLVED**

**That the minutes of the meetings of the Executive Cabinet held on 27 October and 24 November 2021 be received and it be agreed that Council approve the implementation of the Minimum Licensing Standards, (Minutes of Executive Cabinet held on 24 November 2021, Minute 94 refers), as outlined in paragraph 4 of the report and in the appendices.**

#### **46. MEETING OF OVERVIEW PANEL**

Consideration was given to the minutes of the meeting of the Overview Panel held on 8 November 2021. It was moved by Councillor Naylor and seconded by Councillor Owen that the minutes of the Overview (Audit) Panel held on 8 November 2021 be received.

#### **RESOLVED**

**That the minutes of the meeting of the Overview Panel held on 8 November 2021 be received.**

#### **47. EXTERNAL AUDIT APPOINTMENT FOR 2023/24 TO 2027/28**

Consideration was given to a report of the Director of Finance setting out proposals for appointing the Council's external auditor for the five-year period from 2023/24.

Members were advised that there was a requirement under the Local Audit and Accountability Act 2014 for all local government and NHS bodies in England to locally appoint their external auditors.

There were three options open to the Council under the Act, as follows:

- Option 1 – Make a stand-alone appointment as Tameside Council;
- Option 2 – Establish local joint procurement arrangements; or
- Option 3 – Opt-in to a sector led body appointed by the Secretary of State under the Act – Public Sector Audit Appointments (PSAA) Limited.

New appointments for auditors needed to be made by December 2022 regardless of which option was chosen.

In accordance with Regulation 19 of the Local Audit (Appointing Person) Regulations 2015, the decision on opt-in must be taken by Council (“full authority”).

It was explained that a review of options was presented to Executive Cabinet, Audit Panel and Council in 2017 to support the decision to opt in to the PSAA arrangements. The basis for that decision had not fundamentally changed in the intervening period and the pros and cons of the options were outlined in the report.

It was further explained that Option 3 was supported by Audit Panel at its meeting on 9 November 2021. Subject to approval from Full Council, the Director of Finance must formally notify Public Sector Audit Appointments of the Council’s request to opt in to the sector led arrangements by 11 March 2022.

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

#### **RESOLVED**

**That Option 3, to opt into the sector-led option through Public Sector Auditor Appointments (PSAA) for the appointment of external auditors to principal local government and police bodies for five financial years from 1 April 2023, be approved.**

#### **48. APPOINTMENT OF DIRECTOR OF CHILDREN'S SERVICES**

It was moved by Councillor Warrington and seconded by Councillor Fairfoull and;

#### **RESOLVED**

**That further to the recommendation of Senior Staffing Panel (Councillors Warrington, Kitchen and Dickinson) held on 29 September 2021 and approved by Full Council on the 5 October 2021 that the appointment of Alison Stathers-Tracey to the permanent post of Director of Children’s Services be confirmed.**

#### **49. NOTICES OF MOTION**

Consideration was given to the following motion received in accordance with Standing Order 16.1, which was moved by Councillor Gwynne and seconded by Councillor B Holland:

To consider the following motion in the name of Councillor Gwynne:

*That Members note that Tameside Metropolitan Borough Council which we serve is named after and held together by the River Tame that runs through our communities. It has allowed our towns to grow and flourish, bringing industry and prosperity to the population over the centuries. Now, it is a vital part of our green estate, providing recreation along its banks, wildlife and glimpses of our heritage. We are rightly proud of our river, and united in our desire to protect it. We call on United Utilities and the Environment Agency to work with us to prevent the ongoing polluting of the River Tame, and help to clean up this waterway.*

*That this Council notes:*

*A recent article in the Times highlighted that the River Tame has the dubious honour of having the highest microplastic concentration of any watercourse in the world and the situation is getting worse, not better. The root cause of this pollution is the often-illegal discharge of raw sewage into the river from United Utilities.*

*Speaking in the Times, Professor of physical geography at Manchester University Jamie Woodward states that there “is much concern that illegal discharges of sewage are now the norm across the industry in England” and that “regulation is utterly ineffective because the Environment Agency is underfunded, and their leadership has set its priorities elsewhere. The Environment Agency is failing in its duty to police the health of our rivers”.*

*Since 2010 United Utilities along with every water company have been allowed to self-report their discharges. United Utilities are one of the most prolific sewage dumpers, discharging the equivalent of 12-weeks continuous flow between July 2019 and June 2020, although they dispute these figures and state that it is only the equivalent of six continuous weeks.*

*A Private Members Bill entitled “Sewage (Inland Waters) Bill 2019-21” introduced by Philip Dunne MP on 5 February 2020 proposed to amend the “Water Industry Act 1991” and place a duty on water companies to ensure that untreated sewage is not discharged into rivers or other inland water bodies. This Bill fell away with the prorogation of Parliament but has now been introduced in an amended format to the House of Lord’s by the Duke of Wellington.*

*Intermittent discharging into waterways has been permitted under specific circumstances, but privatised water companies have been fined record amounts for unlawful discharges outside of these provisions.*

*And that this Council therefore RESOLVES:*

- (i) To ask the Chief Executive to write to George Eustice, Secretary of State for the Environment and Rural Affairs expressing this Council’s support for the Duke of Wellington’s Bill and ask him to support the provisions outlined within. To further ask the Secretary of State to make the case for increased funding to The Environment Agency to allow them to effectively enforce environmental legislation.*
- (ii) Noting that the Environment and Climate Emergency Working Group have requested United Utilities appear before them to explain their current position, to urge United Utilities to make senior officers available at their earliest convenience.*
- (iii) To ask the Chief Executive to write to The Environment Agency asking for an explanation of why the regulatory framework has failed to prevent the River Tame suffering the highest level of microplastics in the world.*

## **RESOLVED**

**That Members note that Tameside Metropolitan Borough Council, which we serve is named after and held together by the River Tame that runs through our communities. It has allowed our towns to grow and flourish, bringing industry and prosperity to the population over the centuries. Now, it is a vital part of our green estate, providing recreation along its banks, wildlife and glimpses of our heritage. We are rightly proud of our river, and united in our desire to protect it. We call on United Utilities and the Environment Agency to work with us to prevent the ongoing polluting of the River Tame, and help to clean up this waterway.**

**That this Council notes:**

**A recent article in the Times highlighted that the River Tame has the dubious honour of having the highest microplastic concentration of any watercourse in the world and the situation is getting worse, not better. The root cause of this pollution is the often-illegal discharge of raw sewage into the river from United Utilities.**

Speaking in the Times, Professor of physical geography at Manchester University Jamie Woodward states that there “is much concern that illegal discharges of sewage are now the norm across the industry in England” and that “regulation is utterly ineffective because the Environment Agency is underfunded, and their leadership has set its priorities elsewhere. The Environment Agency is failing in its duty to police the health of our rivers”.

Since 2010 United Utilities along with every water company have been allowed to self-report their discharges. United Utilities are one of the most prolific sewage dumpers, discharging the equivalent of 12-weeks continuous flow between July 2019 and June 2020, although they dispute these figures and state that it is only the equivalent of six continuous weeks.

A Private Members Bill entitled “Sewage (Inland Waters) Bill 2019-21” introduced by Philip Dunne MP on 5th February 2020 proposed to amend the “Water Industry Act 1991” and place a duty on water companies to ensure that untreated sewage is not discharged into rivers or other inland water bodies. This Bill fell away with the prorogation of Parliament but has now been introduced in an amended format to the House of Lord’s by the Duke of Wellington.

Intermittent discharging into waterways has been permitted under specific circumstances, but privatised water companies have been fined record amounts for unlawful discharges outside of these provisions.

And that this Council therefore RESOLVES:

- (I) To ask the Chief Executive to write to George Eustice, Secretary of State for the Environment and Rural Affairs expressing this council’s support for the Duke of Wellington’s Bill and ask him to support the provisions outlined within. To further ask the Secretary of State to make the case for increased funding to The Environment Agency to allow them to effectively enforce environmental legislation.
- (II) Noting that the Environment and Climate Emergency Working Group have requested United Utilities appear before them to explain their current position, to urge United Utilities to make senior officers available at their earliest convenience.
- (III) To ask the Chief Executive to write to The Environment Agency asking for an explanation of why the regulatory framework has failed to prevent the River Tame suffering the highest level of microplastics in the world.

## **50. QUESTIONS**

The Chair reported that no questions had been received in accordance with Standing Order 17.2.

## **51. URGENT ITEMS**

There were no urgent items of business for consideration at the meeting.

**CHAIR**



## EXECUTIVE CABINET

15 December 2021

Commenced: 1 40pm

Terminated: 2.10pm

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

**In Attendance:**

Ashwin Ramachandra	Co-Chair, Tameside & Glossop CCG
Steven Pleasant	Chief Executive & Accountable Officer
Sandra Stewart	Director of Governance & Pensions
Kathy Roe	Director of Finance
Ian Saxon	Director of Place
Steph Butterworth	Director of Adult Services
Debbie Watson	Interim Director of Public Health
Emma Varnam	Assistant Director, Operations and Neighbourhoods

**Apologies for absence:** Councillors Cooney and Kitchen who participated in the meeting virtually.

### 96. DECLARATIONS OF INTEREST

There were no declarations of interest submitted by Cabinet members.

### 97. MINUTES OF EXECUTIVE CABINET

#### RESOLVED

That the Minutes of the meeting of the Executive Cabinet meeting held on 24 November 2021 be approved as a correct record with the addition of Councillor Fairfoull to the list of persons present.

### 98. MINUTES OF STRATEGIC COMMISSIONING BOARD

#### RESOLVED

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

### 99. MINUTES OF EXECUTIVE BOARD

#### RESOLVED

That the Minutes of the meetings of Executive Board held on: 10 November 2021 and 1 December 2021, be noted.

### 100. CONSOLIDATED 2021/22 REVENUE MONITORING STATEMENT AT 31 OCTOBER 2021

Consideration was given to a report of the Executive Member, Finance and Economic Growth / Lead Clinical GP / Director of Finance. The report detailed actual expenditure to 31 October 2021 (Month 7) and forecasts to 31 March 2022 for the Council and 31 October 2021 for the CCG.

It was reported that, overall, the Council was facing a total forecast overspend of £1.579m for the year ending 31 March 2022. A substantial majority of the forecast related to ongoing demand

pressures in Children's Social Care.

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

The CCG did not currently have H2 (October 2021 to March 2022) budgets in place. Detailed planning for H2 had been underway at both a CCG and Greater Manchester level since publication of the guidance. But formal approval of plans was not due until after publication of the M7 budget monitoring report. Allocations for H2 were expected by the end of November.

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

## **RESOLVED**

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

### **101. SAVINGS DELIVERY 2021/22**

The Executive Member, Finance and Economic Growth / Director of Finance submitted a report providing Members with an update on the savings monitoring exercise for delivery of 2021/22 savings, and highlights any risks or delays to delivery.

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

Appendix1 to the report provided further detail on the current status of savings to be delivered during 2021. Key messages were as follows:

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

## **RESOLVED**

**That the progress report and risk areas for delivery in 2021/22 and future years savings, be noted.**

### **102. COUNCIL TAX BASE 2022/23**

Consideration was given to a report of the Executive Member, Finance and Economic Growth / Assistant Director, Exchequer Services, explaining that the law required that the calculation of the Council Tax base for tax setting must be made between 1 December and 31 January. The Calculated Tax Base was used to estimate the value of Council tax income.

It was reported that the calculation of the authority tax base for Council Tax setting purposes gave

an estimated Band D equivalent of 65,263.9 properties. There were no Ministry of Defence properties in Tameside. An estimated collection rate of 97% gave a Council Tax base of 63,306.0.

The calculation of the Mossley Parish tax base for Council Tax setting purposes gave an estimated Band D equivalent of 3,540.5 properties. There were no Ministry of Defence properties in Mossley. An estimated collection rate of 97% gave a Council Tax base of 3,434.3.

## **RESOLVED**

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

- 1. the amount calculated by Tameside Metropolitan Borough Council as its Council Tax base for the year 2022/2023 shall be 63,306.0; and**
- 2. the amount calculated by Tameside Metropolitan Borough Council as the tax base for the Town Council of Mossley for the year 2022/2023 shall be 3,434.3**

## **103. KICKSTART SCHEME**

A report was submitted by the Executive Leader / Assistant Director, People and Workforce Development setting out the opportunities for the Kickstart Scheme in Tameside from both an internal and external perspective.

It was explained that the Kickstart Scheme provided funding to employers to create new 6-month job placements for young people aged 16 to 24 who were claiming Universal Credit (UC) and were at risk of long-term unemployment. The scheme was announced in July 2020 as part of the government's Plan for Jobs and aimed to create thousands of new, fully funded jobs across England, Scotland and Wales. Kickstarts placements could commence at any point up until 31 March 2022, therefore meaning that the maximum end date of the scheme was 30 September 2022, with £2bn of the Plan for Jobs fund committed specifically to Kickstart.

Members were advised that all opportunities were required to be submitted to DWP who then liaised with JCP Work Coaches to match potential candidates to roles. Communication took place between DWP and the applying organisation via the online government Kickstart platform. The platform supported messages sent between the two organisations. When the JCP coaches alerted the DWP to a job role match, the DWP informed the Council who could then facilitate interviews for the roles.

The required element of employability skills training could be supported by Workforce Development; Tameside Adult Community Education (ACE), through courses such as Essential Digital Skills for Work; or other partners including Skills Support for the Workforce, delivered by the Growth Company.

The role holders would be treated as employees and would be subject to monthly probationary meetings in order to identify their areas of strength and any areas of improvement. The employees would be inducted through normal processes and be offered all relevant training.

Members were further advised that to support the Kickstarters, specific cohort workplace/team mentors were identified to support the individual within their placement. This support was in addition to the formal management arrangements to ensure the cohort had the best chance of success in their role and ability to secure future employment.

The scheme provided opportunities for candidates to gain employment in an entry level position for 6 months. Through these experiences, the employees would gain valuable skills which they could use to apply for internal roles within the organisation including apprenticeships, upon completion of their six month term. The scheme provided the organisation with the possibility to further support care leavers who met the criteria by signposting them to Kickstart roles which they could apply for via the JCP.

## **RESOLVED**

**It be agreed that:**

- (i) The Kickstart initiative be implemented in the organisation; and**
- (ii) In doing so, a number of opportunities are identified from different directorates which can be offered for the Kickstart Scheme.**

### **104. IMPLEMENTATION OF A 2021 MODEL PAY POLICY FOR BOTH SCHOOL BASED AND CENTRALLY BASED TEACHING STAFF**

Consideration was given to a report of the Executive Leader / Executive Member for Lifelong Learning, Equalities, Culture and Heritage / Assistant Director for People and Workforce Development, outlining the statutory changes to the School Teachers Pay and Conditions Documents (STPCD) 2021.

It was reported that there was a consolidated award of £250 to all teachers whose full-time equivalent basic earnings (excluding allowances) were less than £24,000. Further, there was an advisory 6-point pay range reintroduced on the Unqualified Teacher (UNQ) Pay Range 2021.

It was explained that the changes to the STPCD included a reduction of 1 day, 195 days to 194 days and a reduction in hours from 1265 hours to 1258.5 hours that teachers (FTE) must be available to work as a result of the additional Bank Holiday on Friday 3 June 2022. In addition, the updated STPCD 2021 incorporated statutory induction changes for Early Career Teachers (ECT). It was further explained that ECTs were not negatively affected by the extension of the induction period from one to two years and outlining that this change did not prevent a school from awarding pay progression to ECTs at the end of the first year.

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

## **RESOLVED**

**It be agreed that:**

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

## **105. APPROVAL & IMPLEMENTATION OF REVISED WASTE STRATEGY AND ENFORCEMENT POLICY**

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

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

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

The report detailed the approach of changing the collection frequency of the bin to provide the efficient use of resources was being used across other GM authorities. Collection frequencies had been changed in other GM authorities and this had shown to work in those areas.

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

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

Since 2010, funding from central government to local government had on average reduced by half in real terms. At the same time, the Council had faced growing cost pressures from increasing demand for services and rising costs. In the last seven years alone the Strategic Commission had needed to find budget savings of £171 million to balance the books.

The Council faced a significant budget gap beyond 2021/22, and this budget gap would increase if planned reductions in spending were not delivered in 2021/22. The Council must ensure a relentless focus on delivery of savings, both in 2021/22 and planned for 2022/23, to have any chance of closing the gap in future years. Budgets had been balanced through the use of reserves over the last few years, to provide services with the time to improve, but this was not sustainable in the long run and the Council needed to ensure robust and transparent management of these services to ensure the delivery of the improvement plans and transformation.

### **RESOLVED**

**That the updated Waste Strategy and Enforcement Policy be approved (as attached at Appendix 7 to the report) with effect from 31 January 2022, including;**

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

## **106. CLIMATE CHANGE AND ENVIRONMENT STRATEGY**

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

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

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

The Environment & Climate Emergency Working Group (ECEWG) was positioned to maintain and oversee the resultant action plans, with assistance from affiliated task-groups to oversee each of the five thematic areas. A task group comprising of elected members and specialist officers would monitor and manage progress and report back to ECEWG in relation to the contribution to net carbon reduction. An annual report will be produced to demonstrate progress towards carbon neutrality.

### **AGREED**

- (i) That the draft Climate Change and Environment Strategy 2021-2026 as attached at appendix 1 to the report, be approved and adopted;**
- (ii) That the draft Action Plans at appendices 2- 6 to the report be approved, noting that new initiatives which have budget implications will be the subject of separate reports to Executive Cabinet at the appropriate time; and**
- (iii) That a culture of carbon literacy be approved, backed by a programme of carbon literacy training.**

## **107. URGENT ITEMS**

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

**CHAIR**

## EXECUTIVE CABINET

26 January 2022

Commenced: 1.40pm

Terminated: 2.40 pm

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

<b>In Attendance:</b>	<b>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 Place</b>
	<b>Debbie Watson</b>	<b>Interim Director of Public Health</b>
	<b>Sarah Threlfall</b>	<b>Director of Transformation</b>
	<b>Tim Bowman</b>	<b>Director of Education (Tameside and Stockport)</b>
	<b>Emma Varnam</b>	<b>Assistant Director, Operations and Neighbourhoods</b>
	<b>Ilys Cookson</b>	<b>Assistant Director, Exchequer Services</b>
	<b>Caroline Barlow</b>	<b>Assistant Director of Finance</b>
	<b>Tony Decrop</b>	<b>Assistant Director of Children's Services</b>
	<b>Trevor Tench</b>	<b>Head of Commissioning, Adult Social Care</b>
	<b>Catherine Moseley</b>	<b>Head of Access Services</b>
	<b>Jordanna Rawlinson</b>	<b>Head of Communications</b>

**Apologies for absence:** Councillor Gwynne  
Councillor Kitchen who participated in the meeting virtually.

### 108. DECLARATIONS OF INTEREST

There were no declarations of interest submitted by Cabinet members.

### 109. MINUTES OF EXECUTIVE CABINET

#### RESOLVED

That the Minutes of the meeting of the Executive Cabinet meeting held on 15 December 2021 be approved as a correct record.

### 110. MINUTES OF EXECUTIVE BOARD

#### RESOLVED

That the Minutes of the meetings of Executive Board held on 8 December 2021, be noted.

### 111. CONSOLIDATED 2021/22 REVENUE MONITORING STATEMENT AT 30 NOVEMBER 2021

Consideration was given to a report of the Executive Member, Finance and Economic Growth / Lead Clinical GP / Director of Finance. The report detailed actual expenditure to 30 November 2021 (Month 8) and forecasts to 31 March 2022.

It was reported that, overall, the Council was facing a total forecast overspend of £1.207m for the year

ending 31 March 2022. A substantial majority of this forecast related to ongoing demand pressures in Children's Social Care.

The forecast outturn on Council Budgets had improved by 371k since Month 7, mainly due a reduction in external placement costs in Children's Social Care (£207k). There are some other favourable movements (£252k) relating to the release of contingency budget and additional one-off income relating to reimbursement of costs from a prior year, and a small reduction (£88k) in COVID related funding for administration costs recognised in 2021/22.

Last month reported that NHS plans for the second half of 2021/22 had not been formally approved at the time the report was written. Plans were approved by NHS England in mid-November and allocations had now been transacted. As a result of this, full year budgets were now in place across the NHS and for the first time this year, a full 12 month budget position was presented.

The reported position at Month 8 showed a forecast overspend of (£3,553k), with a YTD variance of (£536k). This related to the Hospital Discharge Programme, GP additional roles and responsibilities, and QIPP delivery, with further detail set out in the report and appendix.

Members were advised that there was work underway to produce a revised Section 75 Agreement between the CCG and the Council to reflect the CCG's changed boundaries from 1 April 2022 when the Glossop locality was due to move into the boundaries of NHS Derby and Derbyshire CCG. As directed by NHS England and NHS Improvement (NHSE/I) the CCG had sought legal advice from the solicitors appointed by NHSE/I. The approach now recommended, which was different to that previously advised, was to now rescind the earlier recommendation to serve notice on the Section 75 Agreement and instead to extend the existing Agreement into 2022/23. The CCG and Council would then agree the future amendment of the 2022/23 Section 75 Agreement to reflect the boundary change by means of a contract variation. The Section 75 Agreement would be supported by an accompanying Financial Framework for 2022/23.

#### **RESOLVED**

- (i) That the forecast outturn position and associated risks for 2021/22 as set out in Appendix 1 to the report, be noted; and**
- (ii) That the earlier recommendation to serve notice on the Section 75 Agreement be rescinded and the existing Agreement be extended into 2022/23, subject to any variations that may be required to reflect the Glossop position.**

#### **112. CORPORATE PLAN SCORECARD**

The Executive Leader / Tameside & Glossop CCG Co-Chairs / Director of Transformation submitted a report giving details of the corporate plan outcomes scorecard (attached to the report) providing evidence to demonstrate progress towards achievement of the Corporate Plan and improving the services provided to residents, businesses and key stakeholders within the locality.

It was explained that the Corporate Plan outcomes scorecard followed the structure of the Corporate Plan, and contained indicators focused on long term outcomes across the plan's priorities. There were a number of proxy indicators for issues related to the pandemic which would take significantly longer to be reflected in the regular long term measures.

The Director of Transformation highlighted indicators from within Appendix 1. It was reported that the number of Tameside residents receiving Universal Credit in October was down slightly on the same month in 2020, although the percentage of UC recipients in employment in September was higher than in September 2020. The number of households in receipt of council tax support had fallen below 18,000 for the first time since climbing during the first wave of the coronavirus pandemic.

Building across the borough had decreased since the last financial year. The net number of additional dwellings per 10,000 residents had fallen from 20.93 in 2019/2020 to 16.2 in 2020/2021. This



remained significantly lower than the national average of 38.3 per 10,000 people. This had also affected the completion of affordable homes, with new affordable homes per 10,000 residents falling from 8.51 in 2019/2020 to just 2.51 in 2020/2021, significantly lower than the national average of 9.2 per 10,000 people.

Members were advised that there had also been a notable drop in performance on a number of wider health metrics. The latest data for the proportion of people walking or cycling 3+ times a week, from 2019/2020, was 15 percentage points lower than the previous year at just 27.4%, below the national average of 34.5%.

Members thanked the Director for the report and requested further information on reported incidents of domestic abuse to Children's Services and an understanding of school attendance figures, be included in the next scorecard update to Cabinet.

## **RESOLVED**

**That the content of the report and scorecard (as appended to the report), be noted, and that the next quarterly update to Board and to Executive Cabinet be agreed.**

### **113. LOCAL COUNCIL TAX SUPPORT SCHEME**

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 2022/23 and recommended the approval of a hardship fund to be administered by Exchequer Services under the Section 13A policy.

As at the end of quarter two of 2021/22, approximately 17,898 people had claimed Council Tax Support. Of this number, there are approximately 7,406 (41%) people of pensionable age who would be guaranteed protection under the CTS scheme. Therefore, approximately 10,492 (59%) claimants were of working age. Demand on the scheme was monitored on a quarterly basis and, the report gave details of the decline in demand since the scheme was first introduced in April 2013.

The caseload continued to fall during 2021/22 even though residents had more to pay in Council Tax due to the Council Tax rise in April 2021 and, despite the impact of the Coronavirus pandemic; however this decline appeared to follow the pattern from previous years.

Members were advised that the Local Government Ombudsman (LGO) in their report of August 2019 to Local Authorities titled "Council Tax Reduction – Guidance for Practitioners" to help Local Authorities manage complex council tax reduction enquiries and complaints, made a number of recommendations to all Local Authorities. It was considered best practice to recognise the recommendations 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, wording was inserted into the Scheme for 2020/21 at Schedule 8, paragraph (10). The wording would remain in the scheme for 2022/23.

It was reported that the Hardship Fund for 2021/22 was £50k and this would remain the same for 2022/23. Hardship funding was identified from existing budgets and was administered by Exchequer Services under the Section 13A Policy which was detailed at Appendix 2 to the report.

As at 09 November 2021, two applications for Hardship Relief had been successful in 2021/22 for the total sum of £1,484.00. The circumstances of the claims did not suggest that any one equalities group had been adversely affected.

In 2020/21 the Government, as part of its response to COVID-19, awarded the Council a Council Tax Hardship Grant of £2.158m which was mandated to be used to make a payment of £150 to all existing and new working age Council Tax Support (CTS) claims in 2020/21 (up to available funding). For

2021/22 the Council had been awarded a further grant of £2.025m. The application of this grant was not mandated but provided with the guidance that the grant was to be used to meet the anticipated additional costs due to COVID of providing Local Council Tax support in 2021-22, resulting from increased unemployment.

On 28 July 2021, the Executive Cabinet determined that £1,012,500 of the grant monies be used to directly support Council Tax Support claimants and financially vulnerable households, details of which, were provided in the report. The government had not made any announcements to date regarding additional grant funding in respect of the year 2022/23.

A total of 53.51% of all Council Tax due this year for CTS claimants was collected as at 31 October 2021 totalling £1.8m. Of that £717k was collected from pensioners in receipt of CTS and £1.08m from working age claimants in receipt of CTS.

#### **RESOLVED**

**That the Council be recommended to:**

- (i) continue the scheme introduced in 2013/14, as amended in 2016/17, and adopts the Council Tax Reduction Scheme for 2022/23 set out in Appendix 3 to the report; save for the annual benefit upratings which are not yet released by DWP; and**
- (ii) 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.**

#### **114. COLLECTION, RECOVERY AND IRRECOVERABLE MONIES 2021**

Consideration was given to a report of the Executive Member, Finance and Economic Growth / Assistant Director, Exchequer Services, giving details of the collection and recovery processes for Council Tax, Business Rates and Sundry Debts; compared levels of irrecoverable debts with other local authorities; identified debt which could not by law be recovered and considered a corporate debt recovery policy.

#### **RESOLVED**

**That the content of the report be noted and the Debt Recovery Policy, as appended to the report, be approved.**

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

The Executive Member, Neighbourhoods, Community Safety and Environment / Director of Place, submitted a report, which advised that on 23 June 2021, Executive Cabinet approved public consultation on a proposed new delivery model for the face to face customer services function. The report set out the findings of the consultation and defined the proposed model of service delivery for the future.

The operation of the service prior to and during Covid-19 was outlined and it was explained that, prior to Covid 19 the demand in Customer Services, whilst showing some fluctuations, had reduced significantly over the years. The majority of demand presenting at the face to face Customer Service Centre was in respect of Housing and Council Tax matters.

Enquiries were categorised as Level 1 and Level 2 enquiries, with Level 1 enquiries were regarding in-depth Housing Benefit and Council Tax Support queries; they were dealt with solely by the dedicated customer services staff face to face and by staff within Exchequer Services by telephone. Level 2 enquiries were to book, pay, request a service and verification of housing benefit and council tax documents. Further analysis of the enquiries received at Ashton Customer Service Centre, prior to Covid 19 indicated that nearly 66% were Level 2 enquiries and only 34% were Level 1 enquiries. During staffed operating times all libraries could assist with Level 2 enquiries, meaning that customers

who were travelling to Ashton could actually seek assistance at a venue closer to their home. Also, many Level 2 enquiries could be dealt with over the phone, via web chat or email.

Members were advised that the cost of each transaction for the face to face customer service function far outweighed the cost of other channels. The volume of visitors had remained fairly static over the 5 year period prior to the pandemic, however as the service had not been available for almost two years it was highly likely that were it to return as a drop in service, visitor numbers would be significantly reduced as residents had become accustomed to alternative contact channels. If this were the case the cost per visit would increase dramatically.

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

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

Any new service model must take into account all residents' needs and therefore some face to face element would be retained. It was proposed that this would be by appointment only rather than drop-in and would be following a triage process to understand the nature of the enquiry and the assistance required.

The report concluded that, overall, the proposed new model would transform the customer services offer, taking into account peoples changing attitudes to accessing services and it would enhance the previous model by the introduction of telephone appointments whilst still retaining face to face in a tailored, bespoke manner. By offering face to face on an appointment basis this would negate the requirement to queue up and wait to see a customer services officer at busy times which would further benefit customers.

It was proposed to keep the model under review and make any further adjustments as necessary to ensure quality of service, that it met customer demand and that vulnerable residents were able to access appointments, whilst at the same time being affordable and cost effective. A further report would be presented to Executive Cabinet after 12 months of operation with the results of the review.

## **RESOLVED**

**It be agreed, that:**

- (i) The proposed new customer service model be implemented, subject to consultation with staff with an anticipated implementation date of 14 March 2022; and**
- (ii) The delivery model be reviewed following implementation, to ensure quality of service that vulnerable residents are able to access appointments and that it meets demand whilst at the same time being affordable and cost effective. A further report will be presented to Executive Cabinet after 12 months of the new model being operational.**

## **116. FOSTER CARER OFFER CONSULTATION REPORT**

Consideration was given to a report of the Deputy Executive Leader / Assistant Director for Children's Services providing an update on the outcome of the Foster carer offer public consultation.

It was explained that, following Executive Cabinet agreement to the proposed recommendations to improve the foster carer offer, it was agreed a Full Public consultation would take place with an updated Equality Impact Assessment. The consultation looked to seek feedback on the recommendations of the improved offer to Tameside Foster Carers.

The consultation ran for 8 weeks from 2 August 2021 and 28 September 2021 and the focus groups took place on the 8 September, 14 September and 24 September 2021. A breakdown of the consultation responses were detailed within the report.

The report concluded that the response to the consultation was, on the whole, positive and that the majority of those who responded stated that they were in agreement to the proposed recommendations and could see the benefit of the new offer to them and new carers. All participants felt that the improved offer would enhance the support that foster care's received and enhance them in their role as foster carers. The feedback was that they felt that the offer would support them remaining as foster carers for Tameside.

It was acknowledged from the consultation that the financial uplift to skills level 2 and 3 was positive, some responses stated that this did still not go far enough to attract new foster carers and suggested that the Local Authority increase the uplift further to compete directly with the private sector. It was explained to participants that this was not a viable option and the Authority did not have the financial resources to achieve this. There were responses that stated there was no incentive for those carers who had already achieved level 4 status. The responses from those carers who were level 4 carers were considered, and although the Authority would have liked to uplift all skills levels, this was not able to be achieved currently. The carers who were skill level 4 received a competitive allowance in comparison to GM neighbours and some compete directly with IFA competitors. All allowances would be reviewed annually, as set out in the recommendations.

The foster carers who had participated in the consultation felt that the new improved offer was a 'good start' but there was still some further work to be completed. It was hoped that the implementation of the new offer would ensure that that existing foster carers felt valued and provided them with enhanced support and training opportunities to meet the needs of Tameside cared for children.

All of the responses from the survey and the focus groups had been considered. On the basis that the respondents had stated that they felt the new offer and its recommendation would benefit from the new offer, it was proposed that the recommendations agreed in the Cabinet report dated the 28 July 2021 (Appendix 4 refers) were those recommended to Cabinet as the final proposals following the consultation, with no changes at this time.

### **RESOLVED**

**It be agreed, that:**

- (i) The proposals for the foster carer offer from the report agreed at Executive Cabinet on the 28 July 2021 and detailed in Appendix 4 to the report, be approved as the Final offer, taking into account consultation comments and affordability;**
- (ii) The Equality Impact assessment be noted and the implementation delivery plan agreed; and**
- (iii) The cost in the current year be financed from the central contingency and future years included in the Medium Term Financial Plan (MTFP).**

## **117. COMMUNITY SAFETY STRATEGY**

A report was submitted by the Executive Member, Neighbourhoods, Community Safety and Environment / Director of Place, summarising the responses to the public consultation in respect of the draft Community Safety Strategy 2021 – 2024 and requested approval that the strategy, as appended to the report, be adopted by the Community Safety Partnership.

The consultation responses to the draft strategy and the Equality Impact Assessment were appended to the report.

It was explained that, following the consultation some amendments were made to the draft strategy and these were detailed in the report.

The final version of the draft Community Safety Strategy was presented to the Community Safety Partnership on the 12 April 2021 and approved by all partners.

### **RESOLVED**

**It be RECOMMENDED to the Council that the Community Safety Strategy be adopted by the Tameside Community Safety Partnership.**

## **118. DETERMINATION OF SCHOOL ADMISSION ARRANGEMENTS FOR SEPTEMBER 2023**

Consideration was given to a report of the Executive Member, Lifelong Learning, Equalities, Culture and Heritage / Director of Education, setting out the proposed admission arrangements for Tameside community, and voluntary controlled schools for admission in September 2023, as appended to the report.

It was explained that there had been no change to the arrangements from September 2022. There were proposed changes to the Published Admission Number at two community primary schools. The latest information on school place planning was presented, which concluded that there were currently sufficient places to meet expected demand.

It was further explained that 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. Consideration was also given to predicted rising levels of surplus capacity in some areas of the borough and the need to consider reducing admission numbers in future years.

There was consideration of a proposal to commence consultation on adding a resource base for children with additional needs at Corrie Primary and Nursery School, details of which were appended to the report.

### **RESOLVED**

- (i) The admission arrangements for all Tameside community and voluntary controlled schools for 2023/24 be approved without change from those that were determined for admission in 2022/23, as set out in Appendix 1 of the report, other than amendments to the Published Admission Number as set out in the report; and**
- (ii) That approval be given for consultation to commence on the school organisation proposal to establish a ten place resource base at Corrie Primary and Nursery School for children with cognition and learning and/ or communication and interaction and / or social, emotional and mental health needs.**

## **119. HYDE TOWN CENTRE HIGH STREET TASK FORCE UPDATE**

The Executive Member, Finance and Economic Growth / Director of Place submitted a report, providing an update on the progress to date of the Hyde Town Centre High Street Taskforce (HSTF) programme following the previous report to Executive Cabinet in 23 June 2021.

It was explained that the HSTF programme was part of a wider strategy that the Council were progressing in Hyde, including preparation of a town centre masterplan. There was an opportunity to deliver real change in the town centre, to regenerate Hyde and make it a thriving town centre with a high quality offer that met the needs of the local population as well giving people a reason to visit Hyde.

Hyde Triangle was identified as an area for growth within the Tameside Inclusive Growth Strategy and was one of the Greater Manchester Growth Locations. Hyde Triangle, which included Godley Green, Hattersley and Hyde Town Centre, would ensure that these major drivers for change supported the wider regeneration of the town centre.

It was further explained that Godley Green Garden Village was one of the largest and most innovative housing schemes in the country. In October 2019, Executive Cabinet approved the Council to enter into an agreement for £10 million of grant funding from Homes England to deliver up to 2,350 new homes. In December 2021 an outline planning application was validated for up to 2,150 new homes. In Hattersley a public private partnership was delivering new retail, housing, and quality public realm and skills programmes to tackle deprivation in the area. As a consequence of this planned growth there would be an increased demand for retail, leisure and services supporting the regeneration of Hyde Town Centre and acting as a catalyst for further growth and investment.

Members were advised that, in 2019, Tameside was awarded £0.100m by One Public Estate (OPE) and the British Property Futures (BPF). The cornerstone of the OPE and the BPF Challenge was to take a fresh approach and develop novel solutions to problems to help overcome identified challenges in Hyde. As part of the OPE work, the Council held a public consultation in March 2020.

The consultation findings had formed part of the evidence base for the HSTF report and would be used to underpin the initial stages of the town centre masterplan work, which would commence in the New Year.

The Council was currently progressing work that would support the re-purposing of the former Library site on Union Street, with potential identified for a proposed scheme delivering an 88 unit 1 and 2 bed apartment complex with associated community facilities including a café/bistro that should be accessible to all and also provide day care provision. The work at the Union Street site and preparation of a town centre masterplan for Hyde would be supported by the £0.225m of funding secured by the Council from Evergreen III Funding, as reported to Executive Cabinet on 29 September 2021. The masterplan for the town centre that would agree a shared vision, identify strategic sites for development, and work with the local community to further understand what improvements they would like to see in Hyde.

Members were further advised that, on 14 June 2021, the appointed HSTF Expert for Hyde town centre carried out an 'Unlocking Your Place Potential' diagnostic. A virtual workshop was held with local ward members, local community representatives, Council staff and local businesses.

The purpose of the workshop was to diagnose the main barriers to transformation in Hyde town centre. A post-visit report (attached at Appendix 2) produced by the HSTF Expert, identified Hyde's key strengths and challenges and provided a prescription of recommendations with further support offered from the HSTF team that will enable the Council to accelerate this transformational process.

It was concluded that there was much evidence of a strong will and ambition by many stakeholders, groups and organisations to make Hyde a town centre to be proud of and to deliver on its potential as

being a town centre for the future and a destination that people want to visit. A joined up approach was required to deliver change and the formation of a Hyde Town Centre Task Force would provide the platform to drive the work forward, to act as a critical friend in the preparation of the town centre masterplan and to ensure that the local community had a voice in how they would like to see Hyde in years to come.

It was proposed that the recommendations from the UYPP report be formally accepted and a Hyde Task Force or similar be established. This would include place leaders across Council, business and the community to shape the strategy for the town; formal Terms of Reference would be agreed.

#### **RESOLVED**

- (i) The formation of a Hyde Town Centre Task Force Partnership be approved;**
- (ii) It be noted that the Director of Place will manage the formation and programme of works associated with the Hyde Town Centre Task Force Partnership; and**
- (iii) On-going performance and reporting be provided as required to keep Members appraised and for decision making.**

### **120. EXCLUSION OF THE PRESS AND PUBLIC**

#### **RESOLVED**

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

### **121. DROYLSDEN LOCK KEEPERS AND FORMER LIBRARY SITE DISPOSAL**

Consideration was given to a report of the Executive Member, Finance and Economic Growth / Director of Place providing an update on proceedings related to the site known as Lock Keepers Site and the site of the Former Droylsden Library following the report to members on 9 June 2021. The report also sought approval to directly dispose of both sites to Watkins Jones and Son Limited ('Watkin Jones') in accordance with the Tameside Council Corporate Policy: Disposal of Council Owned Land, September 2020.

It was explained that the Council signed a Development Agreement ('Development Agreement') with Watkins Jones in 2005 to deliver a major regeneration scheme in Droylsden. Work had been progressed on this major mixed use scheme with site assembly, planning permissions, housing development and the completion of the marina and construction of all residential units in phases.

The Development Agreement included the Lock Keepers site and required Watkin Jones to develop the plot for commercial use. Due to changes in the area, it had previously been widely acknowledged by all parties that a commercial use was no longer desirable or feasible and had therefore not been delivered. It was not unreasonable for the parties therefore to conclude that irrespective of the longstop date for the Development Agreement as a whole, the time for delivery of the commercial plot had passed and the plot should therefore revert back to the Authority for the Council to deal with as it sees fit.

Members were advised that a recent red book valuation was instructed by the Council. The valuations included an assessment of both the Lock Keepers site and the former Library site both individually as separate opportunities and as a combined development plot.

The Council recognised that the site had the potential to deliver a high quality housing scheme that

would meet identified local housing needs, help to regenerate a long term vacant site and act as a catalyst for regeneration across the wider town centre of Droylsden. A combined site also presented an enhanced development opportunity that made best use of both the Lock Keepers site and the adjoining library site.

It was therefore, considered that disposing of the site as a single development opportunity under the Council's disposal policy would ensure value for money for the authority as well as being able to provide a capital receipt in the most efficient way. In maximising the capital receipt, this would help ensure that the Council complied with its statutory duties and complied with s.123 of the Local Government Act 1972.

#### **RESOLVED**

- (i) That the Council's intention to withdraw from the development agreement with Watkins Jones as approved at Executive Cabinet in 9 June 2021, be noted;**
- (ii) That the principle of a direct disposal of both the site known as Lock Keepers Site, Droylsden Marina and the Former Droylsden Library Site in accordance with the Tameside Council Corporate Policy: Disposal of Council Owned Land approved by the Executive Cabinet on 30 September 2020, be approved;**
- (iii) Watkins Jones be required to contractually and covenant to meet all Brownfield Homes Funding obligations and liabilities in order that the Council is not exposed as it will no longer have the direct control to discharge them;**
- (iv) It be noted that the Director of Place is managing the programme of works associated with disposal of both sites (including the negotiation of the main heads of terms), scheme and delivery of Brownfield Homes Funding, in consultation with the Executive Member for Finance and Economic Growth; and**
- (v) That further updates be provided to Executive Cabinet and/or Strategic Planning and Capital Monitoring Panel, as the scheme develops.**

#### **122. URGENT ITEMS**

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

**CHAIR**



**Tameside Community Safety Partnership**

**Community Safety Strategy 2021-2024**

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## **Foreword**

Tameside Council, Greater Manchester Police and other community safety partners are committed to ensuring that our communities feel safe, confident and supported. Tameside faces significant challenges and this Community Safety Strategy ensures that we are tackling the issues that have the most impact on our residents and visitors.

I am extremely proud of the hard work and dedication shown by all our community safety partners in improving community engagement and participation, working to reduce crime and anti-social behaviour and improving community safety across the borough.

This strategy addresses difficult issues including domestic violence, drugs and alcohol abuse, child sexual exploitation, modern slavery and much more.

Additionally, however, the strategy places high importance on building stronger communities across Tameside, encouraging residents and visitors to make a positive contribution to the borough, and bringing our diverse communities together so that no-one feels excluded and everyone feels safe and included.

The COVID-19 crisis had brought many difficult challenges, but it has also demonstrated how communities and authorities can work together in an extremely positive way to support the most vulnerable members of our communities. This strategy aims to build on the positive elements of the pandemic and ensure that Tameside emerges as a safer and happier borough.

**Councillor Allison Gwynne**

**Executive Member**

**Neighbourhoods, Community Safety and Environment**

## **Introduction**

The Community Safety Strategy 2021-24 sets out the shared priorities of the Tameside Community Safety Partnership (CSP). The Crime and Disorder Act 1998 sets out statutory duties on the police and local authorities to work in collaboration with key partners and organisations to develop and implement strategies to tackle crime and disorder and create safer communities. These statutory partnerships are known as the Community Safety Partnership.

In Tameside, the Community Safety Partnership is made up of representation from the Tameside MBC (TMBC), Greater Manchester Police (GMP) Greater Manchester Fire and Rescue Service (GMFRS), Health, Probation and Youth Justice, voluntary and community sector organisations and housing providers. The CSP meets on a monthly basis and is jointly chaired by the Council and GMP. In order to identify priorities and develop strategies, the CSP will analyse a wide range of information collected by GMP and other organisations as well as consulting with key stakeholders and communities.

**The Tameside Community Safety Partnership has one overriding objective – to make Tameside a safer place to live, study, work and visit.**

The work of the Community Safety Partnership places emphasis on working with residents, partners and communities to improve safety across the borough.

The CSP also works alongside the Greater Manchester Combined Authority (GMCA). The Community Safety Strategy should also be considered alongside the Greater Manchester Deputy Mayor's Police and Crime Plan "Standing Together".

## **Tameside**

The borough of Tameside is one of 10 Local Authorities within the area referred to as Greater Manchester. Tameside has a varied and diverse environment with a contrast between its largely urban western and central areas bordered by the city of Manchester, Oldham and Stockport and stretching out to the high moorlands of the Peak District to the east.

Tameside is named after the River Tame and spans the towns of Ashton-under-Lyne, Audenshaw, Denton, Droylsden, Dukinfield, Hyde, Mossley and Stalybridge plus Longdendale.



More people now live in Tameside than ever before with most predictions suggesting continued population increases over the next 10-20 years. As of 2011 the overall population was 219,324. Of those individuals, 18% were over the age of 64 and the rate of growth of our elderly population is also predicted to rise in line with national trends. One-person households now make up 30% of Tameside's population with 30% of residents having at least one dependent child under the age of 18.

Tameside has a number of schools and colleges rated as Good and Outstanding. The three largest employment sectors are retail, health & social care and manufacturing.

There is a strong sense of community spirit in Tameside, as evidenced by the public response to the current COVID-19 crisis. Other evidence of this is the wealth of voluntary groups working in Tameside.

Tameside has a number of tourist and leisure options, including Portland Basin, Daisy Nook Country Park, Werneth Low along with easy access to the Peaks. In 2019,

Tameside played host to a section of the Tour of Britain cycling road race. Tameside offers both urban and country living within easy distance of each other.



### Some Other Key Facts

- The majority of the population are owner occupiers (64%) with 21% living in social housing and 13% renting privately.
- The majority of the population (90%) define their ethnic origin as being White British. 9.1% of our population from BAME communities.
- The majority of the population (92%) describe their health as 'fair to very good' with 8% in poor health. However, people in Tameside and Glossop generally have poorer health outcomes than people in England as a whole.
- There is deprivation within Tameside with the borough being the 45th most deprived borough in England.

## **COVID-19**

This Community Safety Strategy has been developed during the COVID-19 pandemic. It is clear that the impact of COVID-19 will be with us for some time to come, despite positive early indications around the development of a vaccine and effective treatments.

The current pandemic is the most significant public health crisis that individuals, communities and countries have faced in living memory. Alongside the obvious health concerns, people will have worries that extend beyond that including the impact on our local and national economy, the impact on our children's education and impact on our society as we know it. COVID-19 will impact on Community Safety and our perception of how safe we feel within our communities.

The CSP is fully aware of those concerns and is committed to working as a partnership with individuals and communities to identify and address issues arising due to the COVID-19 crisis. We will work together as we transition out of lockdown and through the future months.

We are confident that this partnership approach will enable us to respond to the challenges posed by COVID-19 in the future. This will include supporting our Public Health partners to respond to any local spike in infections should this happen and support measures such as 'Track and Trace' and the roll out of testing capability.

As a partnership, we have responded positively to the crisis and supported our colleagues at the front line in Health & Social Care.

Alongside the work we have done to support people and communities, COVID-19 has also required the CSP to undertake new enforcement responsibilities around new laws and regulations designed to keep us safe during the crisis. Public co-operation has been key in our ability to maintain public safety. When needed, we will continue to take the necessary enforcement action to ensure public safety.

## **Priorities**

The Community Safety Strategy sets out five priorities for the next three years;

- **Building stronger communities**
- **Preventing and reducing violent crime, knife crime & domestic abuse**
- **Preventing and reducing crime & anti-social behaviour**
- **Preventing and reducing the harm caused by drugs & alcohol**
- **Protecting vulnerable people and those at risk of exploitation**



## **Priority 1- Building Stronger Communities**

### **The Community Safety Partnership will:**

#### **Introduce the role of an “Active Citizen” and roll out the initiative**

The concept of “Active citizenship” calls of people within our communities to become actively involved in identifying and tackling problems within their own communities and contributing to a better quality of life.

#### **Work with voluntary and third sector organisations to build communities**

We will enable community groups to access grants, partnership working, promotion of community events and joint delivery of services and new initiatives. Current examples include Neighbourhood Watch, Community Speedwatch, community litter picks and the Tameside Youth Council. We will work with Stronger Together Tameside (STT), an umbrella group of agencies tackling homeless prevention and supporting homeless people.

#### **Establish and support an Independent Advisory Group (IAG) within Tameside**

We established an IAG in March 2020, comprising 21 members representing the diversity within our communities. This group supports the work of the CSP, meeting on a weekly basis providing community based advice and support.

#### **Build on the opportunities that have arisen during COVID-19**

There have been clear positives during this crisis especially around partnership working and community engagement and we will harness these opportunities. This will involve work with individuals, community groups, businesses and public bodies.

#### **Implement targeted interventions for hate crime, including raising awareness of reporting, tackling causes of hate crime & prevention**

We have established a Hate Crime Working Group and Hate Crime Action Plan and are fully committed to participation in Hate Crime Week which is held annually.

#### **Develop and conduct a programme of consultation about community cohesion**

We will address issues around community cohesion via the CSP operational and strategic groups. TMBC will work in partnership with other members of the CSP to develop a programme of consultation so that we can better understand issues around community cohesion and from this formulate plans to address those issues.

#### **Implement targeted intervention to address hate crime**

Where there are incidents and crime arising out of hatred and a lack of community cohesion and / or cultural understanding, we will implement robust and appropriate interventions to eliminate this crime and tackle offenders. In such cases, we will review actions to identify lessons learnt and best practice.

## **Priority 2- Preventing and reducing violent crime, knife crime & domestic abuse**

### **The Community Safety Partnership will:**

#### **Work to prevent and reduce violent and knife crime, including serious and organised crime, repeat offending, youth offending and serious youth violence**

This will be a collaborative approach using the full range of powers and resources available to the CSP.

Partners will engage with the local and regional Organised Crime Group (OCG) meeting structures (Operation Challenger). TMBC has fully committed to engaging with the GM Violence Reduction Unit (VRU).

#### **Develop and implement effective initiatives to tackle knife crime in the area**

We will deliver a range of bespoke initiatives taking a primary, secondary and tertiary prevention approach.

#### **Work with partners to develop a Tameside violent crime reduction plan**

We will work with partners from across different sectors taking a multi-agency approach to tackling and preventing serious violence at a local level.

#### **Ensure access to early intervention for young people**

This involves developing partnerships with statutory services and the third sector, aimed at preventing youth crime and addressing youth offending. We will support the Youth Justice PIED pilot scheme, focussing on prosecution, intervention, education and diversion, identifying those children most at risk and intervening early to support them. In addition the Tameside Youth Service will provide an effective and agile program of detached youth work aimed at children and young people who are at risk of falling into criminal behaviour.

#### **Promote better school attendance in Tameside**

We will work with partners to contribute to the attendance strategy, ensuring all Tameside children and young people are fully supported to access education. We recognise the evidential basis for a link between school exclusions and young people becoming involved in crime and at risk of criminal exploitation. We will also work with the Pupil Referral Units when appropriate.

#### **Reduce domestic abuse and the harm caused and ensure appropriate services are available for those affected by it**

The commissioned service provider is Bridges; a Tameside based domestic abuse service offering support to victims of abuse in the borough. There is a multi-agency approach to tackling domestic abuse in Tameside, aiming to keep victims and their families safe and hold perpetrators accountable for their behaviour.

In 2019, a Peer Review highlighted that there were key areas for the borough to improve on in relation to domestic abuse, as well as highlighting areas of good practice

and strength. As the new Domestic Abuse Strategy is developed, the following areas from the Peer Review will be included:

- Improving prevention of domestic abuse
- Improving support for victim/survivors recovering from domestic abuse
- Making perpetrators more accountable for their behaviour and actions
- Having a co-ordinated community response

In July 2020, a Strategic Domestic Abuse Manager was appointed, with the aim of assessing the full impact of domestic abuse across the system, resulting in a new Domestic Abuse Strategy. The CSP will contribute fully to the development and implementation of the strategy.

### **Priority 3 - Preventing and reducing crime & anti-social behaviour (ASB)**

#### **The Community Safety Partnership will:**

##### **Make use of the legislative framework to tackle crime and ASB**

We will fully utilise powers contained within the Anti-social Behaviour, Crime & Policing Act 2014 to tackle behaviours which have a negative effect on communities and individuals. This will include providing mechanisms for people to report such behaviour and where appropriate bringing action against perpetrators.

##### **Adopt a flexible range of approaches**

We will use a range of approaches with offenders and those at risk of offending, including early intervention and support, prevention, diversion and enforcement. We will monitor the effectiveness of our interventions and continually seek to develop and improve on our practice.

##### **Work with communities to tackle this issue**

We will involve communities, individuals, businesses and schools using a range of schemes such as Neighbourhood Watch, Crimestoppers & Pubwatch. We will work with Tameside Youth Service to promote a robust preventative / educational programme that runs across the borough. Our approach will include education within our schools and looking to identify area based “Champions” within communities.

##### **Identify and address new issues and “hotspots”**

Our approach will be the early identification and implementation of actions to tackle new and emerging issues such as on-line based crime and harassment. We will use data produced by the Deputy Mayor’s Office to map and track trends. There are often certain areas which have a higher level of ASB and we will share information and use the measures available to all partners, including Registered Providers of housing to address any “hotspots” of ASB in particular locations. We will work with partners to reduce and prevent ASB which arises seasonally during school holidays and around Bonfire Night and Halloween celebrations.

##### **Ensure support is available to victims of crime and ASB**

There is a wealth of evidence available on the impact of crime and ASB on the quality of life of individuals and communities as a whole. We will ensure that we treat victims with respect and place them at the centre of our interventions. We will ensure that victims have access to support services including Victim Support, support from landlords and other third sector groups.

## **Priority 4- Preventing and reducing the harm caused by drugs & alcohol**

### **The Community Safety Partnership will:**

#### **Collaborate with the Tameside Strategic Alcohol and Drugs Group**

Activities will focus around four strategic priorities:

- To adopt a partnership approach which is rooted in collaboration and integration, and which is underpinned by strong leadership and governance
- To provide exceptional Drug and Alcohol services which maximise the opportunities for long term, and sustained recovery
- To effectively challenge local attitudes towards alcohol and to de-normalise harmful alcohol consuming behaviours
- To maximise the impact of enforcement, regulation and the wider policy framework

#### **Use commissioning arrangements to ensure the provision of integrated specialist substance misuse (drugs and alcohol) treatment services that deliver long term outcomes and sustained recovery.**

This service will work closely with partners across the systems in Tameside, including the CSP to reduce the harm caused by drugs and alcohol. The current contract for this service with Change, Grow, Live (CGL) has been extended from 10 years up to 2026.

#### **Raise awareness and address the harm caused by alcohol**

This will involve work with partners, including our Licensing teams to raise awareness of alcohol-related harm across the borough. We will use powers contained within the Licencing Act 2003 to deal with the cumulative impact of alcohol in areas where use is at levels that causes a high level of harm.

#### **Identify approaches to early help and prevention**

We will collaborate with colleagues across our public services and neighbourhoods to join up our approaches to prevention, early help and supporting those who are the most vulnerable including families, where possible using expertise and knowledge of those who have a lived experience. This will include work with Primary Care to address harm and emerging issues around misuse of, and addiction to, prescribed and over the counter medicines. We will also support the work of Tameside Youth Service, that use informal education methods to empower young people around decision making when exposed to the ready availability of drugs and alcohol.

#### **Identify and implement innovative new programmes**

This will include a range of initiatives such as programmes to reduce alcohol exposed pregnancies, prevention of blood borne viruses by improving screening, testing and vaccination.

## **Priority 5- Protecting vulnerable people and those at risk of exploitation**

### **The Community Safety Partnership will:**

#### **Ensure vulnerable adults, children and young people are protected from child sexual exploitation and criminal exploitation**

We will work closely with partners in Adult and Children's Social Care and develop partnerships with the Complex Safeguarding Team. Part of this work will include looking at the high level of school exclusions and poor attendance within Tameside schools and supporting the goal of ensuring that young people who are victims of, or at risk of exploitation will be provided with a co-ordinated trauma informed and evidence based service.

#### **Protect older people within our communities from crime, scams and exploitation**

The population of people over the age of 64 continues to rise in Tameside. Evidence shows as well as being susceptible to exploitation, older people are less likely to report. We will ensure the stigma of being victim to such exploitation is challenged and enable people to speak out and feel protected. We will work with partners to raise awareness around this issue and how to access help and support.

#### **Work with partners to protect and safeguard vulnerable groups**

This will include people who have mental health problems, learning disabilities, physical disability, are homeless and/ or from a BAME/ refugee community. This will include promotion of reporting mechanisms where there is evidence of under reporting from within some of these groups.

We will develop a Prevent action plan in order to work with partners to safeguard and support those people most at risk of radicalisation to stop them becoming terrorists or supporting terrorism.

#### **Continue to develop effective rough sleeper services**

There is a clear evidential link that people rough sleeping are at higher risk of exploitation and exposure to violence, trauma, crime, and substance misuse. The average age of death for a street homeless male is 44 years against 86 years in the wider population. In the last 18 months, we have brought our entrenched rough sleepers off the streets and created a safe community hub at the Town House located in Ashton-under-Lyne. We will continue to develop services and tackle the stigma around homelessness.

#### **Protect people from the growth of crime and exploitation from using online platforms**

The internet offers wonderful opportunities for people and communities in terms of accessing information, education, and social isolation. Social media has proved especially important during COVID-19. However, alongside this are emerging and new opportunities for people to be exploited and fall victim to crime. We will raise awareness of this and mitigate the impacts of this on individuals and communities.

*Take appropriate enforcement action and ensure victims have access to support*

We will use all powers and resources at our disposal including taking action through the Criminal Justice system where appropriate. We will make sure we adopt a victim centred approach and that support is available.

## **Delivery and Implementation**

The delivery of this Strategy will be overseen by the Community Safety Partnership. Key performance measures will be identified that will be used to monitor the effectiveness of delivery and implement any corrective actions needed.

A Community Safety Action Plan will be produced that will outline in more detail the work streams that will ensure these priorities are delivered. This Action Plan will set out timescales, lines of accountability and resource information.

This Strategy covers a 3 year period up to 2024. However, new issues and threats will undoubtedly emerge over that period. The current COVID-19 crisis and our response provide a clear reminder of how external factors impact our work. It is therefore our intention to review this Strategy on an annual basis to ensure it is current and that we are able to respond effectively and collaboratively to current demands and issues.



## **Links to other strategies**

This Strategy is linked to the following:

GMCA - Standing Together Plan for Greater Manchester	<a href="https://www.greatermanchester-ca.gov.uk/media/1268/police-and-crime-plan-standing-together.pdf">https://www.greatermanchester-ca.gov.uk/media/1268/police-and-crime-plan-standing-together.pdf</a>
TMBC Corporate Plan	<a href="https://www.tameside.gov.uk/corporateplan">https://www.tameside.gov.uk/corporateplan</a>
TMBC Domestic Abuse Strategy	<a href="https://www.tameside.gov.uk/domesticabuse/DomesticAbuseStrategy2016-19.pdf">https://www.tameside.gov.uk/domesticabuse/DomesticAbuseStrategy2016-19.pdf</a>
TMBC Homeless Prevention and Rough Sleeper Strategy	<a href="https://www.tameside.gov.uk/TamesideMBC/media/policy/Preventing-Homelessness-Strategy-2018-2021-V7.pdf">https://www.tameside.gov.uk/TamesideMBC/media/policy/Preventing-Homelessness-Strategy-2018-2021-V7.pdf</a>
North West Safeguarding Adults Policy	<a href="https://www.tameside.gov.uk/TamesideMBC/media/safeguardingadults/NorthWestSafeguardingAdultsPolicyV48Final.pdf">https://www.tameside.gov.uk/TamesideMBC/media/safeguardingadults/NorthWestSafeguardingAdultsPolicyV48Final.pdf</a>
Tameside Safeguarding Children Partnership	<a href="https://www.tamesidesafeguardingchildren.org.uk">https://www.tamesidesafeguardingchildren.org.uk</a>
Tameside Adult Safeguarding Partnership Board	<a href="https://www.tameside.gov.uk/AdultServices/Tameside-Adults-Safeguarding-Partnership-Board">https://www.tameside.gov.uk/AdultServices/Tameside-Adults-Safeguarding-Partnership-Board</a>
Tameside Licencing Policy	<a href="https://www.tameside.gov.uk/TamesideMBC/media/Licensing/Licensing-Policies-Appendix-1-FINAL.pdf">https://www.tameside.gov.uk/TamesideMBC/media/Licensing/Licensing-Policies-Appendix-1-FINAL.pdf</a>
TMBC Prevent	<a href="https://www.tameside.gov.uk/extremism">https://www.tameside.gov.uk/extremism</a>
TMBC Youth Justice	<a href="https://www.tameside.gov.uk/yjs">https://www.tameside.gov.uk/yjs</a>
TMBC Early Help Strategy	<a href="https://www.tameside.gov.uk/TamesideMBC/media/earlyyears/Early-Help-Strategy-2020.pdf">https://www.tameside.gov.uk/TamesideMBC/media/earlyyears/Early-Help-Strategy-2020.pdf</a>
TMBC SEND (Special Educational Needs and/or Disability) Strategy	<a href="https://www.tameside.gov.uk/TamesideMBC/media/policy/SEND-Strategy-SEPT2020.pdf">https://www.tameside.gov.uk/TamesideMBC/media/policy/SEND-Strategy-SEPT2020.pdf</a>
TMBC Parenting Strategy	<a href="https://www.tameside.gov.uk/TamesideMBC/media/earlyyears/Tameside-Parenting-Strategy.pdf">https://www.tameside.gov.uk/TamesideMBC/media/earlyyears/Tameside-Parenting-Strategy.pdf</a>
GM Serious Violence Action Plan	<a href="https://www.greatermanchester-ca.gov.uk/media/3106/gm_violence_reduction_plan_final_amends_final.pdf">https://www.greatermanchester-ca.gov.uk/media/3106/gm_violence_reduction_plan_final_amends_final.pdf</a>
GM Living with Covid Resilience Plan	<a href="https://www.greatermanchester-ca.gov.uk/coronavirus/?domain=tracking.vuelio.co.uk">https://www.greatermanchester-ca.gov.uk/coronavirus/?domain=tracking.vuelio.co.uk</a>

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## JOINT MEETING OF EXECUTIVE CABINET WITH OVERVIEW PANEL

9 February 2022

Commenced: 1.30pm

Terminated: 3.20pm

**Present:** Councillors Warrington (Chair), Bray, Cooney, Fairfoull, Feeley, Gwynne, Kitchen and Wills  
Overview Panel: Councillors Naylor, Glover, Owen and N Sharif

**In Attendance:**

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

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

### 123. DECLARATIONS OF INTEREST

There were no declarations of interest submitted by Cabinet Members.

### 124. MINUTES OF EXECUTIVE CABINET

#### RESOLVED

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

### 125. MINUTES OF STRATEGIC COMMISSIONING BOARD

#### RESOLVED

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

### 126. MINUTES OF EXECUTIVE BOARD

#### RESOLVED

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

## **127. SCRUTINY UPDATE**

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

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

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

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

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

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

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

### **RESOLVED**

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

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

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

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

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

## **RESOLVED**

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

### **129. SCRUTINY REVIEW ON HOMELESSNESS AND HOUSING**

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

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

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

Key findings were detailed and discussed.

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

## **RESOLVED**

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

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

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

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

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

The report identified areas for further investigation and improvement.

## **RESOLVED**

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

### **131. 2022/23 BUDGET REPORT**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## **RESOLVED**

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

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

## **132. CONSOLIDATED 2021/22 REVENUE MONITORING STATEMENT AT 31 DECEMBER 2021**

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

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



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

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

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

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

#### **RESOLVED**

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

### **133. CORPORATE CHARGING POLICY**

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

#### **RESOLVED**

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

### **134. YOUTH JUSTICE SERVICE HMIP INSPECTION RESPONSE**

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

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

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

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

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

A summary of areas for improvement was also provided.

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

#### **RESOLVED**

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

#### **135. SEND UPDATE**

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

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

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

#### **RESOLVED**

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

### 136. PFI ACADEMY CONVERSIONS

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

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

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

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

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

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

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

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

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

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

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

## **RESOLVED**

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

**Thereafter officers will either:**

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

## **137. ST PETERSFIELD PHASE 1 – MASTERPLAN**

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

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

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

## **RESOLVED**

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

## **138. ASHTON DEVELOPMENT ZONE**

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

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

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

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

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

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

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

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

#### **RESOLVED**

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

### **139. SHARED SERVICES UPDATE**

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

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

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

#### **RESOLVED**

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

### **140. APPROVAL OF REVISED NON-RESIDENTIAL CHARGING POLICY**

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

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

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

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

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

Proposed changes to current practice were also detailed and discussed.

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

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

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

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

**RESOLVED**

It be agreed:

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

**141. EXCLUSION OF THE PRESS AND PUBLIC**

**RESOLVED**

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

**142. HS2 UPDATE**

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

**RESOLVED**

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

**143. URGENT ITEMS**

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

**144. DATE OF NEXT MEETING**

**RESOLVED**

It be noted that the next meeting of the Executive Cabinet is scheduled to take place on Wednesday 23 March 2022.

**CHAIR**

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# Agenda Item 8

<b>Report to:</b>	<b>COUNCIL</b>
<b>Date:</b>	22 February 2022
<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 2022/23</b>
<b>Report Summary:</b>	<p>The report sets out the detailed revenue budget proposals for 2022/23 and the Medium Term Financial Plan for the 5 year period 2022/23 to 2026/27, including the proposed council tax increase for 2022/23.</p> <p>The budget report proposes a balanced budget for 2022/23, subject to the delivery of significant identified savings on Council Budgets, and a maximum increase in Council Tax. The impact of the COVID pandemic continues to place significant pressures on budgets, either due to additional costs or reduced levels of income.</p> <p>Government has provided another one-year financial settlement for Local Government, including some increases in funding. Whilst the additional funding is welcome, growth in cost and demand pressures continues to significantly exceed funding levels. As a result the budget can only be balanced with further savings and the maximum 1.99% increase in Council Tax plus 1% Adult Social Precept.</p> <p>Government has indicated that it will consult on future Local Government Funding arrangements in Spring 2022, but in the interim, with only a one year financial settlement, planning beyond 2022/23 remains difficult. There remain a number of significant financial risks for 2022/23 and beyond which the organisation will need to manage during the forthcoming years.</p>
<b>Recommendations:</b>	That the recommendations outlined in <b>Section 14</b> 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 <b>section 13</b> .
<b>Risk Management:</b>	As set out in <b>section 4</b> and <b>Appendices 5 and 6</b> .

**Access to Information :**


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

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## 1. BACKGROUND

- 1.1. The Council set a balanced budget for 2021/22, but the budget process was yet again challenging and required a substantial savings target of £8.930m. Whilst moving away from reliance on reserves, the budget was only balanced with a number of corporate financing initiatives and one off funding, which is not sustainable and places further pressure on future year budgets.
- 1.2. The COVID-19 pandemic has continued to have a significant adverse impact on Council finances, due to a combination of additional costs and lost income. Significant additional funding was provided in 2020/21 and 2021/22, however no additional funding is available for 2022/23, despite ongoing pressures and income reductions forecast into 2022/23 and beyond.
- 1.3. For much of the 2020/21 and 2021/22 financial years 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.
- 1.4. During 2021/22, 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 2021, the Strategic Commission is forecasting a net overspend of £5.1m due primarily to continuing significant pressures in Children's Social Care Services.

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

Forecast Position £000's	Forecast Position			Variance	
	Budget	Forecast	Variance	Previous Month	Movement in Month
CCG Expenditure	453,533	457,464	(3,931)	(3,553)	(378)
TMBC Expenditure	194,494	195,653	(1,159)	(1,207)	49
<b>Integrated Commissioning Fund</b>	<b>648,027</b>	<b>653,116</b>	<b>(5,090)</b>	<b>(4,761)</b>	<b>(329)</b>

- 1.5. The CCG reported position at M9 shows a forecast overspend of (£3,931k). With the exception of the QIPP shortfall, all of this is reimbursable, but in line with national reporting guidance needs to be shown as an overspend until appropriate allocation changes are transacted.
- 1.6. The Council forecast position is a net overspend of (£1,159k) but this masks a number of pressures and overspends in some areas, including Children's Social Care Services, Place and Governance, offset by underspends in areas including Adults, Population Health and Finance & IT. Many of the underspends are driven by one-off funding or one-off savings which will not be available in 2022/23, in particular the Adults forecast includes significant one-off grant funding and reserves which masks an underlying deficit position. The underlying deficit position in Adults and forecast overspend in Children's Social Care present significant risk and pressure for the 2022/23 budget.

**Table 2: Strategic Commission 2021/22 Budget – Forecast Outturn Month 9**

Forecast Position £000's	Forecast Position (Net)			Net Variance	
	Budget	Forecast	Variance	Previous Month	Movement in Month
Acute	229,955	229,464	491	343	148
Mental Health	44,759	44,600	159	49	110
Primary Care	95,903	97,289	(1,386)	(974)	(413)
Continuing Care	14,769	14,263	506	174	333
Community	38,262	39,931	(1,669)	(1,611)	(57)
Other CCG	25,328	26,919	(1,591)	(1,083)	(508)
CCG TEP Shortfall (QIPP)	0	441	(441)	(451)	9
CCG Running Costs	4,556	4,556	0	(0)	0
Adults	40,214	39,335	879	879	0
Children's Services - Social Care	53,510	58,043	(4,533)	(4,619)	86
Education	7,239	6,928	311	311	0
Individual Schools Budgets	0	0	0	0	0
Population Health	14,470	13,610	860	860	0
Place	61,581	61,900	(319)	(319)	0
Governance	9,083	9,607	(524)	(524)	0
Finance & IT	8,326	7,637	689	689	0
Quality and Safeguarding	142	142	(0)	(0)	0
Capital and Financing	4,775	4,327	448	448	0
Contingency	3,959	3,918	41	41	0
Contingency - COVID Costs	0	16,288	(16,288)	(16,229)	(59)
Corporate Costs	5,051	4,973	78	78	0
LA COVID-19 Grant Funding	(13,856)	(29,381)	15,525	15,503	22
Other COVID contributions	0	(1,676)	1,676	1,676	0
<b>Integrated Commissioning Fund</b>	<b>648,027</b>	<b>653,116</b>	<b>(5,090)</b>	<b>(4,761)</b>	<b>(329)</b>

## 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 2022/23, and forecasts for the years up to 2026/27. The statutory requirements and timetables for the approval of Council and NHS budgets differ, and the move to a Greater Manchester Integrated Care Board, and the transfer of Glossop into Derby and Derbyshire ICB, means that planning processes are different this year.
- 2.2. Draft NHS operational planning guidance for 2022/23 was issued on 24<sup>th</sup> December 2021 and included nine priorities for the NHS. The planning guidance for 2022/23 has pushed back the date for the creation of Integrated Care Boards to 1 July 2022 due to parliamentary timings. This means that current statutory arrangements remain in place until July 2022.
- 2.3. Draft NHS allocations have been provided only at a Greater Manchester level and therefore the impact on Tameside cannot currently be fully assessed. Work continues with GM colleagues and the Derby and Derbyshire ICB to develop draft plans for 2022/23 which are due in March. Allocations included overall growth of 3.9% which will be required to fund cost and demand pressures including pay awards and National Insurance increases, expectations for elective recovery work and the cessation of the Hospital Discharge Fund. Ring fenced allocations to address key priorities are yet to be confirmed.
- 2.4. The Council is required by law to set a balanced budget for the upcoming financial year. Provisional Council funding for 2022/23 was announced in the Provision Local Government

Finance Settlement in December 2021 and is expected to be confirmed in February 2022. The Council must set the budget and agree the level of Council Tax by 11 March 2022. The proposals set out in this report and the detailed appendices propose a balanced Council budget for 2022/23 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 2022/23 and forecasts for future years.

- 2.5. Balancing the 2022/23 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 2022/23 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 2022/23 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 2022/23.
- 2.6. The remainder of this report and the detailed appendices are focused purely on the Council Budgets. The CCG budgets for 2022/23 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.
- 2.7. 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 and Growth

**Appendix 3)** Savings and additional income

**Appendix 4)** Resourcing

**Appendix 5)** Section 151 Officers' Risk Assessment and 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 Place

**Appendix 12)** Director of Governance

**Appendix 13)** Director of Finance and IT

**Appendix 14)** Corporate Budgets

**Appendix 15)** Capital Investment

**Appendix 16)** Budget Conversation

**Appendix 17)** *NEW Corporate Charging Policy*

**Appendix 18)** Pay Policy Statement 2022/23

**Appendix 19)** Treasury Management Strategy 2022/23

**Appendix 20)** Capital Strategy 2022/23

**Appendix 21)** Fees and Charges 2022/23

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

- 3.1. The 2021/22 budget report included forecasts for 2021 to 2026 which identified a budget gap of £14.3m in 2022/23. This gap assumed that all savings and additional income identified in the 2021/22 budget plans would be delivered, and that expenditure in Children's Social Care Services would be contained within budget in 2021/22. In addition, savings of £3.4m would be delivered in 2022/23 as progress was made around the early help model and reduction in placements, with further reductions in spending of £4.1m planned over the following two years.
- 3.2. By summer 2021, it was clear that planned spending reductions in Children's Social Care were extremely challenging, due to ongoing demand, complexity of placements and consequent increasing costs. It was identified that further time was needed to deliver these spending reductions, resulting in a projected opening budget gap for 2022/23 of almost £23m.
- 3.3. Since the summer of 2021, there have been a number of changes to the MTFP and budget gap for 2022/23. The key changes are summarised in table 3 below, with further information in this report and the detailed appendices.

**Table 3: Summary of changes to the MTFP**

<b>February 2021 Budget Gap for 2022/23</b>	<b>14,304</b>
Removal of Children's Placement savings	3,400
2021/22 Placement numbers - Children's pressure	5,000
<b>May 2021 Budget Gap for 2022/23</b>	<b>22,704</b>
Add back assumed Council Tax Increase before base growth	1,933
Additional Funding in 2021/22 baselined into 2022/23	(3,215)
Improved Collection Fund Position	(7,979)
Council Tax Base Growth	(1,996)
Use of general Covid grant from reserves	(2,500)
Net change in Demographic Pressures	2,745
Essential IT Investment	420
Rephasing of Digital Savings	3,068
GMCA return of reserves	(1,000)
New Funding in provisional finance settlement	(7,176)
New Savings and additional fees & charges income	(5,766)
Other net changes to pay and cost pressures	1,799
<b>Budget Gap before Council Tax Increase</b>	<b>3,037</b>
1.99% General Increase in Council Tax	(2,021)
1% Adult Social Care Precept	(1,016)
<b>February 2022 Budget Gap for 2022/23</b>	<b>0</b>

- 3.4. Key assumptions underpinning the budget for 2022/23 include:

- 1.99% increase in general Council Tax
- 1% Adult Social Care Precept on Council Tax
- Council Tax collection rates on target (pre-COVID)
- Growth in Council Tax base
- Collection Fund deficit position improved
- 1.75% pay inflation for 21/22 and 2% for 22/23 and future years
- No general allowance for inflation
- All non-statutory charges to be increased by CPI to September 2021 (3.1%)

- Children’s in-year pressure of £5m funded in full but £4m savings identified, expected to be delivered over two years
- Adults demographic and cost pressures of £2.5m in excess of provisions to be funded following the cessation of previous one-off funding
- Return of Levies and GMCA budgets of approximately £1m

3.5. Key assumptions underpinning the future projections include:

- All savings plans are delivered
- Demand in Children’s Social Care stabilises
- Demographic and cost pressures in Adults is expected to increase in future years
- Limited allowance for care provider inflation
- 1.99% Council Tax increase each year
- Average amount of new housing growth
- Stable business rates base
- No further increases in government funding
- Any change to Local Government funding formula will not be detrimental

3.6. There remains a significant budget gap in 2023/24 of £11.764m, which increases to £28.633m by 2026/27. This forecast gap is predicated on the assumptions set out above and will continue to be reviewed and revised over the course of the year as future forecasts are refined.

## PRESSURES AND GROWTH (APPENDIX 2)

3.7. The Council continues to face significant cost pressures from demographic growth and increased costs. The key cost pressures for 2022/23 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**.

3.8. Budget pressures for 2022/23 and future years have been reviewed and revised, resulting in an overall net increase in pressures, particularly in Adults services. Provision has been made in future years for further growth and these estimates will be subject to review during 2022. This includes a commitment to implement the Real Living Wage proposition once funding for the new cost of care model is fully understood.

**Table 4: Analysis of Total Pressures 2022/23**

	Demographic	Inflationary	Other	Reduction in income	Pay	Total
Adults	6,103	2,700	0	0	1,308	10,111
Children's	5,067	0	0	0	1,491	6,558
Population Health	0	200	0	0	50	250
Quality & Safeguarding	0	0	0	0	16	16
Place	0	0	(1,226)	(1,339)	1,480	(1,085)
Finance & IT	0	0	532	0	288	820
Governance	0	0	0	0	732	732
Corporate Budgets	1,186	225	2,021	0	75	3,507
<b>Total</b>	<b>12,356</b>	<b>3,125</b>	<b>1,327</b>	<b>(1,339)</b>	<b>5,440</b>	<b>20,909</b>

## SAVINGS, BUDGET REDUCTIONS AND ADDITIONAL INCOME (APPENDIX 3)

3.9. The budget for 2022/23 includes a number of budget reductions, additional income and delivery of savings, including the full year effect of savings identified in previous years. The nature of savings is summarised in Table 5 below with further information contained in **Appendix 3** and **Appendices 7 to 14**.

**Table 5: Savings and Additional Income 2022/23**

Savings, Budget Reductions and Additional Income	2022/23
	£000s
Budget reductions	(1,183)
Existing savings to be delivered by management	(1,696)
New savings to be delivered by management	(4,782)
<b>Total savings and efficiencies in 2022/23</b>	<b>(7,661)</b>
New Funding	(7,176)
Funding Changes	9,308
Fees & charges	(991)
Vacancy factor	(274)
<b>Total service budget reductions</b>	<b>(6,794)</b>

- 3.10. **New savings to be delivered by management of £4.782m** have been identified for 2022/23. 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. When combined with existing savings proposals (£1.696m) and other budget reductions (£1.183m), this results in **total savings and efficiencies of £7.661m**. Further analysis of savings is set out in **Appendix 3** and in Directorate **Appendices 7 to 14**.
- 3.11. 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.
- 3.12. Savings identified across directorates are significant and will require a relentless focus on delivery. Progress on delivery will be reported to Executive Board, with early action taken to ensure that the proposals remain on track.

**Table 6: Savings and other budget reductions by Directorate**

Savings by Directorate	2022/23	2023/24	2024/25	2025/26	2026/27
	£000	£000	£000	£000	£000
Adults	0	546	0	0	0
Children's	3,250	1,047	0	0	0
Population Health	645	66	0	0	0
Place	1,899	264	58	840	0
Corporate	1,867	878	1,050	1,000	0
<b>Total</b>	<b>7,661</b>	<b>2,801</b>	<b>1,108</b>	<b>1,840</b>	<b>0</b>

- 3.13. The Council must continue to make efficiencies but cannot keep cutting at this scale over the longer-term. There is a need to continue to rescale underlying demand across high cost areas. This will require innovative and creative remodelling of services with the need to invest in transformation capacity and capability.
- 3.14. Some of the areas to be prioritised for this work include:
- Management of the cost and demand in Children's and Adults Services by ongoing reform and transformation
  - Cross-organisational approach to developing accommodation and sustainable housing options



- Long-term workforce planning, with a focus on 'growing our own' to provide sustainability of service delivery and reduce costs
- Digital transformation, investing in modern, fit-for-purpose technologies to transform services and achieve efficiencies
- Income maximisation to achieve corporate objectives
- Agile and focused approach to respond to, and maximise, funding opportunities
- One organisational approach to supporting our most vulnerable to positively address the challenges of complex dependency and poverty

## FEES AND CHARGES

- 3.15. **Fees and charges** are reviewed annually to ensure that they are set at appropriate levels and are comparable to similar authorities across Greater Manchester. Fees and Charges are usually uplifted annually by a minimum percentage, 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.
- 3.16. When setting the 2021/22 budget, no general uplift was applied to all fees and charges due to the impact of Covid on economic conditions. It was considered imprudent to assume an increase in the overall level of income collected in 2022/23 for budget setting purposes due to the uncertainties caused by the pandemic.
- 3.17. For 2022/23 the default position has been to increase fees and charges by CPI for the 12 months to the end of September 2021, which stood at 3.1%. Uplifts of more or less than this percentage are applied where this does not reflect increases in costs or where the market determines a greater or lesser percentage is appropriate. **Appendix 21** sets out the proposed fees and charges for 2022/23 and the proposed increase for 2022/23 where relevant.

## CORPORATE CHARGING POLICY

- 3.18. **Appendix 17** is a new Corporate Charging Policy which is also subject to separate consideration by Executive Cabinet alongside this report. It is proposed that the Council adopts this Corporate Charging Policy which establishes principles and a framework for setting and reviewing non-statutory fees and charges. The policy would then be expected to be applied to the review of fees and charges during 2022 with full compliance from 1 April 2023.

## TARGETED USE OF RESERVES

- 3.19. 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 2022/23 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 7: Targeted Use of Reserves 2022/23**

Targeted Use of Reserves	£000s
Place (Local Plan and Car Parking)	207
<b>Total</b>	<b>207</b>

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

- 4.1. 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'.
- 4.2. **Appendix 4** sets out the various funding sources and changes in funding since last year. Overall funding levels have increased, with additional income from business rates and Council Tax, an improved Collection Fund position and new funding in the Provisional Local Government Finance Settlement. The current Government expects Councils to increase Council Tax year on year, and this assumption is built into the Local Government Finance Settlement. For 2022/23 there is a 1.99% referendum limit on general Council Tax increases, plus the ability to increase by a further 1% for the Adult Social Care precept
- 4.3. As set out in section 3 above and Appendix 2, the Council faces huge budget pressures due to demographic changes, increasing demand for services, and rising costs due to both pay and general inflation. Whilst the provisional Local Government Finance Settlement offers some welcome increases in funding levels, this does not match the level of demand, particularly in Adults and Children's Social Care Services.
- 4.4. After taking account of budget savings, additional funding and income, and increased levels of business rates and Council Tax income, the Council still faces a budget gap of more than £3m. **This remaining budget gap will need to be closed with a 1.99% general increase and 1% Adult Social Care Precept on Council Tax.**
- 4.5. The resourcing for 22/23 and future year forecasts is based on the following key assumptions:
- The continuation of the 100% retention pilot for Business Rates income in 2022/23. No reduction in the business rates base and reduced allowance for losses on appeals. 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 unchanged from the prior year. Future housing growth is in line with recent average growth.
  - The 22/23 budget is supported by the use of Covid grant from reserves and return of GMCA reserves.
  - New funding provided in 2022/23 is baselined in future years but with no further growth.
  - Any changes to the Local Government Funding Formula will not be detrimental to Tameside.

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

- 4.6. 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.
- 4.7. 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.
- 4.8. The Director of Finance (Section 151 Officer) statement on the robustness of the budget estimates is set out in **Appendix 5**.

4.9. The statement concludes that:

*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 2022/23 are robust, and the level of reserves adequate for the time being.*

*However, the Council faces a significant budget gap beyond 2022/23, and this budget gap will increase if planned savings and efficiencies are not delivered in 2022/23. The Council must ensure a relentless focus on delivery of savings, 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 transformation of services, and reduction of demand, to ensure the delivery of the improvement plans in place.*

*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.*

- 4.10. 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 2022 at £26.094m, which is slightly less than in 2021 reflecting the stabilized position in Children's Social Care and reduced size of the Council's current Capital programme. Further information is set out in the reserves strategy in **Appendix 6**.

## **5. COUNCIL TAX (Appendix 4)**

- 5.1. After taking account of budget pressures, additional income and savings identified for delivery in 2022/23, the total net budget requirement for the Council is £208.609m. Before any increase in Council tax levels, the resource available in 2022/23 is £205.572m, leaving a gap of £3.037m.
- 5.2. **Appendix 4** provides further detail on resourcing and Council Tax. This remaining budget gap of £3.037m can be closed with a 1.99% general increase (which had previously been assumed in the MTFP) and a 1% Adult Social Care Precept on Council Tax.
- 5.3. For a typical band A property in Tameside a 2.99% increase in Council Tax will equate to an increase of £31.97 per year, or 61 pence per week.

## **6. BUDGET CONVERSATION (APPENDIX 16)**

- 6.1. 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 11 January 2022 and 31 January 2022 to understand their priorities for spending within the context of the financial challenges facing public services.
- 6.2. 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. This was promoted through a range of channels including the Partnership Engagement Network, Community Champions and social media.

- 6.3. In total, 45 responses were received on the online survey, as well as a further 4 comments on social media and one email. The responses to the consultation questions covered many areas of Council activity, from investing in our town centres, to supporting our vulnerable adult and children, and environmental and broadband issues.
- 6.4. There were suggestions on how to save money, including staffing reductions, provision for people with disabilities in borough to avoid out of borough costs and use of community service or volunteers for some services.
- 6.5. These suggestions have been considered as part of the Budget setting process.
- 6.6. **Statutory Consultation.** 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 2022/23 report when published with non-domestic ratepayers with a deadline of 18 February 2022 for them to provide any comments which can then be considered in the report to Full Council.

#### **Council Scrutiny**

- 6.7. 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. Feedback has been collated and shared with the Director of Finance.

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

- 7.1. Whilst the budget proposals for 2022/23 present a balanced position (after Council Tax increases) the projected gap for 2023/24 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.

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

	2022/23 '£000	2023/24 '£000	2024/25 '£000	2025/26 '£000	2026/27 '£000
<b>Proposed total budget for year</b>	<b>208,609</b>	<b>217,956</b>	<b>225,063</b>	<b>232,054</b>	<b>241,138</b>
<b>Total resources</b>	<b>(208,609)</b>	<b>(206,192)</b>	<b>(205,517)</b>	<b>(209,106)</b>	<b>(212,506)</b>
<b>Imbalance (surplus)/deficit cumulative</b>	<b>(0)</b>	<b>11,764</b>	<b>19,546</b>	<b>22,948</b>	<b>28,633</b>

#### **DELIVERY OF FUTURE SAVINGS**

- 7.2. 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 £7.6m of savings is delivered in 2022/23. This savings programme is ambitious and will require relentless focus on planning, project management and delivery.
- 7.3. **Transformation** – Transformation is the key priority for the Council in 2022, with an initial focus on cost and demand in Children's and Adults services. A cross organisational approach to developing accommodation and sustainable housing options will be a key part of this initial focus.

- 7.4. **Workforce planning** – Like many organisations, the Council faces shortages of appropriately skilled and experienced staff in many service areas. A renewed focus on long term workforce planning, with a focus on ‘Growing our own’ will be essential to provide sustainability of service delivery and reduce costs.
- 7.5. **STAR procurement** - In September 2018, the Council formally joined the STAR procurement shared service, a partnership arrangement between Stockport, Trafford and Rochdale. Limited procurement savings have been assumed in 2022/23 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.
- 7.6. **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 2022/23 and future years.
- 7.7. **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.
- 7.8. **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.
- 7.9. **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.
- 7.10. **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.

## **8. EQUALITIES IMPACT ASSESSMENT**

- 8.1. The Council is required to prepare a balanced budget for 2022/23. 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.
- 8.2. 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.
- 8.3. 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.

## **9. CAPITAL INVESTMENT (APPENDIX 15)**

- 9.1. The Council has limited resources available to fund Capital Expenditure. On 29 September 2021, Executive Cabinet approved the allocation of the remaining capital reserves to immediate priorities. No new capital investment will be agreed until the revenue budget position for 2022/23 is clearer and the Council has a sustainable medium term financial plan. A further review of Capital Priorities and the affordability of future borrowing to fund Capital Expenditure will be undertaken following conclusion of the 2022/23 budget setting process. No further capital projects will be approved in the short term unless the schemes are fully funded from external sources. The current approved and earmarked programme is set out in **Appendix 15**.

## **10. PAY POLICY STATEMENT (APPENDIX 18)**

- 10.1. The Pay Policy Statement for 2022/23 is set out in **Appendix 18**. It sets out the Council's approach to pay policy in accordance within the requirements of Section 38 of the Localism Act 2011. This pay policy applies for the year 2022/23 unless replaced or varied by Full Council.
- 10.2. 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.
- 10.3. 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.

## **11. TREASURY MANAGEMENT STRATEGY 2022/23 (APPENDIX 19)**

- 11.1. The Treasury Management service is an important part of the overall financial management of the Council's affairs. At 31 March 2021 the Council had £94m 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 debt. 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 2021, this represented a further £21m 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.
- 11.2. 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 19**.
- 11.3. 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.

## **12. CAPITAL STRATEGY 2022/23 (APPENDIX 20)**

- 12.1. 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 2022/23 is attached at **Appendix 20**.
- 12.2. 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.
- 12.3. 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.

## **13. LEGAL CONSIDERATIONS**

- 13.1. 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.
- 13.2. 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.
- 13.3. 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.
- 13.4. 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.
- 13.5. 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.

- 13.6. 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 2022/23 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.
- 13.7. 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.
- 13.8. 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”.
- 13.9. 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.



13.10. 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.

## 14. RECOMMENDATIONS

14.1. That Council agree the following recommendations:

- a) Note the significant financial challenges and risks set out in this report;
- b) **Approve** the budgeted net expenditure for the financial year 2022/23 of £208.609m 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 14**.
- d) **Approve** an uplift to fees and charges as set out in **Appendix 21**;
- e) **Approve** the proposed resourcing of the budget as set out in **Appendix 4**;
- f) **Approve** a 2.99% increase to Council Tax for Tameside MBC for 2022/23, consisting of a 1.99% general increase and 1% Adult Social Care precept;
- g) Note that the budget projections set out in section 6 assume a 1.99% per annum increase in general Council Tax through to 2026/27. The budget projections also assume that there is no reduction to current levels of Government funding;
- 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 £26m set out in **Appendix 6**;
- j) **Approve** the Reserves Strategy and note the projected reserves position as set out in **Appendix 6**;
- k) **Approve** the new Corporate Charging Policy set out in **Appendix 17**;
- l) Note the position on the Capital Programme (Section 8 and **Appendix 15**) previously approved by Executive Cabinet, and the forecast future investment requirements;
- m) **Approve** the Pay Policy Statement for 2022/23 as set out in section 9 and **Appendix 18**;
- n) **Approve** the Treasury Management Strategy 2022/23, which includes the proposed borrowing strategy, Annual Investment Strategy and Minimum Revenue Provision Policy (**Appendix 19**);
- o) **Approve** the Capital Strategy 2022/23 (**Appendix 20**).

- p) **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 2022 which Directorates will manage within their approved budgets for 2022/23.

## **LIST OF TABLES**

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

Table 2: Strategic Commission 2021/22 Budget – Forecast Outturn Month 9

Table 3: Summary of changes to the MTFP

Table 4: Analysis of Total Pressures 2022/23

Table 5: Savings and Additional Income 2022/23

Table 6: Savings and other budget reductions by Directorate

Table 7: Targeted Use of Reserves 2022/23

Table 8: Five Year Council Budget Forecast

# Appendix 1 Revenue Budget and MTFP Summaries

## 2022/23 Whole Council Revenue Budget

Directorate	Revenue Budget £	Spend Analysis	Revenue Budget £
Adults	43,731,898	<b>Expenditure</b>	
Children's Services	63,951,117	Employees	110,038,068
Population Health	14,072,491	Premises Related Expenditure	9,966,255
Quality and Safeguarding	154,480	Transport Related Expenditure	10,245,796
Place	58,135,814	Supplies and Services	77,242,495
Finance and IT	9,129,660	Transfer Payments	58,779,508
Governance	9,705,750	Recharge Expenses	8,094,884
Corporate Costs	9,728,168	Third Party Payments	160,777,608
<b>Grand Total</b>	<b>208,609,378</b>	Capital Items & Reserve Movements	(665,558)
		Capital Financing Costs	10,983,000
		<b>Expenditure Total</b>	<b>445,462,056</b>
		<b>Income</b>	
		Customer and Client Receipts	(36,539,627)
		Government Grant Income	(150,156,385)
		Interest Income	(4,163,700)
		Other Grants Reimbursements and Contributions	(109,540)
		Recharge Income	(31,195,095)
		Other Income	(14,688,331)
		<b>Income Total</b>	<b>(236,852,678)</b>
		<b>Grand Total</b>	<b>208,609,378</b>

## 2022/23 Whole Council Medium Term Financial Plan – Budget Requirement

	2022/23 '£000	2023/24 '£000	2024/25 '£000	2025/26 '£000	2026/27 '£000
<b>Previous Year's Net Budget</b>	<b>194,494</b>	<b>208,609</b>	<b>217,956</b>	<b>225,063</b>	<b>232,054</b>
Budget adjustments	0	0	0	0	0
Removal of prior year non-recurrent budget	0	0	0	0	0
<b>Previous Year's Net Budget</b>	<b>194,494</b>	<b>208,609</b>	<b>217,956</b>	<b>225,063</b>	<b>232,054</b>
<b>Service Pressures</b>					
Staffing related cost pressure	5,440	3,381	3,449	3,518	3,588
Demographic pressures	12,356	1,491	1,536	1,582	1,629
Inflationary pressures	3,125	3,486	3,393	3,456	3,322
Reduction in other fees/charges/income	(1,339)	(700)	(250)	0	0
Grant reduction	0	0	0	0	0
Other service pressures	1,327	467	88	275	545
<b>Total service pressures</b>	<b>20,909</b>	<b>8,125</b>	<b>8,216</b>	<b>8,831</b>	<b>9,084</b>
Budget reductions	(1,183)	0	0	0	0
Existing savings to be delivered by management	(1,696)	(208)	(108)	(840)	0
New savings to be delivered by management	(4,782)	(2,683)	(1,000)	(1,000)	0
New funding	(7,176)	0	0	0	0
Funding Changes	9,308	4,112	0	0	0
Fees & charges	(991)	0	0	0	0
Vacancy factor	(274)	0	0	0	0
<b>Total service reductions</b>	<b>(6,794)</b>	<b>1,221</b>	<b>(1,108)</b>	<b>(1,840)</b>	<b>0</b>
<b>Net budget increase/(decrease)</b>	<b>14,115</b>	<b>9,346</b>	<b>7,108</b>	<b>6,991</b>	<b>9,084</b>
<b>Proposed total budget for year</b>	<b>208,609</b>	<b>217,956</b>	<b>225,063</b>	<b>232,054</b>	<b>241,138</b>

## 2022/23 Whole Council Medium Term Financial Plan – Funding the Budget

	2022/23 '£000	2023/24 '£000	2024/25 '£000	2025/26 '£000	2026/27 '£000
<b>Resources</b> <i>(Assumes increase in Council Tax)</i>					
Revenue Support Grant	0	(29,508)	(29,803)	(30,101)	(30,402)
Business Rates	(94,652)	(65,265)	(65,918)	(66,577)	(67,243)
Council Tax (assumes minimum 1.99% increase in future years)	(104,622)	(107,112)	(109,660)	(112,267)	(114,934)
Collection Fund (surplus)/deficit	(4,838)	(1,703)	0	0	0
New Homes Bonus	(790)	0	0	0	0
Use of reserves	(2,707)	(2,676)	(209)	(234)	0
Other funding	(1,000)	0	0	0	0
<b>Total resources</b>	<b>(208,609)</b>	<b>(206,192)</b>	<b>(205,517)</b>	<b>(209,106)</b>	<b>(212,506)</b>
<b>Imbalance (surplus)/deficit cumulative</b>	<b>(0)</b>	<b>11,764</b>	<b>19,546</b>	<b>22,948</b>	<b>28,633</b>

# Appendix 1 Revenue Budget and MTFP Summaries

## 2022/23 Budget Movements by Directorate

	Adults £000	Children's - Social Care £000	Children's - Education £000	Quality & Safeguarding £000	Population Health £000
<b>Previous Year's Net Budget</b>	<b>40,214</b>	<b>53,510</b>	<b>7,239</b>	<b>142</b>	<b>15,397</b>
Budget adjustments	0	0	0	0	(927)
Removal of prior years non-recurrent budget	0	0	0	0	0
<b>Revised net budget</b>	<b>40,214</b>	<b>53,510</b>	<b>7,239</b>	<b>142</b>	<b>14,470</b>
<b>Service Pressures</b>					
Staffing related cost pressure	1,308	1,399	92	16	50
Demographic pressures	6,103	5,067	0	0	0
Inflationary pressures	2,700	0	0	0	200
Reduction in other fees/charges/income	0	0	0	0	0
Grant reduction	0	0	0	0	0
Other service pressures	0	0	0	0	0
<b>Total service pressures</b>	<b>10,111</b>	<b>6,466</b>	<b>92</b>	<b>16</b>	<b>250</b>
<b>Service Reductions</b>					
Budget reductions	0	0	(90)	0	0
Existing savings to be delivered by management	0	0	19	0	(593)
New savings to be delivered by management	0	(2,944)	(235)	0	(52)
New funding	(3,295)	0	0	0	0
Funding Changes	(2,809)	0	0	0	(73)
Fees & charges	(500)	(1)	(31)	(2)	(0)
Vacancy factor	(85)	(53)	(20)	(1)	(2)
Budget virements between directors	97	(171)	169	0	73
<b>Total service reductions</b>	<b>(6,593)</b>	<b>(3,169)</b>	<b>(187)</b>	<b>(3)</b>	<b>(647)</b>
<b>Net budget increase/(decrease)</b>	<b>3,518</b>	<b>3,297</b>	<b>(95)</b>	<b>12</b>	<b>(398)</b>
<b>Proposed total budget for year</b>	<b>43,732</b>	<b>56,807</b>	<b>7,144</b>	<b>154</b>	<b>14,073</b>

# Appendix 1 Revenue Budget and MTFP Summaries

## 2022/23 Budget Movements by Directorate

	Place £000	Governance £000	Finance £000	Corporate £000	Total £000
<b>Previous Year's Net Budget</b>	<b>60,654</b>	<b>9,067</b>	<b>8,318</b>	<b>(47)</b>	<b>194,494</b>
Budget adjustments	927	16	8	(24)	0
Removal of prior years non-recurrent budget	0	0	0	0	0
<b>Revised net budget</b>	<b>61,581</b>	<b>9,083</b>	<b>8,326</b>	<b>(71)</b>	<b>194,494</b>
<b>Service Pressures</b>					
Staffing related cost pressure	1,480	732	288	75	5,440
Demographic pressures	0	0	0	1,186	12,356
Inflationary pressures	0	0	0	225	3,125
Reduction in other fees/charges/income	(1,339)	0	0	0	(1,339)
Grant reduction	0	0	0	0	0
Other service pressures	(1,226)	0	532	2,021	1,327
<b>Total service pressures</b>	<b>(1,085)</b>	<b>732</b>	<b>820</b>	<b>3,507</b>	<b>20,909</b>
<b>Service Reductions</b>					
Budget reductions	(271)	0	0	(822)	(1,183)
Existing savings to be delivered by management	(1,203)	20	0	61	(1,696)
New savings to be delivered by management	(425)	0	0	(1,126)	(4,782)
New funding	0	0	0	(3,881)	(7,176)
Funding Changes	0	0	0	12,190	9,308
Fees & charges	(389)	(56)	(11)	(2)	(991)
Vacancy factor	(73)	(27)	(11)	(1)	(274)
Budget virements between directors	0	(47)	5	(127)	0
<b>Total service reductions</b>	<b>(2,360)</b>	<b>(110)</b>	<b>(16)</b>	<b>6,292</b>	<b>(6,794)</b>
<b>Net budget increase/(decrease)</b>	<b>(3,445)</b>	<b>623</b>	<b>804</b>	<b>9,799</b>	<b>14,115</b>
<b>Proposed total budget for year</b>	<b>58,136</b>	<b>9,706</b>	<b>9,129</b>	<b>9,728</b>	<b>208,609</b>

## 2022/23 Forecast Specific Grant Income

Grant	2021/22 £000s	2022/23 £000s
Section 31 Business Rates Grant	7,961	9,094
Section 31 Business Rates Grant - COVID-19 reliefs	3,709	0
New Homes Bonus	654	790
COVID-19 Income Compensation Grant	1,296	1,648
Lower Tier Services Grant	350	368
2022/23 Services Grant	0	3,881
Social Care Support Grant	9,294	12,589
Better Care Fund (BCF)	12,087	12,977
Improved Better Care Fund (iBCF)	12,215	12,584
Independent Living Fund	726	726
Local Reform and Community Voices Grant	209	209
Supporting /Troubled Families Grant	804	804
Youth Justice Grant	554	463
Private Finance Initiative (PFI) Grant	14,196	14,196
Dedicated Schools Grant (including Teachers Pay and Pension Grant)	135,828	140,211
Schools Supplementary Grant	0	5,644
High Needs Supplementary Grant	0	1,300
Pupil Premium Grant	7,344	7,557
Universal Infant Free School Meals	1,440	1,491
PE & Sport Grant	892	888
Covid Catch Up Premium	650	0
Covid Recovery Premium	427	427
School Led Tutoring	416	297
Covid Summer School Grant	190	0



## 2022/23 Forecast Specific Grant Income (continued)

Grant	2021/22 £000s	2022/23 £000s
Covid Mass Testing Grant (Schools)	111	0
School Improvement Grant	213	106
Virtual School Head Role Extension	148	148
Housing Benefits - Mandatory Rent Allowances: subsidy	54,944	54,944
Housing Benefits - Mandatory Rent Rebates outside HRA: subsidy	2,349	2,349
Housing Benefit Administration Grant	822	830
Local Council Tax Support	297	298
Housing Benefit DHP Grant	407	548
Post 19 Adult Education	823	0
Community Safety Funding	244	354
Communities Fund	100	0
A Bed Every Night	270	270
Rough Sleepers Initiative	656	472
Flexible Homelessness Support Grant	328	328
Homelessness Reduction Grant	149	149
Domestic Abuse Grant	151	548
Digital Skills Programme	100	0
Social Workers in Schools Programme (SWIS)	456	200
Staying Put Grant	171	171
Unaccompanied Asylum Seeking Children Grant	469	560
Holiday Activities Fund	1,045	1,175
Department for Transport Minor Maintenance Grant	0	1,500
<b>Total Grants</b>	<b>275,495</b>	<b>293,094</b>

## 2022/23 Budget Virements

Directorate	Reason for virement	Virement Between	Transfer Between		Virement amount	Nature of virement
			Debit	Credit		
Adults	Transfer of Property related budgets from Commissioning Service to Property Management Service to improve monitoring of demand and spend levels associated with the Councils Supported Accommodation Properties.	Service	Long Term Support	Commissioning	103,615	Recurrent
Adults	Removal of Breathing Space Grant Income and Expenditure for associated projects. This was a One Off Grant Agreement for 21/22	Income and Expenditure	Income	Expenditure	1,690	Recurrent
Adults	New funding agreement with the Clinical Commissioning Group (CCG) to fund a new contract to support Dementia Projects	Income and Expenditure	Expenditure	Income	111,945	Recurrent
Adults	Allocation of budget to support the installation of support equipment by the Sensory Service. This allows the service to manage their associated costs, and ensures service users with sensory needs are provided with necessary equipment to support them in their home.	Function	Sensory Services	Integrated Community Equipment Service	17,000	Recurrent
Adults	Allocation of budget from Workforce Development to bring existing workforce budgets into the service. This will create an opportunity to manage and utilise funds to support front line workers training needs.	Director	Adults	Governance	46,000	Recurrent
Adults	Budget brought in line with current level of care packages with a Funded Nursing Care element funded by the Clinical Commissioning Group (CCG), the funding with offset this increased cost	Income and Expenditure	Expenditure	Income	162,530	Recurrent

## 2022/23 Budget Virements (continued)

Directorate	Reason for virement	Virement Between	Transfer Between		Virement amount	Nature of virement
			Debit	Credit		
Adults	Budget for CRISTAL Care Awards 2022 for excellence in Tameside and Glossop social care. Planned to be funded from external sponsorships	Income and Expenditure	Expenditure	Income	3,000	Recurrent
Adults	Improved Better Care Fund provided by central government is separated from Better Care Fund shared by the CCG, and ring-fenced separately from departmental budgets	Function	Senior Management	Grant Income Management	11,060,740	Recurrent
Adults	Winter Pressures Grant is consolidated into the Improved Better Care Fund (iBCF) from 2022/23	Function	Senior Management	Grant Income Management	1,154,000	Recurrent
Adults	New budget allocated for Graphnet software managing health and social care records	Director	Adults	Contingency	50,650	Recurrent
Children's	Transfer funds from Children's Services to Legal Services to appoint an in-house member of staff to support child legal cases	Director	Governance	Children's Services	53,580	Recurrent
Children's	Transfer of Workforce Development budget from Governance to Children's Directorate	Director	Children's Services	Governance	52,930	Recurrent
Children's	Splitting of AD for Children's Commissioning Post between Education Directorate and Children Social Care Directorate	Assistant Director	Children's Services	Education	40,890	Recurrent
Children's	Transfer of Early Years Quality Team and associated budgets from Children's services to Education	Assistant Director	Education	Children's Services	210,320	Recurrent

## 2022/23 Budget Virements (continued)

Directorate	Reason for virement	Virement Between	Transfer Between		Virement amount	Nature of virement
			Debit	Credit		
Children's	Ofsted investment report -staffing redesign	Pay and Non-Pay	Pay	Non-Pay	25,000	Recurrent
Children's		Service	Child Protection & Children In Need	Children's Social Care Senior Management	242,500	Recurrent
Children's		Service	Children's Social Care Safeguarding & Quality Assurance	Children's Social Care Senior Management	96,310	Recurrent
Children's		Service	Early Help, Early Years & Neighbourhoods	Children's Social Care Senior Management	54,980	Recurrent
Children's		Service	Looked After Children (Support Teams)	Children's Social Care Senior Management	459,740	Recurrent
Children's	Signs of Safety Programme Design and Implementation	Pay and Non-Pay	Pay	Non-Pay Reserves	234,400	Recurrent
Children's	Regrade to Personal Advisors funded by reduction in non-pay budgets for Transitional Support Properties	Pay and Non-Pay	Pay	Non-Pay	16,900	Recurrent
Children's	Budget identified to mitigate 2021-22 savings which were not achievable	Function	Pupil Support	Education Psychology	6,180	Recurrent

## 2022/23 Budget Virements (continued)

Directorate	Reason for virement	Virement Between	Transfer Between		Virement amount	Nature of virement
			Debit	Credit		
Children's	Changes as per Foster Care Offer Report	Pay and Non-Pay	Non-Pay Looked After Children (Support Teams)	Pay Looked After Children (Support Teams)	5,930	Recurrent
Children's		Service	Looked After Children (Support Teams)	Looked After Children (External Placements)	11,670	Recurrent
Children's		Service	Looked After Children (Internal Placements)	Looked After Children (External Placements)	980,980	Recurrent
Children's	Budget identified to mitigate 2021-22 savings which were not achievable	Service	Special Educational Needs and Disabilities	Assistant Executive Director - Education	51,080	Recurrent
Children's	Health contribution to support multi agency diagnostic pathway for autism	Income and Expenditure	Expenditure	Income	15,420	Non-recurrent
Children's	Education Psychology Service Review	Income and Expenditure	Expenditure	Income	72,590	Recurrent
Children's	Contribution towards joint working arrangement costs with Stockport MBC	Income and Expenditure	Expenditure	Income	64,340	Non-recurrent
Children's	Additional Capacity in the SEND Statutory Assessment Team - Reserve Funding Approved July 2021	Pay and Non-Pay	Pay	Non Pay (Reserve)	155,990	Non-recurrent
Children's	Virtual School & College - reduce third party payments to support the increase in pay costs	Pay and Non-Pay	Pay	Non Pay	22,470	Recurrent

## 2022/23 Budget Virements (continued)

Directorate	Reason for virement	Virement Between	Transfer Between		Virement amount	Nature of virement
			Debit	Credit		
Children's	Education Traded Services review - increased traded income to offset increase in expenditure	Income and Expenditure	Expenditure	Income	34,070	Recurrent
Children's	Dedicated Schools Grant Funded Services - increased grant income to support increase in expenditure	Income and Expenditure	Expenditure	Income	132,060	Recurrent
Children's	Rationalisation of budgets to align resources	Service	Education Improvement and Partnerships	Special Educational Needs and Disabilities	2,510	Recurrent
Population Health	Reallocation of the Be Well Contract budget to support the transfer of employees from the NHS to the Council as part of a TUPE arrangement.	Pay and Non-Pay	Pay	Non Pay	1,055,510	Recurrent
Population Health	Removal of Adults Obesity Grant Income and Expenditure for associated projects. This was a One Off Grant Agreement for 21/22	Income and Expenditure	Income	Expenditure	209,740	Recurrent
Population Health	Removal of Children's Obesity Grant Income and Expenditure for associated projects. This was a One Off Grant Agreement for 21/22	Income and Expenditure	Income	Expenditure	153,470	Recurrent
Population Health	Removal of Mental Health Prevention and Promotion Grant income and Expenditure for associated projects. This was a One Off Grant Agreement for 21/22	Income and Expenditure	Income	Expenditure	338,320	Recurrent
Population Health	Removal of Drug Treatment Grant income and Expenditure for associated projects. This was a One Off Grant Agreement for 21/22	Income and Expenditure	Income	Expenditure	406,000	Recurrent

## 2022/23 Budget Virements (continued)

Directorate	Reason for virement	Virement Between	Transfer Between		Virement amount	Nature of virement
			Debit	Credit		
Population Health	Transfer of Personal Responsibility Education Program Grant, funded through the Population Health Grant from Department of Health & Social Care from Contingency to the Population Health directorate.	Director	Population Health	Contingency	73,320	Recurrent
Finance and IT	SIMS School Trading Account The Council has delivered SIMS support to Tameside schools since the introduction of Local Management of Schools. The core SIMS Team was made up of just three team members, topped up with technical/specialist expertise from a 3rd party company. Following early retirements in the team a range of options for service delivery were considered. Due to the highly specialist nature of the support the only viable option going forward was to provide the support via a third party. The budget has thus been adjusted to reflect the service delivery model now in place.	Service	Digital Tameside - Schools Trading Account	Digital Tameside - Device Management	42,260	Recurrent
Page 87 Finance and IT			Digital Tameside - Schools Trading Account	Digital Tameside - ICT Services	2,800	Recurrent

## 2022/23 Budget Virements (continued)

Directorate	Reason for virement	Virement Between	Transfer Between		Virement amount	Nature of virement
			Debit	Credit		
Finance and IT	Digital Tameside ICT Investment Programme Re-profiling - See Appendix 13 (Finance & IT Service Plan)	Service	ICT Replacements & Investments	Digital Tameside - Device Management	50,950	Recurrent
Finance and IT			Systems/Misc	ICT Replacements & Investments	41,670	Recurrent
Finance and IT			ICT Replacements & Investments	Data Centre	150,870	Recurrent
Finance and IT			Networks & Telephony	ICT Replacements & Investments	9,620	Recurrent
Finance and IT			ICT Replacements & Investments	Cyber/Security	49,720	Recurrent
Finance and IT			ICT Replacements & Investments	Managed Service	198,810	Recurrent
Finance and IT			The allocation of the budget for the Corporate Kiddie Voucher Scheme to be transferred to Corporate	Director	Finance and IT	Corporate
Governance	The allocation of the budget for the Corporate Kiddie Voucher Scheme to be transferred to Corporate	Director	Governance	Corporate	13,645	Recurrent
Governance	Legal budget allocated in 21/22 for a specific project that is not required in 22/23	Director	Contingency	Governance	15,820	Recurrent



## 2022/23 Budget Virements (continued)

Directorate	Reason for virement	Virement Between	Transfer Between		Virement amount	Nature of virement
			Debit	Credit		
Governance	Discretionary Housing Payments budget based on 21/22 budget as 22/23 not known to date	Income and Expenditure	Expenditure - Housing Benefits Payments	Income - Housing Benefits Grant	141,060	Recurrent
Governance	Priority Account Service (Early Payment Scheme Oxygen project) - Income and Expenditure budgets based on 21/22 forecast	Income and Expenditure	Expenditure	Income	14,000	Recurrent
Corporate Costs	Reduction in GMCA budget allocation to fund various other services within Corporate Costs	Assistant Director	Corporate Costs	Corporate Costs	19,560	Recurrent
Corporate Costs	Removal of Income budget in relation to Members personal telephone	Income and Expenditure	Income	Expenditure	14,160	Recurrent
Corporate Costs	Removal of savings targets for single person discount council tax review and organisational workforce savings that have been delivered by increasing both our council tax income and internal vacancy factor respectively.	Income and Expenditure	Income	Expenditure	361,000	Recurrent
Operations & Neighbourhoods	Highways Minor Maintenance Grant received from Department of Transport resulting in additional spending power of £1.5m on footway and carriageway reactive maintenance within the Engineers & Highways Service	Income and Expenditure	Expenditure	Income	1,500,000	Recurrent

## 2022/23 Budgeted Reserve Transfers

Directorate	Details of request	Reserve Name	Nature of Reserve	Transfer to/from reserves	Amount to be transferred £
Children's	Additional Capacity in the SEND Statutory Assessment Team - Reserve Funding Approved at Cabinet in July 2021	Education Reserve	Earmarked	Transfer from	(155,990)
Children's	To fund additional fixed term staff using previous years unspent Troubled/Supporting Families Grant	Children's Unspent Revenue Grant & Cont Reserve	Unspent grant	Transfer from	(62,595)
Children's	To fund additional fixed term posts as part of the Ofsted Investment Report	Medium Term Financial Strategy Reserve	Earmarked	Transfer from	(410,330)
Children's	To fund additional fixed term posts as part of the Signs of Safety Investment Report	Population Health Reserve	Earmarked	Transfer from	(234,400)
Children's	To fund a one-off fixed term additional service for Youth Justice	Children's Unspent Revenue Grant & Cont Reserve	Earmarked	Transfer from	(55,410)
Children's	Unspent grant to be carried forward to 2023/24 to deliver the youth justice early intervention and prevention work stream	Children's Unspent Revenue Grant & Cont Reserve	Unspent grant	Transfer to	23,350
Population Health	To part-fund a Mental Health Support Officer in Population Health	Children's Unspent Revenue Grant & Cont Reserve	Unspent grant	Transfer from	(27,090)
Operations & Neighbourhoods	Unspent Cultural Grants from previous years due to events not being able to take place under COVID restrictions	Community Services Unspent Revenue Grant & Cont Reserve	Unspent grant	Transfer from	(100,880)
Operations & Neighbourhoods	Previous years unspent grant to fund initiatives in the Welfare Rights Service aimed at preventing repossessions and homelessness	Community Services Unspent Revenue Grant & Cont Reserve	Unspent grant	Transfer from	(112,750)

## 2022/23 Budgeted Reserve Transfers (continued)

Directorate	Details of request	Reserve Name	Nature of Reserve	Transfer to/from reserves	Amount to be transferred £
Operations & Neighbourhoods	Contribution towards the funding of a temporary Debt Advisor Post within the Welfare Rights Service	Neighbourhoods & Communities Reserve	Earmarked	Transfer from	(20,000)
Operations & Neighbourhoods	Previous years unspent grant to fund the Councils strategy to prevent Homelessness and Rough Sleeping in line with Greater Manchester ambitions	Community Services Unspent Revenue Grant & Cont Reserve	Unspent grant	Transfer from	(161,150)
Operations & Neighbourhoods	Previous years balance of Community Safety Grant, it is expected that this will be fully utilised, along with the 2022/23 allocation by 31st March 2023	Community Services Unspent Revenue Grant & Cont Reserve	Unspent grant	Transfer from	(230,000)
Operations & Neighbourhoods	An element of the value recharged for vehicles is transferred into a reserve to ensure sufficient funding is in place to meet the maintenance costs over the expected useful life.	Fleet Maintenance Reserve	Earmarked	Transfer to	75,000
Operations & Neighbourhoods	To fund future crematorium refurbishments and repairs to enable continuity of a key service. The transfer is dependant on the financial position of Bereavement Services at financial year end	Crematorium Contingency Reserve	Earmarked	Transfer to	100,000
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	Contribution to IT investment smoothing reserve to fund IT Investments as set out in Appendix 13.	IT Investment Fund/Replacement	Earmarked	Transfer to	690,230

## 2022/23 Budgeted Reserve Transfers (continued)

Directorate	Details of request	Reserve Name	Nature of Reserve	Transfer to/from reserves	Amount to be transferred £
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. Further details of planned works in 2022/23 in Appendix 13.	IT Investment Fund/Replacement	Earmarked	Transfer from	(549,930)
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)
Growth	Annual transfer to the PFI affordability reserve to finance the related contractual costs over the remaining term of the contract.	BSF Affordability	Accounting	Transfer to	3,541,887
Growth	Annual transfer from the PFI Affordability Reserve to finance the related contractual unitary charge	BSF Affordability	Accounting	Transfer from	(2,423,440)
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	Earmarked	Transfer to	14,160

## Budget Pressures and Growth

The Council continues to face significant cost pressures from demographic growth and increased costs, including inflationary pressures in some areas and increases in staffing costs. The main cost pressures for 2021/22 are summarised below, with further analysis in the Directorate **Appendices 7 to 14**.

### £10.1m Adults

Pressures reflect a combination of demographic changes resulting in increased demand for services, and cost increases in some areas. Key factors driving increased costs include:

- Increasing numbers and complexity of Adults clients, resulting in greater assessed hours and more expensive packages of care;
- Difficulties with workforce recruitment, sustainability and retention;
- Increases in national living wage, which disproportionately impact on the social care workforce; and
- Housing and accommodation pressures.

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### £6.6m Children's Services

Children's social care services continue to face significant financial pressures due to the number and cost of placements for looked after children. The 2021/22 revenue budget is forecast to exceed budget by just under £5m due to these ongoing pressures. Funding has therefore been included within the 2022/23 budget to fund Children's Social Care services at existing cost and demand levels.

### Other areas

- Total pressures of £20.9m includes **£5.4m of pay pressures** across Directorates (further detail on page 2 of this appendix).
- **Place Directorate** figure is negative, reflecting a number of one-off investments which were included in the 2021/22 budget that are removed from the 22/23 budget figures.
- **Finance & IT** pressures includes £0.532m for essential and priority investments in IT, including cyber security and roll out of Office 365.
- **Corporate** pressures include provisions for inflation on utilities and fuel costs, levy increases, general cost and pay inflation, demographic and demand pressures not funded elsewhere, and a reduction in investment income due to falling cash balances.

Pressures by Directorate	£000s	Further Detail
Adults	10,111	Appendix
Children's Services	6,558	Appendix
Population Health	250	Appendix
Quality & Safeguarding	16	Appendix
Place	(1,085)	Appendix
Finance & IT	820	Appendix
Governance	732	Appendix
Corporate	3,507	Appendix
<b>Total</b>	<b>20,909</b>	

# Appendix 2 Pressures and Growth

	Adults	Children's	Population Health	Quality & Safeguarding	Place	Finance & IT	Governance	Corporate	Total
Demographic Pressures	6,103	5,067	0	0	0	0	0	1,186	12,356
Grant reduction	0	0	0	0	0	0	0	0	0
Inflationary Pressures	2,700	0	200	0	0	0	0	225	3,125
Other service pressures	0	0	0	0	(1,226)	532	0	2,021	1,327
Reduction in other fees/charges/income	0	0	0	0	(1,339)	0	0	0	(1,339)
Staffing related cost pressure	1,308	1,491	50	16	1,480	288	732	75	5,440
<b>Total</b>	<b>10,111</b>	<b>6,558</b>	<b>250</b>	<b>16</b>	<b>(1,085)</b>	<b>820</b>	<b>732</b>	<b>3,507</b>	<b>20,909</b>

## £12.4m 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 placement costs continue to rise.

Children's social care budgets have been increased to reflect spend levels in 2021/22 but are accompanied by a challenging savings target to reduce expenditure over the next two years.

Further budget provision in Adults reflects increasing demand and complexity, together with increased costs, and these pressures are expected to continue in future years.

## £4.5m Inflation and Other Pressures

These pressures include additional contractual costs in social care, driven by increases in the national living wage and national insurance costs, resulting in expected increases in prices charged by providers.

Provision has also been made for general price inflation, including specific forecast pressure from the rising cost of utilities and fuel. Also included within here is provision for essential investment in cyber security and roll out of Office 365.

## £5.4m Staffing related cost pressure

The 21/22 budget did not include provision for a pay award based on an expected public sector pay freeze, however a pay award has been offered (but not yet agreed). Significant pay pressures in 22/23 reflect:

- Forecast 1.75% pay award in respect of 2021/22
- Additional employer national insurance costs of 1.25% from April 2022
- Estimated 2% pay award in respect of 2022/23.

## Savings identified by Management

**New savings to be delivered by management of £7.661m have been identified for 2022/23.** Proposed savings have been subject to robust review and challenge by finance, Senior Officers and Members and this review process will continue to monitor delivery of savings and identify new savings for future years. All savings have been RAG rated and detailed delivery plans required for savings identified as 'Red' or 'Amber' for delivery.

Savings by Directorate	2022/23	2023/24	2024/25	2025/26	2026/27
	£000	£000	£000	£000	£000
Adults	0	546	0	0	0
Children's	3,250	1,047	0	0	0
Population Health	645	66	0	0	0
Quality & Safeguarding	0	0	0	0	0
Place	1,899	264	58	840	0
Finance & IT	0	0	0	0	0
Governance	(20)	0	0	0	0
Corporate	1,887	968	1,050	1,000	0
<b>Total</b>	<b>7,661</b>	<b>2,891</b>	<b>1,108</b>	<b>1,840</b>	<b>0</b>

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<u>Council</u>	2022/23	2023/24	2024/25	2025/26	2026/27
	£000	£000	£000	£000	£000
<b>RED</b>	<b>4,483</b>	<b>2,784</b>	<b>1,025</b>	<b>1,030</b>	<b>0</b>
<b>AMBER</b>	<b>1,413</b>	<b>9</b>	<b>50</b>	<b>777</b>	<b>0</b>
<b>GREEN</b>	<b>1,765</b>	<b>98</b>	<b>33</b>	<b>33</b>	<b>0</b>
<b>Total</b>	<b>7,661</b>	<b>2,891</b>	<b>1,108</b>	<b>1,840</b>	<b>0</b>

**Savings Delivery** - A relentless focus on project management and delivery will be essential to ensure the ambitious programme is achieved. The budget gap for 2023/24 remains significant and assumes that a further £3m of savings is delivered in addition to those identified for this year.

## Savings identified by Management

<u>Adults</u>	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
<b>RED</b>	0	546	0	0	0
<b>AMBER</b>	0	0	0	0	0
<b>GREEN</b>	0	0	0	0	0
<b>Total</b>	0	546	0	0	0

### **Adults – Appendix 7**

Savings not expected until 2023/24 due to the need for investment to deliver. Forecast savings in future years relate to a review of Mental Health Placements and changes to the Support at Home model.

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<u>Children's</u>	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
<b>RED</b>	2,919	1,123	0	0	0
<b>AMBER</b>	120	(61)	0	0	0
<b>GREEN</b>	211	(15)	0	0	0
<b>Total</b>	3,250	1,047	0	0	0

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

Savings plan is an enormous and ambitious challenge, which will be complex to achieve. Need to transform the delivery of services, including conversion of residential placements to IFA's and a reduction in CFC placement numbers. In Education a number of savings have been identified but this includes some one-off savings, resulting in a reduced saving in 2023/24.

<u>Population Health</u>	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
<b>RED</b>	500	0	0	0	0
<b>AMBER</b>	93	0	0	0	0
<b>GREEN</b>	52	66	0	0	0
<b>Total</b>	645	66	0	0	0

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

Savings planned through recommissioning of key contracts, including NHS contracts, Sport and Leisure, and other commissioned services.



## Savings identified by Management

<u>Place</u>	<u>2022/23</u> £000	<u>2023/24</u> £000	<u>2024/25</u> £000	<u>2025/26</u> £000	<u>2026/27</u> £000
<b>RED</b>	<b>64</b>	<b>25</b>	<b>25</b>	<b>30</b>	<b>0</b>
<b>AMBER</b>	<b>1220</b>	<b>65</b>	<b>0</b>	<b>777</b>	<b>0</b>
<b>GREEN</b>	<b>615</b>	<b>174</b>	<b>33</b>	<b>33</b>	<b>0</b>
<b>Total</b>	<b>1,899</b>	<b>264</b>	<b>58</b>	<b>840</b>	<b>0</b>

### **Operations and Neighbourhoods Appendix 12**

A range of savings proposals across the directorate, include the full year effect of several proposals being implemented in 2021/22:

- Commercial Estate Income
  - Significant savings from accommodation strategy, rationalisation of estate and savings on facilities management costs
  - Full year effect of 3 weekly collection savings
  - CCTV connection to dark fibre
  - Staffing reviews
  - Move to single Director
- Some proposals will require investment

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

These include:

- savings on debt costs as historic debt repaid in full and no new borrowing assumed before December 2022
- Additional savings on pensions advance payment and additional lease income from MAG land lease.
- Digital and transformational savings of £1m per annum over the next four years. Savings already identified in respect of remote working and roll out of Office 365

<u>Corporate</u>	<u>2022/23</u> £000	<u>2023/24</u> £000	<u>2024/25</u> £000	<u>2025/26</u> £000	<u>2026/27</u> £000
<b>RED</b>	<b>1,000</b>	<b>1,090</b>	<b>1,000</b>	<b>1,000</b>	<b>0</b>
<b>AMBER</b>	<b>0</b>	<b>5</b>	<b>50</b>	<b>0</b>	<b>0</b>
<b>GREEN</b>	<b>887</b>	<b>(127)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total</b>	<b>1,887</b>	<b>968</b>	<b>1,050</b>	<b>1,000</b>	<b>0</b>

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## Resourcing assumptions and future risks

The Council's budget is funded from a combination of Council Tax, Business Rates, Fees and Charges, Specific Government Grants (which can only be spent on ring fenced areas) and General Government Grants (with no or very limited restrictions on use). The level of funding available through each of these sources is subject to change and different levels of risk.

### **Business Rates**

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, Retail Discount Relief and specific COVID related reliefs. 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 settlement.

The total forecast income from Business Rates and related grants reflects the business rates baseline and top up grant figures in the provisional local government finance settlement and will be finalised in February. 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.

### **Collection Fund**

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.

Due to the impact of COVID during 2020/21, the Collection Fund moved into significant deficit by 31 March 2021. A deficit has been forecast and factored into the 2021/22 budget, with provision made for the repayment of the deficit over a three year period.

As collection rates for both Council Tax and Business Rates improved during the final quarter of 2020/21, the actual deficit position at 31 March 2021 was not as significant as initially estimated. This has meant that most of the deficit has been recovered in 2021/22, and the 22/23 budget no longer requires a contribution to fund this deficit. This releases more than £7m of resource to fund the 2022/23 budget.

## Council Tax

### **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. In December 2020, for the 2021/22 financial year, the tax base for Tameside was based on 63,756.1 band D equivalent properties, with an estimated collection rate of 97% resulting in a Council Tax base of 61,843.4. This was a significant reduction in the tax base when compared to that set in December 2019 for the 2020/21 financial year. The reduction was due to a combination of a 1% reduction in the assumed collection rate, and an increase in exemptions and discounts, all attributed to the impact of Covid-19.

The 2022/23 tax base was approved by Executive Cabinet on 15<sup>th</sup> December 2021 and the assumed collection rate is to be retained at 97% reflecting the current 6 year cumulative collection rate. However, there has been a significant increase in the tax base due to new properties in the Tameside area, and a reduction in the level of discounts and exemptions which reduced the tax base in the previous year. For 2022/23 the approved tax base is 63,306.0 based on 65,263.9 band D equivalent properties and a collection rate of 97%. This is an increase in the tax base for Council Tax setting, and enables the Council to yield an additional £2.347m of income from Council Tax to support the revenue budget.

### **Setting Council Tax**

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 2022/23 there is a 1.99% referendum limit on general Council Tax increases, plus the ability to increase by a further 1% for the Adult Social Care precept. In 2021/22 the Council increased Council Tax by 4.99% in total, 1.99% general increase plus 3% 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, 2019, and 2021. The Council is proactive in monitoring new build properties to ensure the forecast number of properties reflects expected increases during the year.

After taking account of budget pressures, additional income and savings identified for delivery in 2022/23, the total net budget requirement for the Council is £208.609m. Before any increase in Council tax levels, the resource available in 2022/23 is £205.572m, leaving a gap of £3.037m. **This remaining budget gap can be closed with a 1.99% general increase and a 1% Adult Social Care Precept on Council Tax.**

# Appendix 4 Resourcing

## Other Resources

The 2021/22 budget included the return of £4m of reserves from GMCA and the use of reserves to fund one-off areas of investment.

For 2022/23, there continues to be some use of one-off resources to balance the budget position. This includes the use of a further £1m returned reserves from GMCA plus the utilisation of £2.5m of general COVID grant from reserves, in recognition of ongoing cost and income pressures associated with the pandemic.

The Council is also in receipt of additional New Homes Bonus Grant but this is for one year only. There are no legacy payments and no indication as to whether the grant will continue beyond 22/23.

## Changes to net budget resources between 2021/22 and 2022/23

Changes to resources and funding	Net Budget Resourcing				TOTAL
	Business Rates	Council Tax	Collection Fund	Other Resources	
<i>2021/22 Budget amount</i>	(89,762)	(99,239)	603	(6,096)	<b>(194,494)</b>
<b>Changes:</b>					
100% retention pilot	(890)				(890)
Additional s31 grant & top up	(1,799)				(1,799)
Council Tax Base growth		(2,347)			(2,347)
1.99% Council Tax increase		(2,021)			(2,021)
1% Adult Social Care Precept		(1,016)			(1,016)
Collection Fund Deficit	(2,202)		(5,441)		(7,643)
Remove one-off reserves 21/22				5,235	5,235
Additional New Homes Bonus				(136)	(136)
GMCA return of reserves 22/23				(1,000)	(1,000)
COVID grant reserves				(2,500)	(2,500)
<b>Net (increase) / decrease in funding &amp; resources</b>	<b>(4,890)</b>	<b>(5,383)</b>	<b>(5,441)</b>	<b>1,599</b>	<b>(14,115)</b>
<i>2022/23 Budget amount</i>	(94,652)	(104,622)	(4,838)	(4,497)	<b>(208,609)</b>

## Funding changes within net service budgets

Changes to resources and funding	General Grants within Service Budgets		TOTAL
	Existing Funding	New Funding	
<i>2021/22 Budget amount</i>	(22,831)	0	(22,831)
<b>Changes:</b>			
BCF/iBCF Inflation	(1,259)		(1,259)
Remove one-off COVID grants	10,658		10,658
New 22/23 Grants		(7,176)	(7,176)
Other grants	(91)		(91)
<b>Net (increase) / decrease in funding &amp; resources</b>	<b>9,308</b>	<b>(7,176)</b>	<b>2,132</b>
<i>2022/23 Budget amount</i>	(13,523)	(7,176)	(20,699)

### Existing Funding

The 2021/22 budget had significant use of one-off COVID grant funding which is no longer available to support the 2022/23 budget. This additional funding has enabled the Council to manage its financial position during 2021/22, however the cost and demand pressures, and shortfalls in income are expected to continue into 2022/23, resulting in significant increases in budget pressures and growth.

### New Funding

The October 2021 Comprehensive Spending Review indicated an additional £1.6bn of funding would be made available to Local Government for 2022/23. This translated into an additional £7.2m of funding for Tameside in the provisional Local Government Finance Settlement in mid December 2021. This new funding is assumed to continue into future years, and whilst the increase is welcome, the level of additional funding is not sufficient to cover the significant demographic and cost pressures faced by the Council.

Council Tax Requirement	2022/23 '£000
<b>2021/22 Net Budget</b>	<b>194,494</b>
Staffing related cost pressure	5,440
Demographic pressures	12,356
Inflationary pressures	3,125
Other changes	(12)
Savings & Efficiencies	(7,661)
Removal of one-off funding	9,308
New funding	(7,176)
Fees & charges	(991)
Vacancy factor	(274)
<b>Proposed total net budget for 2022/23</b>	<b>208,609</b>
Business Rates	(94,652)
Council Tax (before increase)	(101,585)
Collection Fund (surplus)/deficit	(4,838)
New Homes Bonus	(790)
Use of reserves	(2,707)
Other funding	(1,000)
<b>Budget Gap without Council Tax Increase</b>	<b>3,037</b>
1.99% General Increase	(2,021)
1% Adult Social Care Precept	(1,016)
<b>Budget Gap after Council Tax Increase</b>	<b>0</b>

## Council Tax Requirement

As set out in appendix 2, the Council faces huge budget pressures due to demographic changes, increasing demand for services, and rising costs due to both pay and general inflation. Whilst the provisional Local Government Finance Settlement offers some welcome increases in funding levels, this does not match the level of demand, particularly in Adults and Children's Social Care Services.

After taking account of budget savings, additional funding and income, and increased levels of business rates and Council Tax income, the Council still faces a budget gap of more than £3m.

**This remaining budget gap will need to be closed with a 1.99% general increase and 1% Adult Social Care Precept on Council Tax.**

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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. Prior to 2021/22, previous budgets had approved the use of reserves to fund one-off initiatives and significant investments in the revenue budget. Whilst this use of reserves was necessary, with much of the investment to provide time for services to improve and reduce their spending overall, it was not sustainable. Such a level of funding from reserves to support services is unsustainable in the medium term, and cannot be continued into future years.

For 2022/23 the budget proposes the use of just £0.207m of general reserves which is a continuation of the investment approved as part of the 2020/21 budget. In addition £1.000m is being returned to districts from the Greater Manchester Combined Authority reserves and £2.000m of general COVID grant held in reserves will be drawn down to support the ongoing 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 £26.094m from 1 April 2022, which is a small decrease on last year. 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 2022/23 budget, but there remain a number of significant risks which could impact on 2022/23 and future years.

### Adults

Increasing numbers and complexity of Adults clients is resulting in more assessed hours and more expensive packages of care. If this trend continues, further financial pressures may arise as a result. The sector faces increasing difficulties with workforce recruitment, sustainability and retention, and whilst increases in national living wage are beneficial for individuals and workforce retention, these increases disproportionately impact on the social care budgets. Housing and accommodation pressures continue throughout both Children's and Adults social care, making it more difficult to secure care packages.

The impact of COVID on service demand has meant that it is still very difficult to fully understand underlying trends. Further cost pressures in Adults have been factored into the MTFP in future years but the impact of the Social Care White Paper is assumed to be funded. If funding does not match the increased cost, then further pressures will materialise in 2023/24 and beyond.

### Children's Social Care

The Council has faced significant increases in the cost and demand for Children's Social Care services over recent years. During 2021, numbers of looked after children have stabilised and the 2022/23 budget provides funding to the current level of spend. However, also built into the 2022/23 budget are significant levels of savings. Key risks for Children's Social care budgets in 22/23 include:

- Placement numbers – whilst numbers have been stable during 2021, there remains a significant risk of cost pressure arising from any increase in the number or complexity of placements.
- Placement prices – External providers will be facing inflationary cost pressures and increased staffing costs, which combined with demand for placements could result in additional costs.
- Savings – Delivery of £2.9m in 22/23 (with a further £1.1m in 23/24) is an enormous and ambitious challenge, which will be complex to achieve.

### Education

Home to School transport for children with Special Educational Needs continues to be a significant risk and pressure area for Education budgets. The number of pupils being assessed as eligible for support for home to school transport has almost doubled since 2017, and this has mirrored an increase in pupils supported with an Education Health and Care Plan. Continued increases in demand, combined with rising costs, means that significant budget pressures are likely in the area. In addition, Education budgets are also facing pressures due to forecast income shortfalls, particularly in respect of traded services where demand has dropped as schools convert to Academy status. If this trend continues, income shortfalls are likely to increase further.

## Risk Assessment

The proposals set out in this report will enable the Council to balance the 2022/23 budget, but there remain a number of significant risks which could impact on 2022/23 and future years.

### Income Generation

A number of pressures were emerging during 2019/20 due to under-recovery of income which was then made worse by the impacts of COVID-19 and have continued in consecutive years. Additional budget support through COVID funding is no longer available for 2022/23, increasing the risk of significant income pressures in areas including:

- Estates income, including future growth assumptions and proposals to generate additional income.
- Planning, building control and land charges income.
- Parking Services
- Markets
- Engineers income.

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### 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 further increases in funding for future years. The continuing lack of certainty over the timing and outcome of the fair funding review, makes planning beyond 2022/23 extremely difficult.

### Savings Delivery

The Council is on track to deliver the overall savings target for 2021/22 but with some delays to planned savings being mitigated with one-off actions. The original planned saving, or recurrent alternatives, will need to be delivered in 2022/23, alongside existing plans for additional 2022/23 savings and new savings proposals identified as part of this budget process.

### Accommodation and Housing

In recent years, expenditure on temporary accommodation has increased significantly, resulting in increased costs where rent levels are not covered by Housing Benefit. Cost pressures are also evident in Children's and Adults Social Care due to insufficient appropriate accommodation in the borough. If demand continues to increase, then cost pressures associated with housing are likely to increase.

### Pay and price inflation

Significant provision is already included with the 2022/23 budget proposals for pay inflation, and cost pressures driven by both general inflation and pay inflation external to the Council. CPI inflation for the 12 months to September 2021 was 3.1% but has since increased to 5.1% in December 2021 and is forecast to reach 6% by spring 2022, which could place further pressures on budgets.

# 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:

DSG Blocks	2021-22 £m	2022-23 £m	Increase £m	% Inc	Supplementary Funding £m
Schools Block (includes Academies)*	183.081	190.743	7.662	4.19%	5.605
High Needs Block	28.196	31.617	3.421	12.13%	1.300
Early Years Block	17.494	16.965	-0.529	-3.02%	
Central Schools Services Block	1.114	1.182	0.068	6.10%	
<b>Total</b>	<b>229.885</b>	<b>240.507</b>	<b>10.622</b>	<b>4.62%</b>	<b>6.905</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 £2.9m, 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 however Tameside are seeing a reduction in early years place being taken up.

Supplementary funding has been provided to Schools £5.6m and the High needs funding £1.3m to provide support for increase Health and Social Care Levy and other costs. This will provide some support to the High Needs pressures. The schools supplementary funding is a formula based allocation directed by the DfE this will be added to the DSG schools block in 2022-23.

The allocation to the High Needs is not prescriptive in the same way, DfE have stated this money is to meet additional demand in the High Needs sector. It is envisaged this will also be added to the DSG allocation next financial year. Work is underway to consider how allocations should be made to Special Schools being mindful of the High Need deficit, but giving consideration of the increased costs to schools are facing.

# Appendix 5 Statement on Robustness of the Budget Estimates

## Education

If funding and spending continues in line with current trends the estimated impact on the DSG reserve for Tameside is as follows:

High Needs Deficit Forecast	DSG Balance bfwd. £000	2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000
Funding Available (after Recoupment)		26,342	30,656	30,969	31,110	31,449
Expected Spend based on Growth Projections		29,521	35,887	38,940	41,305	42,774
Schools Block Transfer		878	954			
In Year Deficit		(2,301)	(4,277)	(7,970)	(10,195)	(11,325)
Plus DSG Overall Deficit	(1,686)					
Overall Cummulative DSG Deficit		(3,987)	(8,264)	(16,234)	(26,429)	(37,754)

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### High Needs Pressures:

The funding pressures facing the Council are being replicated in local authorities across the country. Pressure high needs budget is being driven by increased demands for Education Health Care Plans, which are mirrored impacted on the council budget in 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
- Increases in the number of Post 16 placements requiring top up funding and the associated costs are increasing.

A deficit recovery plan was developed which now needs to be refreshed. 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 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 2022/23 are robust, and the level of reserves adequate for the time being.**

**However, the Council faces a significant budget gap beyond 2022/23, and this budget gap will increase if planned savings and efficiencies are not delivered in 2022/23. The Council must ensure a relentless focus on delivery of savings, 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 transformation of services, and reduction of demand, to ensure the delivery of the improvement plans in place.**

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.

Kathy Roe  
Director of Finance (Section 151 Officer)  
February 2022

## 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 2022/23. This assessment is set out on the following page. The proposed minimum level of general fund balances from 1 April 2022 is recommended at £26.094m, which is slightly less than in 2021 reflecting the stabilized position in Children's Social Care and reduced size of the Council's current Capital programme.

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<b>Total Minimum General Fund Balance recommended from 1 April 2022</b>
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<b>£26,094k</b>
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# Appendix 6 Reserves Strategy

## Risk assessed minimum level of general fund balances from 1 April 2022

Risk	£000s	Basis of Assessment
<b><u>Inflation</u></b>		
General Pay Awards exceed assumed increase by 2.5%	1,100	1% of Employee Costs
General price inflation exceeds current forecasts by 2.5%	975	1% of Budget for non-staffing costs
<b><u>Savings and Pressures</u></b>		
Non-delivery of savings identified for coming year	766	10% of savings target for 2022/23
Service specific pressures/investments exceed cost estimates	1,547	10% of Pressures identified for 2022/23
<b><u>Service Demand / Demographics</u></b>		
Forecast Demand and Demographics exceed current forecasts:		
Children's Services	2,840	5% of Children's Services net budget
Adult's Services	4,373	10% of Adult's net budget
<b><u>Income</u></b>		
Income forecasts fall short of current forecasts by 5%	2,775	5% of Budgeted Income
Unexpected reductions to Government Grant Income	3,003	2% of Government Grant Income
Unexpected decline in Business Rates Income	305	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	771	5% of current forecast capital receipts
Capital Financing Costs exceed current estimates	226	5% of Capital Financing Budget
Capital Project delivery / Supply Chain Risk / costs exceed contingencies	4,413	5% of Total Capital Programme
<b>Total Minimum General Fund Balance Required</b>	<b>26,094</b>	

# 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 value of reserves at 31 March 2021 are summarised in the table on the right.

Whilst the overall level of reserves held by the Council remains strong, most of these reserves are committed, with only £15m not committed outside of the general fund balance of £27m.

- Many balances reflect timing issues and are required to meet future liabilities (eg. Self insurance and collection fund deficit funding).
- Existing commitments included in MTFP for future investment (Such as levelling up match funding) or to fund COVID related costs during 2021/22 and beyond
- Just over £15m currently earmarked for corporate priorities but no existing commitments. Significant reserve funding has been used in prior years for unexpected cost and demand pressure in Children's Social Care.
- Future budget gaps may require reserves in the absence of additional savings or funding.

Reserve Categories	£m	%
Accounting Reserves - cannot be spent	14.0	8%
<i>Restricted/Ring fenced balances</i> Includes capital receipts (£7m), ring fenced grants & contributions (£8m), self insurance (£8m) and Schools related balances	22.5	13%
<i>Committed Reserves - will be spent in future years</i> Includes COVID grants (£13m), Collection Fund statutory commitments (£48m), existing MTFP reserves and funding commitments (£23m), smoothing reserves for Fleet and IT (£5m), other investments and match funding (£8m)	96.9	55%
<i>Earmarked but no existing commitments</i> Budget resilience reserves - previously used to support unexpected cost and demand pressures eg. Children's Social Care	15.4	9%
General Fund - Minimum balance for Emergency use	27.2	15%
	<b>176.0</b>	

## Budget Proposals 2022/23

### Vision and key priorities:

To enable and empower people to live well at home, by improving or maintaining their well-being, 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 develop skills, 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	26,850,981
Premises Related Expenditure	1,358,190
Transport Related Expenditure	201,516
Supplies and Services	4,096,420
Third Party Payments	67,400,671
Transfer Payments	100,015
Recharge Expenses	843,730
<b>Expenditure Total</b>	<b>100,851,523</b>
<b>Income</b>	
Recharge Income	(305,810)
Customer and Client Receipts	(15,746,159)
Government Grant Income	(31,968,730)
Other Income	(9,098,926)
<b>Income Total</b>	<b>(57,119,625)</b>
<b>Grand Total</b>	<b>43,731,898</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 590 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 2021/22:

- Despite the current pandemic, services have continued to support people to live independently in their own homes and have maintained all service provision.
- There has been an increase of 30% in the number of home care hours commissioned each week – this supports people to live well at home.
- Where individuals have continued to choose to isolate alternative engagement has been managed via our providers.
- On-going support to all providers, with Population Health, the Infection Prevention and Control Service and the CCG Nursing Team to support where there are covid outbreaks – weekly contact and Outbreak Control Team Meetings..
- Despite the pandemic the number of people with Learning Disabilities in paid employment has been maintained.
- 96% of people who consented in care homes have had the both vaccines.
- Regular support with all providers has been maintained throughout the pandemic.
- Three new properties have come on stream resulting in 30 people being offered new tenancies, great outcomes and savings/cost avoidance.
- Services were delivered within the allocated budget, and 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.
- Moving with Dignity continues to be implemented, improving outcomes for people and reducing the need for high cost packages of care.

## How is the service performing?

At the end of 2021 Adult Services were helping 3,811 people to remain in their own homes. 1,245 of these people were in receipt of more than one type of service.

Community Response Service continues to support 2,651 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 but remain higher than the England average in 65+ group. (11.0 per 100,000 compared to 13.3 and 620.4 per 100,000 compared to 498.2 respectively).

We saw a drop in the number of adults with learning disabilities being helped into paid employment 7.1% due to the pandemic but remain above the England average 5.1%. In Tameside 95.8% of people with a learning disability are living in settled accommodation compared with the England average 78.3% and NW average 87%

# Appendix 7 Director of Adults Budget Proposals

## What are the key challenges and priorities for 2022/23 and beyond?

- To continue to support people to live independently in their own homes with the appropriate advice, guidance and support.
- To 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 appropriate services are available.
- The development of the local offer to carers.
- An effective progression into adulthood offer to ensure a smooth transition from Children's to Adult Social Care.
- Continue to improve the quality of in house and commissioned services.
- Development of Adult's complex safeguarding model.
- Address the workforce issues within in-house and commissioned services
- Manage the demographic and financial pressures that are placing pressure on the system.
- To sustain the level of performance and staff resilience

## 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 on-going restrictions

## What challenges and risks is the service facing?

- Recruitment and retention of staff across all service areas
- 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 53 young people with complex needs will be transitioning through to Adult Services from ISCAN requiring 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 (ALT) 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 permanent residential and nursing care placements
- Increase in the number of people with LD in paid employment
- Increase in the number of people using CRS, leading to reduction in number of A&E attendances.
- Increase in the number of people accessing social prescribing and engaged with assets in their neighbourhoods.
- Increase in the number of people accepting a Direct Payment
- Increase in people reporting that they have a good quality of life and feel in control of how they achieve their outcomes.
- Increase the identification and support for informal carers.

## 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
- Children and Families Act 2014 (Code of Practice Special Educational Needs and Disability)
- Autism Act 2009 and statutory guidance

Function	Revenue Budget £
Adults Commissioning Service	41,869,199
Adults Neighbourhood Teams	9,500,356
Integrated Urgent Care Team	2,333,655
Long Term Support, Reablement & Shared Lives	15,831,465
Mental Health / Community Response Service	4,809,284
Senior Management	(30,612,061)
<b>Grand Total</b>	<b>43,731,898</b>



## Savings 2022/23

Scheme	Saving Forecast - Incremental				
	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
Review of Mental Health Placements out of borough	0	351	0	0	0
Support at Home model	0	195	0	0	0
	<b>0</b>	<b>546</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Pressures 2022/23

Nature of Pressure	Description of pressure	Pressures Forecast - Incremental				
		2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
Demographic Pressures	Delay in savings delivery due to COVID	(863)	0	0	0	0
Demographic pressures	Current 2021/22 pressure due to increases in placement costs due to demand and complexity	4,422	0	0	0	0
Inflationary Pressures	Increase to National Living Wage/Foundation Living Wage as per Cost of Care Model	2,700	0	0	0	0
Demographic pressures	Future impact of current Service Pay Pressures for internal placements	1,200	0	0	0	0
Demographic pressures	Future impact of current external placements due to changes in demand and increases in costs for service users with more intensive needs.	1,344	0	0	0	0
Staffing related cost pressure	Cost of salary increases (pay award and pay increments)	1,308	793	809	825	842
		<b>10,111</b>	<b>793</b>	<b>809</b>	<b>825</b>	<b>842</b>

## Budget Proposals 2022/23

Service	Revenue Budget £
Child Protection & Children In Need	8,200,310
Children's Social Care Safeguarding & Quality Assurance	2,107,030
Children's Social Care Senior Management	(7,042,630)
Early Help & Youth Offending	423,460
Early Help, Early Years & Neighbourhoods	4,464,250
Looked After Children (External Placements)	26,725,780
Looked After Children (Internal Placements)	14,089,200
Looked After Children (Support Teams)	7,839,727
<b>Grand Total</b>	<b>56,807,127</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 Cared For Children, responsible and purposeful corporate parenting, with key priorities in improving their educational attainment, providing stable and high quality placements, permanency planning, and preparation and transition into adulthood.
- Provide 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.
- Provide safe and effective child protection and Child in Need services to support children living at home and in their communities.
- Provide and lead with partners effective child protection 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 Directorate's activities are underpinned by and contribute towards the Corporate priorities, specifically Starting Well, Living Well, Place Based Services and a Vibrant Economy.

## Services provided include -

- Out of hours emergency support
- A multi-agency “front door” access point to support and protection
- A comprehensive range of early help support services
- Assessment, planning, intervention and review for children in need, child protection and cared for children including care leavers.
- Fostering and Adoption Services
- Youth Offending & complex Safeguarding services
- One of three statutory partners in local safeguarding Partnership arrangements

Children’s Social Care were judged as ‘Requires Improvement’ in May 2019. In May 2021 an Ofsted Assurance Visit highlighted a number of areas of social work practice which needed to improve including support for care leavers, staff caseloads, timeliness of plans and management oversight. Further investment has been made to support these and other areas of improvement supported by a over-arching Improvement Plan..

Spend Analysis	Revenue Budget £
<b>Expenditure</b>	
Employees	25,236,450
Premises Related Expenditure	193,330
Transport Related Expenditure	330,130
Supplies and Services	4,204,640
Third Party Payments	38,347,260
Transfer Payments	576,430
Recharge Expenses	333,220
Capital Items & Reserve Movements	(739,385)
<b>Expenditure Total</b>	<b>68,482,075</b>
<b>Income</b>	
Recharge Income	(362,210)
Government Grant Income	(10,875,148)
Other Grants Reimbursements and Contributions	(21,900)
Other Income	(385,990)
Customer and Client Receipts	(29,700)
<b>Income Total</b>	<b>(11,674,948)</b>
<b>Grand Total</b>	<b>56,807,127</b>

## Achievements and successes in 2021/22:

- Positive Youth Offending Service Inspection achieving ‘Good’
- Delivered Holiday & Food Programme to 9,000 Families
- Completed consultation for improved Fostering Offer
- Developed 12 week assessment 3 bedded Residential Children’s Home opening early 2022
- Implemented a service redesign for Family Intervention – working 7 days
- Developed a STARS model (Strengthening Tameside’s approach to Repeat Removals)

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

- The Directorate engages in a number of regional and national forums and programs. Regionally, we work closely with Greater Manchester colleagues and are actively engaged in initiative with regards to Fostering with the development of a Marketing & Recruitment Hub and 'Team Around' Early Help approaches. We have made a national bid for matched capital funding for Residential Children's Homes and also the Family Hub Initiative.

## **Key challenges and priorities for 2022/23 and beyond**

- Safely managing demand and working with families at the earliest point of need
- Managing risk effectively and safely in the community with partners and not in the looked after children's system
- Strengthen and embed signs of safety practice model
- Recruitment & Retention of Social Workers and Front Line Managers
- Increasing the number of in-house foster carers
- Sufficiency of accommodation for cared for children & care leavers

## **What does the service need to do to deliver (or support delivery) of the corporate priorities?**

- Whole Council approach to Corporate Parenting with the priority for sufficiency of housing for care leavers
- Take a "Family Business" approach to securing care leaver training and job opportunities

## **How will the service measure success?**

- What Children and families tell us
- What our partners tell us
- What our staff tell us
- Qualitative performance indicators – our performance score card
- Outcomes for children
- Inspection outcome judgements

## Savings 2022/23

Scheme	Savings Forecast - Incremental				
	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
Convert Residential to IFAs	1,668	521	0	0	0
Reduction in CFC placement numbers	1,251	602	0	0	0
Children's Social Care Safeguarding & Quality Assurance Re-procurement	25	0	0	0	0
	<b>2,944</b>	<b>1,123</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Pressures 2022/23

Nature of Pressure	Description of pressure	Pressures Forecast - Incremental				
		2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
Demographic pressures	2021/22 Placement numbers	5,067	0	0	0	0
Staffing related cost pressure	Cost of salary increases (pay award and pay increments)	1,399	840	857	874	892
		<b>6,466</b>	<b>840</b>	<b>857</b>	<b>874</b>	<b>892</b>

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## Budget Proposals 2022/23

Service	Revenue Budget £
Access Services	3,706,540
Assistant Executive Director - Education	97,280
Schools Centrally Managed	1,566,280
Special Educational Needs and Disabilities	1,305,600
Education Improvement and Partnerships	468,290
<b>Grand Total</b>	<b>7,143,990</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.

The 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 commission provision for children who are too ill to attend school and those who have been permanently excluded from school;

Virtual School and College – to fulfil our corporate parenting responsibility for children in care alongside supporting education for children with a social worker;

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, education capital.

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 2021/22

- Supported schools and settings to open fully in summer and autumn terms; continued a collaborative relationship with Public Health and Health and Safety to support safe and sensible COVID related decisions.
- 85.4% of young people were placed in their 1<sup>st</sup> choice secondary school compared to 81.1% nationally.
- 94.3% of children were placed in their 1<sup>st</sup> choice primary school compared to 91.8% nationally.
- 84% of 2 year olds are benefitting from universal funded early education places despite the coronavirus pandemic closures.
- 98% of Personal Education Plans completed for the summer term 20/21 for our cared for children.
- EHC plans maintained by Tameside is 1960 up from 1344 in 2019.
- Nearly 350 EHCPs completed in the 2021 calendar year.
- Over 70,000 supermarket vouchers distributed to families in need eligible for free school meals over holiday periods.
- 40 additional specialist resourced places created from September 2021.
- 40 additional places in special schools from September 2021.
- Tameside pupils had, on average, 69% of pupils achieving a standard 9-4 pass in English and maths in summer 2021 at KS4.
- Highest ever numbers of care leavers attending higher education.
- Secondary inclusion practice transformation programme led by Tameside PRU has been co-produced with the system and established in mainstream schools.
- Focused work with Headteachers on identifying and tracking children stuck abroad in second lockdown.
- Back to School – Tameside Loves School campaign. Reassurance posters shared in public spaces; banners placed in each town in the borough; local media campaign; compendium of age appropriate resources sent to schools. 100% attendance campaign for first half term 2020/21.
- Established formal partnership working with Stockport Council (shared Director of Education) with the ambition to develop a shared service model.
- Despite managing the impact of the COVID 19 pandemic we have completed a number of key pieces of work including: Publishing an updated JSNA, Outcomes Framework, SEND Strategy, Joint Commissioning Strategy and Co-Production Framework and updating our SEND improvement plans. Guidance on attendance updated and reissued especially those working with vulnerable pupil groups on good attendance practices. Children with medical conditions protocol updated and enhanced to support schools and families.

## Key priorities for 2022/23 and future years

- Deliver our COVID Recovery plan.
- Continue the focus on our education priorities – **reading/early language; SEND; attendance** – using evidence-informed decision-making and practice.
- Ensure the post-COVID education plan has a **long-term** focus with a **broad not narrowed curriculum** pivoting around **vulnerable learners and those most disadvantaged** during the pandemic.
- Support schools to plan a **curriculum that ensures progression in every subject.**
- Build further on the positive internal and external **partnerships and relationships** developed.
- Develop further **partnership working with Stockport Council** and bring forward plans for a shared service model.
- Implement **post-inspection SEND plan and continue with reforms** and priorities identified during the inspection.
- Expand the number of **special school and resource base** places.
- Manage pressures on High Needs DSG budgets – which are constrained by the capping of the HN Budget (£14m).

Approaches will include focuses on early language, early reading; changing the culture of exclusion; reading in KS3; curriculum support; and addressing SEND priorities.

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Spend Analysis	Revenue Budget £
<b>Expenditure</b>	
Employees	8,677,470
Premises Related Expenditure	20,630
Transport Related Expenditure	3,250,300
Supplies and Services	1,341,770
Third Party Payments	19,103,412
Transfer Payments	101,200
Recharge Expenses	895,470
Capital Items & Reserve Movements	(155,990)
<b>Expenditure Total</b>	<b>33,234,262</b>
<b>Income</b>	
Recharge Income	(1,475,525)
Customer and Client Receipts	(1,216,005)
Government Grant Income	(23,381,882)
Other Income	(16,860)
<b>Income Total</b>	<b>(26,090,272)</b>
<b>Grand Total</b>	<b>7,143,990</b>

## Savings 2022/23

Scheme	Saving Forecast - Incremental				
	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
Psychological Welfare Practitioner (PWP) - SEND	46	0	0	0	0
Education Psychology Service Redesign	74	(61)	0	0	0
Behaviour & Attendance Offer	(19)	0	0	0	0
Review use of Education Central Support Grant	74	0	0	0	0
Teachers Pensions Cost Savings	90	0	0	0	0
Education Welfare traded services expansion with 12 month fixed term post	15	(15)	0	0	0
Education Welfare - Access & Attendance services - deletion of post	26	0	0	0	0
	<b>306</b>	<b>(76)</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Pressures 2022/23

Nature of Pressure	Description of pressure	Pressures Forecast - Incremental				
		2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
Staffing related cost pressure	Cost of salary increases (pay award and pay increments)	92	174	177	181	184
		<b>92</b>	<b>174</b>	<b>177</b>	<b>1818</b>	<b>184</b>

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## Budget Proposals 2022/23

Service Area	Revenue Budget £
Population Health	14,072,491
<b>Grand Total</b>	<b>14,072,491</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 statutory and non statutory services and functions.
- Using public health intelligence to survey and assess the population's health and wellbeing.
- Deliver programmes of Health promotion, Health protection, healthcare public health, determinants of health, health communication.

### **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 and vaccination programme.
- Support for Tameside Starting Well priorities and development of CYP Plan, developing co-located children's neighbourhood teams, integrated 0-19 services with a particular focus on infant mortality, breastfeeding, child health speech, language and communication needs and school readiness.
- Development of integrated specification for 0-19 Healthy Child Programme.
- Delivery of a new Health Improvement offer with in house team– increasing our focus on tobacco control and asset based community development.
- Tackling Substance Misuse issues across the population including via the specialist treatment service – developments this year include Tameside Drug Related Death Panel, FASD Diagnostic Pathway, Reflect and Reconnect Programme for Criminal Justice and drug harm reduction to be sustained, Substance Misuse Community and Neighbourhood Model implementation.
- Improving sexual health outcomes across the system including a new open access integrated sexual health service Locala.
- 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 and GM ICS to embed a preventative approach.
- Continue to work with directorates across the Council and ICS in the design of joint commissioning processes, including across Greater Manchester.

# 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(80% of team capacity has focused on this work area)
- 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) and Ageing Well Programme (D&C)

## Achievements and Successes 2021/22:

- Delivery and leadership of COVID-19 response – Containing Covid, SPOC, outbreak management, testing programme and contact tracing, vaccination programme (80% of team capacity has focused on this work area)
- Successfully maintained client and commissioning lead for Leisure Services and capital programme (Active Tameside) handing over to Growth Directorate – ensure the resilience of these services going forward.
- Delivery and commissioning of all statutory functions for public health
- Completion of CYP needs assessment, and recommissioning of breastfeeding peer support, home visiting/Peer SupportImproved up take of Healthy Start Scheme, launch of new CYP Emotional and Mental Wellbeing Community Offer
- Recommissioning of new sexual health service provider Locala
- New governance process with new DA Steering Group and Operational Group – developed, agreed and delivered commissioning plans throughout 21/22 and 22/23 to meet our statutory obligations under the DA Bill; conducted in depth finance and needs assessment work; launched a new Domestic Abuse Strategy for Tameside.
- Secured additional (grant) funding for public health programmes including Substance Misuse, weight management for adults and children and Domestic Abuse
- Alcohol Exposed Pregnancy Programme – sustained and embedded Prevention Delivery Model working with CGL, Woman and Families Centre and STARS Team, Hidden Harm needs assess completed, redesign of CYP Branching Out, Concerned Others and PIPS services
- Scaled up tobacco programme with successes in reduced prevalence and smoking in pregnancy
- Ageing Well events in PCNs, Nutrition and Hydration programme delivered, Ageing in Place and Age Friendly Champions
- Securing of £309K additional funding for football in Hattersley and appointment of Project Manager, £50k funding for school cycling, new cycling and walking schemes (£80k) and Pavement Games



# 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](http://www.phoutcomes.info)). Examples are below:

- Life expectancy at Birth has been improving year on year for the past two decades across Tameside but is still significantly lower than the England average
- Significant reductions in Smoking in Pregnancy at a faster rate than GM or nationally, to 10.2% in 2020/21
- Infant Mortality lower than regional and England average

## Individual service level KPIs

- Lead for delivery of local and mobile testing sites, 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 effective management of over 500 outbreaks across schools, workplaces, care homes
- Training in infection control, covid guidance and risk assessment in all early years settings, schools, care homes and domiciliary care providers in the Borough
- Excellent performance (best in GM) within child immunisations school aged immunisations
- Significant increase in attracting external funding into the Council

Spend Analysis	Revenue Budget £
<b>Expenditure</b>	
Employees	2,073,991
Transport Related Expenditure	4,100
Supplies and Services	11,803,060
Recharge Expenses	899,590
Capital Items & Reserve Movements	(27,090)
Third Party Payments	228,950
Premises Related Expenditure	1,000
<b>Expenditure Total</b>	<b>14,983,601</b>
<b>Income</b>	
Other Income	(112,040)
Recharge Income	(50,000)
Other Grants Reimbursements and Contributions	(38,640)
Customer and Client Receipts	(160)
Government Grant Income	(710,270)
<b>Income Total</b>	<b>(911,110)</b>
<b>Grand Total</b>	<b>14,072,491</b>

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

- Deliver local authority response to Covid-19 and contain and manage the pandemic (Lead DPH for GM – schools)
- Provide GM Public Health leadership via GM DsPH and subgroups
- Supports the Health Economy in delivery of the NHS Operational plan priorities
- 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 2022/23 and beyond?

- Continue to respond to surges, managing the Covid pandemic and response, and deliver 'BAU' public health functions and commissions
- Identifying and responding to the impact and inequalities caused by the pandemic on our communities
- Manage and deliver the public health work programme effectively with reduced senior capacity
- 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 within GM ICS, 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
- Embed Health Improvement Services (smoking and healthy weight) within current team structure
- Monitoring of new commissions to meet statutory requirements under DA bill
- 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
- Launch of redesigned 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.

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

- Deliver local authority response to Covid-19 and contain and manage the pandemic (Lead DPH for GM – schools)
- Provide GM Public Health leadership via GM DsPH and subgroups
- Supports the Health Economy in delivery of the NHS Operational plan priorities
- 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 and inequalities
- 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 across the life course
- High demand in services and flexible service delivery need

## 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 2022/23

Scheme	Saving Forecast - Incremental				
	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
Review of NHS Commissioned Contracts	500	0	0	0	0
Health Improvement Recommissioning	93	0	0	0	0
Population Health Staffing changes	12	0	0	0	0
Review of all commissioned contracts	40	0	0	0	0
Drug and Alcohol Services (CGL)	0	66	0	0	0
	<b>645</b>	<b>66</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Pressures 2022/23

Nature of Pressure	Description of pressure	Pressures Forecast - Incremental				
		2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
Inflationary Pressures	Pressure for part year savings - Drugs & Alcohol contract	0	34	0	0	0
Inflationary Pressures	ICFT Community Services contract inflation	200	200	200	200	0
Staffing related cost pressure	Cost of salary increases (pay award and pay increments)	50	37	37	38	39
		<b>250</b>	<b>271</b>	<b>237</b>	<b>238</b>	<b>39</b>

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## Purpose of the Directorate:

### **PLACE**

Place consists of four Service Areas that enhance the lives of our citizens and other stakeholders through the development of the area through investment and change.

We improve the local area through larger schemes and small deliverables to ensure each person has a fair end equitable life in Tameside

We invest in, and develop the citizens' opportunities, work skills, living space, community, environment and infrastructure to deliver a more prosperous and enjoyable living experience across all of Tameside. Examples of our work include:

### **The Carbon Reduction and Environment Strategy 2021-2026**

This is the product of cooperation between departments within Tameside Council. Through public engagement and other forums, we have sought guidance from local people; and regionally we have worked with peers to develop a workable document and a framework for an effective action plan.

It is important that both residents and businesses find the support they need from us and in-turn offer any support they can back to the community. If we can succeed in fostering a sense of collective responsibility and enthusiasm for the opportunities in the face of the climate crisis – then we are heading in the right direction.

The focal points of the Strategy are, Greenspace & Biodiversity, Homes Workspaces & Council Buildings, Influencing Others, Reducing Consumption & Producing Sustainably and Travel & Transport.

### **Town Centre renewal**

Tameside is composed of nine towns, each with unique centres. High streets lie at the heart of Tameside's communities and drive a large part of our local economy. They create jobs, nurture small businesses and inject billions of pounds into our economy, whilst providing accessible hubs for residents to access public services, leisure and retail facilities. Around 25,000 people are currently employed in Tameside town centres. We are also leading on the formation of a co-operative of public and private partners to deliver digital infrastructure in the borough, which has seen us take the lead nationally on improving access to super-fast broadband, making us the sixth best connected borough in the country.

### **Godley Green Garden Village**

Tameside Council has submitted an outline planning application for Godley Green to unlock up to 2,150 new homes over the next 16 years. The ambitious but achievable plan is to create a new sustainable garden settlement of beauty and great design that sensitively evolves around our existing communities and landscape.

## Purpose of the Directorate:

### **INVESTMENT, DEVELOPMENT AND HOUSING SERVICE AREA**

Leading on development, management and delivery of strategic development sites, major regeneration programmes and town centre initiatives linked to the wider economic and inclusive growth agenda. Through the work of the service they are seeking to build a successful, clean, modern, digitally enhanced economy that makes for both better businesses and better lives. They also look to seize the economic opportunities presented as we transition to carbon neutrality by 2038 and ensure we 'build back better' from the impact of the COVID 19 pandemic. Using the advantages of our location and infrastructure they seek to attract people, businesses, tourists, and investment into Tameside, continuing to invest and innovate to grow our inclusive economy. They are responsible for progressing some of Tameside's largest developments including Godley Green Garden Village, the St. Petersfield and Ashton Moss employment sites, town centres, Hattersley housing regeneration and new strategic transport infrastructure at the Mottram Bypass and Gladstone Spur project.

The Housing Growth Team includes strategic housing, housing market intelligence; Empty Property Strategy, housing development delivery, refugees and asylum work. The team has developed a new Housing Strategy (21/26) that will be supported by a Housing Delivery Plan, linked with the estates review work, to identify development opportunities for new housing, including homes for our care leavers and residents with specialist needs. New Tameside Registered Provider Partnership being implemented.

The Economy, Employment and Skills Service aims to ensure every resident achieves a high level of skills and good sustainable employment, whilst supporting businesses to start and grow. The service delivers cross cutting employment and skills services across the life course model in relation to careers advice, apprenticeships, post 16 education, adult employment, digital inclusion and skills, and innovation and integration of the work and health systems. They deliver statutory functions in relation to Careers Advice and Participation under the Education Skills and Raising Participation Age legislation. As part of routes to work one to one employment support is provided to adults with disabilities, mental health conditions and acquired brain injuries. Through the Adult Community Education function they provide class room based education to adult learners to increase skill levels within our population. They drive business networking, local business support services and the development of our Inclusive Growth strategy with the aim of increasing the number of businesses in the borough to support inclusive economic growth. They facilitate and liaise with the Inclusive Growth Board, and it's sub-groups to engage local employers and stakeholders in overseeing and supporting the delivery of the Inclusive Growth Strategy.



## Purpose of the Directorate:

### **STRATEGIC PROPERTY SERVICE AREA**

The council's Estates Service was brought back in-house 2019 and has been transitioning from an interim team to permanent appointments during 2020/21. Oversight and senior level management of the CCG and Council estate merged during 2019, to ensure consistency in delivering the Corporate Plan and this has proved invaluable during the pandemic, ensuring a joined up and expedient approach when identifying and managing Covid19 testing and vaccination sites. 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 Asset Strategy Service was put in place in 2020; A Strategic Asset Management Plan (SAMP) was been developed and approved by Cabinet during 2020, as were, an updated Disposals Policy and new Freehold Reversions policy. A worksmart project has commenced, involving a comprehensive review of the operational estate and Health 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 onwards. The service has commissioned a review of 750+ property assets, which will culminate in pipeline of sites for development and disposal pipeline to support the Capital Programme.

The Corporate Facilities Management service oversees 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, leads the development and delivery of the Councils Climate Change and Environment Strategy and works with colleagues across Greater Manchester to deliver the GMCA 5yr Environment Plan. 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 2022

The Capital Programme Service; incorporates the Housing Adaptations Team, and oversees 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 a new Hawthornes SEND Primary School. Housing Adaptations are continuing throughout the pandemic, ensuring this critical service continues to support Tameside residents to live independently in their own homes.

## Purpose of the Directorate:

### **OPERATIONS & NEIGHBOURHOODS SERVICE AREA**

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.

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### **PLANNING & PLACE SHAPING SERVICE AREA**

The planning functions of the council span a number of services including Planning Policy, Development Control, Planning Enforcement, developer infrastructure funding contributions (S106 agreements), Building Control, Land Charges and Ecology.

The team perform statutory functions ranging from key policy making on development, protection of the natural and historic environment, essential infrastructure, waste and minerals. They make and inform decisions on new development as well and vet applications to ensure they comply with building and fire safety standards. The land charges service supplies essential information on commercial and residential properties and the ecology unit provides advice and support on policy and decision making for all the 10 councils in GM wider North West of England.

## Vision & Key priorities for 2022/23

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

Continue development and delivery of Strategic sites:

- Godley Green
- Ashton Moss
- St Petersfield
- Hattersley
- Town centre regeneration:
  - Ashton-under-Lyne; Levelling Up Fund
  - Stalybridge Town Centre Challenge; High Street Heritage Action Zone
  - Hyde; High Street Task Force
  - Droylsden
  - Denton

Implementation of the Housing Strategy (21/26) /Delivery Plan and provider frameworks to support care leavers and adults housing needs to 2024 (corporate cross cutting budget savings project). Establishment of the new Tameside Registered Provider Partnership being implemented.

Delivery of the Inclusive Growth Strategy.

Determination of Godley Green Garden Village Outline Planning Application.

- A57 Link Roads (Mottram Bypass & Glossop Spur) Planning Inspectorate hearing completed.
- CRSTS programme and delivery
- Complete transfer of ACE service to Tameside College.
- Maximise value delivered from contracted Social Value Commitments

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### **STRATEGIC PROPERTY**

- Delivery of savings plans.
- Develop Estates Strategy across the Council and Local Public Sector that supports and Enables Transformation whilst meeting the priorities of the Strategic Asset Management Plan.
- Complete review of 1,500 land and property assets.
- Disposals pipeline – sites declared surplus to requirements.
- Deliver against the Climate Change and Environment Strategy action plans.

## Vision & Key priorities for 2022/23

### **OPERATIONS & NEIGHBOURHOODS**

- 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 – assist in the delivery of projects as part of the Government's Levelling-Up programme.
- 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).

Continue to diversify the market offer and support other market initiatives i.e. Stalybridge Food Feast, Ashton Artisan

Strengthen the Community Safety strategy by working with GMP to achieve a robust neighbourhood Policing model

Decarbonisation of the fleet and ensuring the existing fleet is Clean air compliant

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.

### **PLANNING & PLACE SHAPING SERVICE AREA**

- To ensure that there is a robust planning policy for GM and Tameside to ensure that development is built in the right place that provides essential infrastructure and is sustainable and that decisions reflect the policy position.
- That buildings are constructed in a safe and sustainable manner.
- The commercial and domestic property markets are supported in providing correct and relevant data on property searches.
- That biodiversity is protected and enhanced so that there is a net gain.
- To ensure decisions are made in a timely manner.
- That unauthorised development is enforced against.
- To ensure that customers are supported including support through a complex planning process and decision making.

## Services Delivered (in 2021/22)

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

IDH is responsible for securing inward investment into the borough and helps to facilitate the delivery of new housing to meet the needs of or residents. We will continue to seek government funding and grants to improve the local area through rejuvenation and regeneration projects. Through working with internal and external partners will deliver improvements to the lives of the citizens, the economy and the skills of business and visitors. The Education & Skills team will aspire to ensure every resident achieves a high level of skills training and good opportunities for sustainable employment. This will be driven by the Inclusive Growth Strategy, and the Inclusive Growth Board, which has been brought together to oversee it's delivery.

### **STRATEGIC PROPERTY**

School and corporate building capital works. Such as St Johns C of E Primary and Hyde Pool.

Operational building operation and maintenance.

Covid Testing and Vaccine Rollout property.

Housing Adaptations through DSG.

Climate Change Strategy and Energy management.

PFI Schools

Active Tameside.

Commercial Estate.

Land and Property reviews, acquisitions and disposals

### **OPERATIONS & NEIGHBOURHOODS**

The Service Area 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.

## Services Delivered (in 2021/22)

### **PLACEMAKING AND PLANNING**

DEVELOPMENT MANGEMENT deals with end-to-end development management process, including decision taking on planning and related applications, undertaking pre-application discussions and giving advice, discharging conditions and other matters relevant to implementation of developments. Most decisions on applications are delegated to officers, but major, more complex or controversial applications are decided by members.

Planning Enforcement investigates and where appropriate takes action in relation to alleged breaches of planning control. The team also deals with instances of untidy land and high hedge legislation. Planning enforcement is required to validate and give confidence in the planning process. Cases often constitute some of the most high profile matters that the service deals with.

PLANNING POLICY. As part of the Local Planning Authority, the team primarily lead on the development, delivery and monitoring of planning policy at both the Greater Manchester city region and local levels. By providing support on planning policy the team aim to deliver consistent advice for plan-making and decision-taking across a broad range of subjects, including, urban design, housing, economic development, retail, regeneration, transport, open space and the historic environment.

Carrying out statutory duties, the team is currently engaged in both the development and delivery of both the jointly prepared 'Places for Everyone' development plan document and the Tameside Local Plan. These documents combined with the Greater Manchester joint Minerals plan and the Greater Manchester joint Waste plan will form the up to date statutory planning framework for Tameside.

Additionally team prepare and maintain the boroughs Brownfield Land Register, Housing Delivery Test Action Plan, Authority's Monitoring Report, Local Development Scheme, Statement of Community Involvement and Strategic Housing and Economic Land Availability Assessment.

## Services Delivered (in 2021/22)

### **PLACEMAKING AND PLANNING**

The BUILDING CONTROL service is responsible for reviewing building works to ensure they meet the general statutory duties of the Building Act.

The service operates in a fully competitive market place with customers being able to choose private sector companies (Approved Inspectors) to provide the service.

The Building Act sets out to create a safe environment to live in, improve building accessibility for all, and support climate change initiatives. The service does this by:

- Providing advice to the public and colleagues.
- Initial plan assessment and negotiation,
- Passing or rejecting plans within statutory time periods,
- Responding to breaches of building regulation and appeals,
- Keeping a register of work by private approved inspectors,

Responding to defective buildings, dangerous structures and demolition. This includes authorising notices,

Undertaking associated necessary consultations

Maintaining archives & administering the legal registers for work supervised by private building control inspectors (Approved Inspectors)

- Dealing with safety at sportsgrounds through meetings with partners and inspections.
- Taking appropriate enforcement action for breaches of the building regulations.

The team has further responsibility regarding inspection activities, such as:

- Carrying out site visits and checks of works in progress,
- Certification and document checks;
- Issuing final certificates
- Registering reversion applications from Private Approved Inspectors (AIs) where the private company is no longer able to carry out their function and passes the enforcement function back to the Local Authority.
- Assessment of reversion information, and works on site.

About 70% of the service is fee earning and the other 30% is a function that a local authority has to undertake i.e. enforcement and dangerous structures which a private sector Approved Inspector does not

## Services Delivered (in 2021/22)

### **PLACEMAKING AND PLANNING**

The TECHNICAL SUPPORT TEAM Team support key regulatory functions of the council which are key in enabling the development process.

The team provide technical, financial and general support to the Planning (Development Management), Building Control and Planning Policy Service Areas and deliver of the end to end Land Charges Service.

The GREATER MANCHESTER ECOLOGY UNIT (GMEU) is a shared technical specialist planning service hosted by Tameside Council. GMEU provides to, and on behalf of, the ten District Councils of Greater Manchester on ecology, nature conservation and the natural environment. GMEU incorporates the Greater Manchester Local Biological Records Centre (GMLRC). The GMLRC houses the central habitat and species databases for Greater Manchester. GMEU advises planning authorities on their statutory and policy duties to protect the natural environment through the development management process.

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

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

- Support delivery of the GM Strategy, 'Our Place, Our Plan' to implement the City Region's over-arching strategy for inclusive growth.
- Support delivery of the Greater Manchester Local Industrial Strategy, to overcome issues such as low productivity linked to poor health and low skills, and achieve greater equality.
- Implementation of the national Levelling Up agenda at a local level.

### **OPERATIONS & NEIGHBOURHOODS**

- Development and delivery of regional objectives – Tackling Congestion, Air Quality, Minimum Licensing Standards, Green Travel, Community Cohesion, Community Safety Strategy, Levelling up, Domestic Abuse, Homelessness.
- Lead on a GM project to implement 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).

### **STRATEGIC PROPERTY**

- Development and delivery of regional objectives – Climate Change and Environment Strategy aligned with GM 5 year plan.
- Supports all Council service delivery through property.

### **PLACEMAKING & PLANNING**

All planning decisions have a policy basis which are local and national planning policy led i.e. the National Planning Policy Framework. Many of the decisions support key corporate priorities and national priorities e.g. housing and employment. The teams also directly respond to and support the local implementation of national and sub-regional planning policy and guidance provided by Ministerial announcement, and legislative frameworks.

The building control service is also a statutory function supporting the delivery of building standards to meet the requirements of relevant acts e.g. the Building Act and Building Regulations and more recently fire safety which is a new requirement placed on councils.

The technical support team are responsible for processing (registration and validation of) planning applications for development proposals. The land charges service provides a responsive service to support the sale of commercial and residential properties within the borough.

Within Building Control the team support the Officers who are responsible for reviewing building practices and permission meet the general statutory duties of the Building Act.

The GMEU provides essential advice on planning applications and policy matters to the 10 Councils in GM. Biodiversity net gain is now at the forefront of decision and policy making in the national planning policy.

## How is the service performing?

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

- Despite the challenges facing the borough over the past year the Service has performed well to deliver some significant outcomes for Tameside.
- The directorate showed great adaptability i.e. efficiently delivering @£10m of Covid related business grants.
- c£25m of external capital funding has been secured, including Levelling Up Fund and Brownfield Homes Fund, to help deliver new homes and employment space, grow the Council Tax and Business Rates base in the borough, reduce unemployment, and deliver inclusive growth.

Future priorities will see the delivery of a significant programme of investment and development in locations across the borough whilst also developing the skills of employers, workers and those in education, which in turn supports the economic strength of the businesses in Tameside.

### **STRATEGIC PROPERTY**

- The service is new and has put in place multiple policy and procedures to support the corporate priorities and is meeting its statutory responsibilities.
- Disposals of surplus properties, to support the Capital Programme have commenced.

### **PLACEMAKING & PLANNING**

The Development Management service has continued to be delivered through the covid-19 pandemic. However, there have been a number of issues over the last 12 months particularly around retention of staff, use of IT and processes that have meant that service delivery has been challenging. Speed of decision making, delivery of a planning enforcement service and oversight of planning obligations have been particular areas of concern.

The planning enforcement function needs reviewing in terms of the resources available against the increasing caseloads and customer demands

Building Control is performing well considering the shortage of qualified officers and vacancies within the service but this is not sustainable. All 3 posts are being filled by agency staff.

The Planning Policy Team is considered to be performing at a high level.

The service has improved considerably in the last 12 months. Land Charges search return times has improved dramatically from one of the worst performing in the country to one of the best going from 40-45 working days to 7-12 working days.

Planning validations are now being turned around much faster with dedicated support in place.

During 2021-22 GMEU has provided advice on a greater number of planning applications than ever before, this had sometimes led to some issues with the provision of timely advice.

## How is the service performing?

### OPERATIONS & NEIGHBOURHOODS

- The Service is performing well delivering front-line services to residents within budget and meeting the statutory responsibilities of the Service Area.
- The challenges of austerity and budget restraints mean that we need to continually look at service efficiency and review the standard of delivery. However the cost of materials and services have increased due to the pandemic and Brexit and this is having a detrimental effect on the budget.
- Key issues include: Homelessness and the availability of supported housing. Issues of Anti Social Behaviour, speeding and tackling knife crime. Improving air quality and increasing access to sustainable transport.
- Against the delivery of front-line services, the Service Area will focus on meeting challenging budget savings, finding service efficiencies and redeveloping the way we deliver services in a post-Covid world.

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13.4m 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	145 Road Bridges and 250km public rights of way inspected	Manage and maintain 37 children's play areas	166,000 issues of digital items from Libraries
4500 disabled parking blue badges issued	Transport 800+ vulnerable residents each day	30,250km of highways gritted using over 3,000 tonnes of rock salt.	Manage 35 School Crossing Patrol Points
Over 80,000 telephone calls answered by the Call Centre in 21/22	32 War memorials / remembrance sites inspected & maintained	35,000 highway & greenspace trees inspected and maintained	Maintain and operate a fleet of over 239 vehicles and items of plant
Emergency support: food parcels, fuel vouchers and supermarket vouchers to 1130 households	Rehousing 166 people to prevent and reduce homelessness	2202 residents supported to claim £4.2 million of welfare benefits	Maintenance of over 29,000 street lighting columns, illuminated signs and bollards
Recycling rate 54%	4600 pest control visits per year	340,000 engagements for Cultural Services and almost 460 events and activities virtually and in person	Maintain 44,500 road gullies
3000 funerals a year	865 licensed premises	1500 Taxi Tests completed	1800 food premises regulated

## Achievements and successes in 2021/22

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

- Inclusive Growth Strategy 2021 adopted and now being implemented.
- Secured £20m of levelling up funding for Ashton town centre.
- Godley Green Garden Village outline planning application submitted for delivery of up to 2,150 new homes.
- Supported the delivery of the governments Kickstart Scheme to help residents back into employment.
- Delivered over 30 Tameside Employment Fund Placements
- Facilitated the provision of 10 self-contained apartments and houses for young adults moving to independence. Secured two site with Partners for the provision of apartments for residents with special needs.
- Signed MOU with DWP and commenced preparation to deliver the In Work Progression Pilot.
- Completed updated St Petersfield Masterplan and commenced preparation of development framework and site investigations at Ashton Moss, to help bring the sites forward to create thousands of employment opportunities for Tameside residents.
- Affordable housing for period 1 April 2020 to 31 March 2021: completions – 57 and starts on site - 220
- Facilitating the acceleration of six Registered Provider Housing schemes across the Borough with £4.3m Brownfield Homes Fund to support 346 new homes.
- Secured £50k of Homes England Revenue Funding for Site Investigations to support acceleration of new homes
- Secured £19.86m of capital grant from the Levelling Up Fund to support regeneration of Ashton Town Centre.
- Completed site feasibility and viability study in Stalybridge to provide a robust delivery strategy to bring sites forward for development.
- £100k grant funding secured for Stalybridge Interchange Options Study
- £400k Evergreen 3 revenue funding secured to support growth at Hyde Town Centre and Godley Green
- Hattersley Public Realm Agreement signed and being implemented
- New Ashton Old Baths data centre winner of international architecture award

### **STRATEGIC PROPERTY**

- Completed construction of the Hyde Pool extension.
- Completed a summer of school condition projects.
- Completed construction of the St Johns C of E Primary School extension.
- Identified a site and commenced design of a new 220 place SEND Primary School.
- Completed construction of a new Library in Droylsden and demolished the former Library.
- Completed a review of the operational estate alongside the WorkSmart agenda.

## Achievements and successes in 2021/22

### **OPERATIONS & NEIGHBOURHOODS**

- Continuation of frontline services throughout Covid-19, including staff redeployment to ensure resilience and help with humanitarian support.
- Undertaking 3 major service redesigns and consultation projects: Customer Services and Call Centre, Waste collection frequency change and Insourcing Housing Advice.
- Adoption of GM Minimum Licensing Standards
- Effectively supported businesses through Brexit, in particular Food Export Certificates.
- Reducing the contamination of paper and cardboard by 93% and winning a National Award for this work in the process.
- NABMA Markets Award - National Team of the Year
- Bereavement Services achieving 'GOLD' Standards from external auditors
- Cultural Services successfully applied for 98K of Cultural Recovery Funding from ACE
- Libraries have continuously been open in 21-22, adapting services to Covid restrictions plus - opening the new Droylsden Library in Guardsman Tony Downes House
- Established the Stalybridge Food Feast and Ashton Artisan
- 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 Delivery of the Chadwick Dam, Stalybridge and Hill Street, Ashton-under-Lyne MCF schemes, the LED side roads scheme

## Achievements and successes in 2021/22

### **PLACEMAKING & PLANNING**

The development management service has continued to operate through the covid-19 pandemic, helping to deliver investment opportunities for Tameside even though the number of planning applications and enforcement cases have gone up.

The team have supported virtual meetings e.g. Speakers Panel for Planning.

A planning application for Godley Green Garden Village has been validated and is currently under consideration. It will be progressed to a decision next year.

A duty planning service has been developed and implemented, receiving positive feedback from users.

There has been successful implementation of a means to submit enforcement complaints electronically and further work is underway to improve the enforcement function.

The PLANNING POLICY TEAM has:

- Published a revised Statement of Community Involvement (June 2021)
- Published an updated Local Development Scheme (July 2021)
- Published a Housing Delivery Test Action Plan (June 2021) identifying a range of cross departmental mechanisms to support housing delivery
- Published two updates to the Councils Brownfield Land register (January & December 2021), identifying land with potential to deliver a significant number of dwellings across brownfield sites.
- Published two updates to the Strategic Housing and Economic Land Availability Assessment (January and December 2021), visiting and profiling over 300 sites
- Extensively involved in the preparation of jointly prepared Places for Everyone development plan document to set the strategic planning framework and context for growth in the borough up to 2037 including the publishing of three site allocation topic papers
- Consulted on Places for Everyone from 9 August to 3 October 2021, creating and placing a range of display material, site notices and hard copy documents in public Libraries.
- Commissioned and finalised a range of evidence to support Places for Everyone, principally concerning transport
- Contributed toward the GM Local Nature Recovery Strategy as part of one of 5 national pilot study areas
- Successful as part of a GM bid for a share of £1.5m of Local Heritage list campaign funding administered by Historic England
- Contributed to the Local Impact Report in relation to the Mottram Bypass highway improvement scheme.
- Published an updated Authority's Monitoring Report (March 2021)
- Uplifted the Councils Developer Contributions online calculator in relation to Section 106 contributions (November 2021)
- Continue to contribute toward the Councils corporate IT project of replacing PlanWeb and PlanAccess and committed resource to the Digital Champions working group, pre testing the roll out of MS Teams and VPN updates.
- Supported the Councils Development Management function for an interim period of three to six months during a period of staffing changes to ensure it continued to deliver in line with government requirements.

## Achievements and successes in 2021/22

### **PLACEMAKING & PLANNING**

#### BUILDING CONTROL has:

- Kept the service running to support the construction industry and local economy during Covid whereas a number of the private sector Approved Inspectors companies' furloughed staff.
- Responding to dangerous structures call outs – approximately 80 call outs.

#### The LAND CHARGES TEAM has:

- Completed the Digitisation of the Land Charges records and the transfer of service to HM Land Registry
- Successful recruitment of 3 apprentices into the service which will bolster the support we can provide to the directorate service area whilst providing a sound foundation to the apprentices
- Implementation of Procedure Notes for Planning, Building Control & Land Charges. This will help future proof the continuity of service going forward.

#### GMEU has –

- Helped to prepare a Local Nature Recovery Strategy for Greater Manchester
- Begun to implement Biodiversity net Gain initiatives across Greater Manchester
- Contributed to the preparation of a number of Local Plans and the preparation of the Places for everyone Strategic Plan for Greater Manchester
- Facilitated the construction of more than 80 new ponds across Greater Manchester for the protected species great crested newts

## Key challenges and priorities for 2022/23 and beyond

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

- Preparation of Tameside Town Centres Strategic Framework
- Implementation of Ashton Town Centre Regeneration Programme
- Delivery of Stalybridge High Street Heritage Action Zone
- Preparation of Hyde Town Centre Masterplan
- Developing a delivery strategy for the next phase of employment development at St Petersfield
- Preparation of Ashton Moss Development Framework and completion of site investigations
- Progress the delivery of Godley Green Garden Village
- Continued delivery of the Hattersley regeneration programme
- Implementation of the Housing Strategy/Delivery Plan and provider frameworks to support care leavers and adults housing needs
- Secure external funding for strategic transport infrastructure
- Conclude Planning Inspectorate hearings on A57 Link Roads project
- Support business start ups, business growth and increased productivity.
- Deliver employment programmes to support people to access good quality employment and improve skills.
- 2x GM Growth Locations & Local Investment Frameworks to be progressed with GM for Eastern Growth Cluster and Hyde Triangle

### **STRATEGIC PROPERTY**

- Completion and implementation of Land and Property Review, alongside WorkSmart Project and external partners.
- Developing and delivering a programme of surplus sites for Capital Disposal.
- Implementing Community Asset Transfers.
- Review of TAS and Primary School Catering Contracts.
- Delivering Property/ Service Savings.
- Maintaining property statutory compliance in a challenging financial environment.
- Decarbonisation of the Council's property portfolio.
- Delivering a wide range of capital projects including a new SEND primary school and school condition program.



## Key challenges and priorities for 2022/23 and beyond

### **OPERATIONS & NEIGHBOURHOODS**

- Reframing and delivering services in a financially challenging and post-Covid environment.
- Succession planning and maintaining continuity of service delivery.
- Delivering responsibilities under the Clean Air Plan, Minimum Licensing Standards, Community Cohesion, Domestic Abuse and Homelessness.
- Implement a new face to face customer service centre model, Waste collection frequency change and Housing Advice in-sourcing.
- Delivering a wide range of capital projects including the Cycling and Walking Schemes, Highways Improvements, Ashton Town Hall
- Maintenance and repairs to deteriorating infrastructure assets, including boundary walls, bridges, culverts.
- Maintaining universal services for residents with diminishing resource.
- Continue the development of the new Cultural framework for Tameside
- Internal refurbishment of Dukinfield Crematorium Chapel
- Ensuring the fleet is Clean Air Zone compliant and pursuing options for reducing the reliance on fossil fuels across the fleet.'
- Review of street scene enforcement and changing residents attitudes
- Maintaining further Closed Churchyards and the potential funding required for health and safety improvements

### Challenges and risks

- Successful completion of major capital projects across the Service Area, within budget and on time.
- Succession planning and maintaining continuity of service delivery.
- Maintaining occupancy levels across the Markets in light of the high street decline
- Further cuts to frontline services which will have a noticeable impact on the appearance of the Borough
- Increasing service demands on the frontline services that the Service Area provides.
- Further budget pressures across the Service Area.

## Key challenges and priorities for 2022/23 and beyond

### **PLACEMAKING & PLANNING**

- To ensure that the service delivers the Council's priorities in respect of Godley Green Garden Village, Ashton Moss, St Petersfield, regeneration of town centres and other strategic development and investment priorities.
- To ensure that the service is more customer focused.
- To ensure an appropriate staffing structure is in place to improve delivery of the development management service as a whole.
- To ensure processes and IT are fit for purpose.
- To improve speed of decision making.
- To ensure quality of decision making in light of the above.
- To review the structure, processes, IT and performance of the planning enforcement team to provide for confidence in the planning system.
- To ensure that there are robust, transparent processes in place respect of the agreement, implementation and monitoring of planning obligations.
- To review the pre-application service and ensure that fees reflect expenditure.
- To retain staff and recruit for vacant posts as there is a national shortage of qualified and experienced planners.
- The submission and examination of Places for Everyone is expected to be particularly resource intensive over the next year. Indeed the examination is expected to take no less than 12 months and the process can be particularly demanding, with answers on matters or points of agreement often expected to be reached in no more than a couple of days.
- Supporting Places for Everyone while balancing this with progressing the councils own Local Plan will remain the key priority for the team in 2022/23.
- Recruiting permanent building control staff. There is an acute shortage of experienced and qualified building control officers. The 10 authorities in GM are looking at how the service can be operated in future and are looking at delivery options.
- Work to bring Building Control Application registration and validation times down
- Progress team training to ensure all team members are fully trained in all areas of the service to ensure work peaks in any area can be covered
- Restructure of some teams
- Implementation of new fees
- Biodiversity net is a growing area and subject to rigorous scrutiny so there will be greater demand on the service

## What does the service need to do to deliver (or support delivery) of the corporate priorities?

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

- Successful completion of regeneration programmes within budget and on time.
- Identify grant opportunities and successfully bid for funding.
- Development and delivery of Town Centre Strategic Frameworks.
- Implement Housing Strategy/Delivery Plan with external partners.
- Continued delivery of employment programmes.
- Invest to save/invest to earn initiatives and service delivery.
- Working with Stakeholders (public and private) in different innovative ways.

### **STRATEGIC PROPERTY**

- Successful completion of major capital projects across the Council, within budget and on time.
- Identify grant funding to decarbonise the public estate.
- Development and delivery of action plans to deliver the Climate Change and Environment Strategy
- Completion and implementation of Land and Property Review, alongside WorkSmart Project and external partners.
- Developing and delivering a programme of surplus sites for Capital Disposal.

### **OPERATIONS & NEIGHBOURHOODS**

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 Service Area, across the Council, and with external partners, is essential to maximise the effectiveness of the services provided.

## What does the service need to do to deliver (or support delivery) of the corporate priorities?

### **PLACEMAKING & PLANNING**

- The service strives to provide modern infrastructure and a sustainable environment.
- Ensure sufficient capacity and expertise is available in the team to process full range of planning and related applications.
- Review and implement improvements to development management processes, to make sure they are fit for purpose, and are delivering an efficient and effective service.
- Review the use of IT, within the context of the above, implement change and improvement where required and ensure support for the current and future needs of the service.

Page 164 Maintain and improve development management performance (speed of decision making) as a result of the above, including reducing the reliance on extensions of time for minor and other applications.

Ensure quality of decision making whilst ensuring that applications move through the system efficiently through development of a training programme for officers and members; as well as monitoring of appeal decisions.

Following review, develop and implement an improvement plan for the planning enforcement service.

To develop and implement an improvement plan for entering into and implementation, monitoring and oversight of planning obligations in connection with a review of the planning enforcement service.

- To review the current pre-application service, provide for improvements (in capacity and relationships with other services where required) with a focus on customers, developers and potential investors in Tameside.
- Develop and implement pre-application fees that reflect the cost of the service.
- Develop and implement ways of collecting and evaluating views of the service as a basis for improvement.
- The policy team needs to continue to do what it has done for the past 12 months, which is to commit itself to supporting the future submission, examination and eventual adoption of Places for Everyone and followed this on with the Local Plan.

## How will the service measure success?

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

- Meeting budget savings targets.
- Delivery of programmes within budget and on time.
- Realising invest to earn/save targets.
- Securing external grant funding.
- Reduction in unemployment and increases in skills levels.
- Delivery of new homes and employment space.
- Increased Council Tax/Business Rates receipts.
- Raising profile of the borough.

### **STRATEGIC PROPERTY**

- Meeting budget savings targets.
- Delivery of successful capital projects across the Council, within budget and on time.
- Increase cross-public sector collaboration with innovative ideas and transformational projects.
- Realising Capital receipts through disposals.

### **OPERATIONS & NEIGHBOURHOODS**

The Service Area monitor the following as a measure of service success and health:

- Delivery of successful capital projects across the Service Area, 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.
- A new cultural framework is developed in collaboration with cultural organisations and the community
- Delivery of a successful Clean Air Zone and Minimum Licensing Standards.
- 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.

## How will the service measure success?

### **PLACEMAKING & PLANNING**

- Number of planning permissions granted for housing and employment floor space (leading into the net increase in dwelling stock, employment floor space and jobs).
- Percentage of major planning applications determined within 13 weeks or within an agreed timescale.
- Percentage of minor and other applications determined within 8 weeks or an agreed timescale (with a reduced reliance on the latter).
- Percentage of appeals allowed against the authority's decision to refuse planning applications.
- Percentage of planning enforcement cases where action is taken within 13 weeks of receipt of an allegation of a breach in planning control.
- Percentage of planning enforcement cases where a site visit is taken within 10 days of receipt of an allegation of a breach in planning control.
- Reducing reliance of planning officers on extension of time by ensuring applications are registered and validated at the earliest opportunity.
- Measures in place to monitor planning obligations.
- Success will continue to be measured against the statutory responsibility of preparing annual updates to many of the above mentioned documents whilst also meeting the broad timescales set out within the Local Development Scheme in relation to Places for Everyone and the Local Plan.
- Building Control – By ensuring Building Control applications are registered within the required timescales and Initial Notice submissions are registered and acknowledged within the nationally required 5 working days.
- The number of applications received and market share on building regulation applications.
- Response times to applications.
- Responses to dangerous structures call outs
- Land Charges – Nationally published search return times by authority
- GMEU – further developing recording and monitoring databases, particularly with regard to Biodiversity Net Gain

# Appendix 11 Director of Place Budget Proposals

Spend Analysis	Revenue Budget £
<b>Expenditure</b>	
Employees	27,060,200
Premises Related Expenditure	8,008,930
Transport Related Expenditure	6,206,910
Supplies and Services	39,137,992
Transfer Payments	1,544,660
Recharge Expenses	4,984,499
Capital Items & Reserve Movements	1,285,077
Third Party Payments	34,715,220
<b>Expenditure Total</b>	<b>122,943,488</b>
<b>Income</b>	
Recharge Income	(26,758,910)
Customer and Client Receipts	(16,451,315)
Government Grant Income	(18,468,750)
Other Grants Reimbursements and Contributions	(49,000)
Other Income	(2,473,999)
Interest Income	(605,700)
<b>Income Total</b>	<b>(64,807,674)</b>
<b>Grand Total</b>	<b>58,135,814</b>

Service Area	Revenue Budget £
Community Safety & Homelessness	4,381,280
Cultural & Customer Services	3,116,280
Engineers, Highways & Traffic Management	3,951,760
Management & Operations	(1,386,560)
Operations & Neighbourhoods Management	30,737,150
Public Protection & Car Parks	441,430
Waste & Fleet Management	3,870,700
Growth Management	108,570
Development & Investment	773,012
Economy, Employment & Skills	940,522
Infrastructure	104,377
Planning	643,967
BSF, PFI & Programme Delivery	(1,560)
Asset Management	295,487
Capital Programme	1,070,521
Corporate Landlord	5,117,499
Environmental Development	567,890
Estates	(1,377,595)
School Catering	(9,186)
Operations & Greenspace	5,156,300
Markets	(366,030)
<b>Grand Total</b>	<b>58,135,814</b>

## Pressures 2022/23

Nature of Pressure	Description of pressure	Pressures Forecast - Incremental				
		2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
Reduction in other fees/charges/income	Delay in delivery of additional income targets due to COVID	(500)	(250)	(250)	0	0
Reduction in other fees/charges/income	Additional income pressures in car parks and markets	(439)	(400)	0	0	0
Reduction in other fees/charges/income	Car park income	(200)	(50)	0	0	0
Reduction in other fees/charges/income	Market ground income	(200)	0	0	0	0
Other service pressures	Rent Free Period for Tenants in Tameside One	(69)	0	0	0	0
Other service pressures	Local Plan exc staffing	149	19	33	25	0
Other service pressures	Godley Green - planning	(500)	0	0	0	0
Other service pressures	Transpennine upgrade Mottram by pass impact report	(25)	0	0	0	0
Other service pressures	Ashton Moss master plan	(250)	0	0	0	0
Other service pressures	LHA Homelessness funded accomodation	(556)	0	0	0	0
Other service pressures	Senior Management Restructure - additional costs	25	0	0	0	0
Staffing related cost pressure	Cost of salary increases (pay award and pay increments)	1,480	920	938	957	976
		<b>(1,085)</b>	<b>239</b>	<b>721</b>	<b>982</b>	<b>976</b>



## Savings 2022/23

Scheme	Saving Forecast - Incremental				
	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
Cost Reduction of Utility (Gas and Electricity) by installation of energy saving measures in Council buildings	20	25	25	30	0
CCTV connection to dark fibre	89	0	0	0	0
Commercial Estate Income Generation - opportunities to increase income through build/purchase of industrial estate.	105	0	0	0	0
Sport and Leisure	(150)	0	0	0	0
Sport and Leisure	300	0	0	777	0
Relocation of Droylsden library and coming out of Hattersley hub offices and community 7 rooms	60	65	0	0	0
Bring statutory housing service in house	50	0	0	0	0
Bring security activities in house	10	0	0	0	0
Public Protection staffing review	115	0	0	0	0
Reduce collection frequency - 3 weekly blue bin collections	135	0	0	0	0
Reduce collection frequency - black bin collections to 3 weekly	135	0	0	0	0
Review of customer services face to face offer	46	0	0	0	0
Work with STAR to ensure procurement in stores is best value and on contract	69	0	0	0	0
Facilities Management and Estates savings	300	0	0	0	0

## Savings 2022/23

Scheme	Saving Forecast - Incremental				
	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
Cessation of British Waterways Levy	76	0	0	0	0
Reduction in posts, income generation from management fees and restructuring external budgets.	(43)	0	0	0	0
Asset Management Accommodation Strategy (operational)/ WorkSmart	207	174	33	33	0
Transfer processing of street sweepings into the waste levy	50	0	0	0	0
Grounds maintenance staffing	54	0	0	0	0
Removal of staffing budget for Museum of Manchester Regiment (MMR)	(20)	0	0	0	0
Service redesign (Building Control & Planning Development management)	20	0	0	0	0
Senior management restructure	147	0	0	0	0
Waste & transport levy net reduction	124	0	0	0	0
	<b>1,899</b>	<b>264</b>	<b>58</b>	<b>840</b>	<b>0</b>

## Budget Proposals 2022/23

Service Area	Revenue Budget £
<b>Exchequer</b>	
Exchequer	1,522,324
<b>Governance</b>	
Democratic Services	642,809
Executive Support	1,667,598
Governance Management	102,471
Legal Services	1,625,681
<b>Policy, Performance and Communications</b>	
Policy, Performance & Communications	1,544,740
<b>People and Workforce Dev</b>	
HR Operations & Strategy	681,363
Organisational & Workforce Development	564,339
Payments, Systems and Registrars	1,354,425
<b>Grand Total</b>	<b>9,705,750</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
- To 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**

- To 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.
- To support school appeals processes.
- Continued implementation of key functions of modern. Gov meeting software.
- To support Local Government Boundary Reviews as required

#### **Policy & Communications & Transformation**

- 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
- Leading and delivery of the Tameside Transformation Programme

#### **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 2021/24

**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 continued:

**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 2022 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

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

**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, recruitment, talent management and employee voice networks

**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 including 5 service reviews during 2021/22, primarily in Children's services to support the improvement plan.

**Transformation** – continue to support the Council's transformation team and associated agenda

**Business Partnering Model** – Establishment of the BP model to provide targeted support to directorate management teams to drive forward workforce plans

# Appendix 12 Director of Governance Budget Proposals

## **Services Delivered**

**Exchequer** provides a Council Tax and Business Rates administration and collection function with estimated net collectable debits for 2021/22 being £123m for Council Tax and £49m 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 £17.7m a year is paid out in Council Tax Support and £54.4m 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 delivery of the Mayors Office is also led by the Democratic Services. 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, information requests and records management together with service improvement and directorate support business management for the 10 directorates.

**People and Workforce Development** provide support to the 2850 employees across the organisation (excl school based staff), ensuring the Council has a suitably skilled and knowledgeable workforce in place to ensure delivery of our organisational priorities. 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 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 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, takes notice of intended marriages and civil partnerships and conducts 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 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 2021/22

### Exchequer Services

Successful spend of Discretionary Housing Payment monies April to December £329.7k.

Payment of £329k Business grants paid April 21 to 30 November 21.

Despite COVID and suspension of recovery of monies on track to achieve collection rates of 94% for current year Council Tax and 97% 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.

Covid Hardship spent April 21 – 30 November £671k.

Self Isolation payments paid April 21 to 30 November 21 £754k mandatory and £272k discretionary (total £1.027m).

Total net debit raised from Single Person Discount Review £549k – SPD removed from 1645 accounts.

## Achievements and Successes 2021/22

### Policy and Performance

Supporting inspection and accreditation (Ofsted Assurance Visit 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. Including All Equals Role Model Accreditation

Supporting Scrutiny Panels / Overview Panel

Leading Co-operative Council Accreditation

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

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)

Delivery of Community Champions Programme

Providing a 24/7 emergency communications service

Design of 2,000 organisational assets

Production of Borough Newsletter 3 times per annum



## Achievements and Successes 2021/22

### People and Workforce Development

Significant improvement in performance of creditors function **with 98% of** invoices being paid within 30 days. Clearing of 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 was 6 days.

Continued support of the whole workforce changes in response to Covid 19 pandemic and assisted schools to remain open.

Continued to develop and deliver a range of health and wellbeing, resilience interventions for our workforce. 392 attendees over 7 different interventions; namely Emotional Wellbeing in response to COVID 19, Overcoming worries, Sleeping Well, 5 ways to Wellbeing, Boosting Confidence, Wellbeing It starts with you and Increasing your Resilience. Also 206 days of motivational/Wellness health and wellbeing messages. 6 Self referrals made with Remploy within first month of launch of support. Launched campaigns such as Great Outdoors encouraging all to go out for walks during breaks and share photos. Also developed various guides online available to access at any time including Caring Through Covid, Menopause e-learning course, Financial Wellbeing, Physical Wellbeing and Supporting Mental Health; Spotting the Signs.

Established FAQ's that set out key workforce principles to effectively manage the workforce through the stages of the pandemic.

Supported the Covid response by supporting the supply and deployment of over 150 staff from their normal role into high priority areas.

Continued a comprehensive redeployment programme for staff to ensure they are fully utilised when not able to do their normal job role during the ongoing pandemic.

Continual update of the comprehensive set of FAQs for our managers and workforce.

Continue to deliver a fast track recruitment campaign for social care.

Continued regular dialogue with all trade unions on a weekly basis during the pandemic period.

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 by adding additional modules and conversion to digital delivery method totalling 161 completed ALP across 8 cohorts. Developed and delivered Managing Virtual Teams programme with four modules 3 cohorts delivered, 41 will complete the full ILM programme. 21 members of staff have completed FULL Strive Leadership Programme during this time

Development of digital induction and Chief Executive welcome sessions, over 3 sessions and 97 attendees.

Joint Tameside and Salford leadership apprentice programme and conference. 3 cohorts with 25 ongoing Level 5 upskillers. 22 ongoing Level 3 upskillers. 7 Level 3 Distinctions have been awarded so far from the first cohort.

PSL Conference was delivered over 3 days to over 70 apprentices on this joint programme, with Chief Executive Officers and senior leaders talking about their personal leadership journeys, find out what's on the current radar from a leadership perspective, gain advice on building professional relationships and other leadership values.

# Appendix 12 Director of Governance Budget Proposals

Undertook a whole workforce survey with 55% return rate

Ongoing commitment to employment of apprentices and commencement of Kickstart programme

Continued e learning programme with 15,164 completed courses by TMBC (across 141 courses) and 193 by CCG staff (across 22 courses)

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

Worksmart programme continued and following engagement with staff/managers introduced a pilot area in T1.

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

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

Supported the implementation of the Transformation Programme

Progressed around 75 pieces of casework (disciplinary, grievance, capability) along with supporting managers with an average of just under 60 attendance cases each month, which will hopefully achieve the Council to consistently have the highest attendance levels across GM for this financial year.

Processed occupational health and counselling referrals, averaging a joint total of around 600 referrals in a year

Maintained high pension performance

Number 1 ranked local authority for pension performance (across AGMA). Also retained our high level of assurance audit for pension administration.

Retained our high level of assurance audit for payroll.

Undertaken 58 job reviews to support service review and job redesign activity

Reviewed and implemented 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

Working with GM colleagues in the health ICS transformation.

Further Implementation of self service function of iTrent payroll

Continued buy back of schools for payroll, pension and HR functions

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

Undertook job evaluation reviews 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

Assisted TUPE Academisations

Onboarded new customers to payroll and pensions team during 21/22

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

- New Starters – 780
- Transfers – 388
- Additional Job – 118
- Contractual Changes – 1543

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

Developed and implemented our response and payment adjustments in relation to all staff employed on a term time only (TTO) basis

# Appendix 12 Director of Governance Budget Proposals

## What are the key challenges and priorities for 2022/23 and beyond?

### Exchequer Services

- **Resources** – Additional COVID related work continues to stretch resources to the extent that day to day work is not always completed timely.
- **Recovery** –Focus on recovery of monies against backdrop of stretched resources and mandatory COVID related work which is continuing ie self isolation payments, discharge to assess and business grant assurance work.
- **Grant Assurance Work** - Significant post grant assurance work required for BEIS and working with internal audit.
- **Digital** Web Chat, mobile working for Visiting Officers although this requires resource investment
- **Adults Finance Recovery** Requires resource to address sensitive high value arrears relating to elderly and vulnerable customer requiring care for whom automated recovery is not appropriate.
- **Care cap implementation:** Implementing the new measure yet to be announced by central government on the new cap on care costs
- **Alternative Recovery Methods** Charging orders on property /bankruptcies/Committals
- **Reducing budget** from DWP for work undertaken.

### Democratic Services

- Successfully deliver local, and other elections that may be called during the year.
- Continued management of formal decision making during Covid
- Further development of in house webcasting functions of democratic meetings.
- 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 2022
- 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
- To assist it the delivery of changes as a results of the health transformation ICS review.

## 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, Poverty School readiness, health improvement are all supported by ensuring key performance and intelligence data is available to support decisions, timely and effective communications take place, right and proper legal guidance is provided, staffing to deliver on key priorities are engaged and supported and the back office support is aligned accordingly.

# Appendix 12 Director of Governance Budget Proposals

## What are the key challenges and priorities for 2022/23 and beyond?

### HR & OD

- **Worksmart Project** – Ongoing redesign and transformation of our working and employment arrangements 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 2021/24, 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, works 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 and reflect the changes/requirements as a result of the ICS health reform
- **ICS Transfer** – ICS transfer and the impact on Council service delivery

## 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 functions.

The Policy & Comms team will develop a delivery and monitoring framework for the Corporate Plan and develop a coherent narrative around delivery of the Corporate Plan.

HR & OD will continue to support and deliver 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 12 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

## 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
- Implementation of changes as a result of the ICS Health reform.
- Contracting decisions being brought back in-house and the TUPE workforce issue that brings

# Appendix 12 Director of Governance Budget Proposals

## What are the key challenges and priorities for 2022/23 and beyond, continued?

### Policy & Communications & Transformation

- **Resources:** Additional COVID related work has stretched resources and capacity
- **Recovery:** Supporting the organisation to refocus its strategy and policy agenda post Covid
- **Transformation:** Implementation and delivery of the organisations transformation agenda.

### 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 Place directorate including the disposals programme.
- Godley Green - support to the project and being instructed on planning related matters
- 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 during 22/23 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 Council 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.

Implementing the changes linked to the ICS Health reform



## 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 £110m collected 2020/21 – 95.46% of total due
- Council Tax current year collection as at December 2021 is £89.6m - 72.62%
- Business Rates £29.2m collected 2020/21
- Business rates current year collection as at December 2021 is £33.2m – 67.44%
- Dry Debt Collection £84.3m 2020/21

## 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.

## People & Workforce Development

Continued reduction of absence levels to lowest across GM and compared with the Metropolitan Councils in the country  
Payment of accounts payable – 97.31% average for April to Dec 21  
Payroll accuracy rate 97%.

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.

Gender pay gap as at 31 March 2021 is +1.76%

Increased % of BAME workforce from 6.73% in 2017 to 8.12% at the end of 2021.

Registrars for period: 01/04/2021 – 31/12/2021

Births, - 1672

Deaths –1742

Marriages – 313

Civil Partnerships – 12

Marriage Notices – 1336

Civil Partnership notices - 19

## 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 2050 Individuals

The organisation has been awarded All Equals Charter Role Model Accreditation

# Appendix 12 Director of Governance Budget Proposals

## How will the service measure success?

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

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

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

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

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

Service Area	Revenue Budget £
Exchequer	1,522,324
Governance	4,038,559
Policy, Performance and Communications	1,544,740
People and Workforce Dev	2,600,127
<b>Grand Total</b>	<b>9,705,750</b>

Spend Analysis	Revenue Budget £
<b>Expenditure</b>	
Employees	13,445,882
Premises Related Expenditure	36,755
Transport Related Expenditure	34,830
Supplies and Services	2,111,314
Transfer Payments	56,457,203
Third Party Payments	500
Recharge Expenses	106,800
<b>Expenditure Total</b>	<b>72,193,284</b>
<b>Income</b>	
Recharge Income	(886,850)
Customer and Client Receipts	(2,095,203)
Government Grant Income	(58,676,235)
Other Income	(829,246)
<b>Income Total</b>	<b>(62,487,534)</b>
<b>Grand Total</b>	<b>9,705,750</b>



## Savings 2022/23

Scheme	Saving Forecast - Incremental				
	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
Review of workforce development budget - for one year and further review thereafter	(20)	0	0	0	0
	<b>(20)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Pressures 2022/23

Nature of Pressure	Description of pressure	Pressures Forecast - Incremental				
		2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
Staffing related cost pressure	Cost of salary increases (pay award and pay increments)	732	410	419	427	436
		<b>732</b>	<b>410</b>	<b>419</b>	<b>427</b>	<b>436</b>

## Budget Proposals 2022/23

Service Area	Revenue Budget £
Digital Tameside	4,844,580
Financial Management	2,566,010
Risk Management & Audit Services	1,719,070
<b>Grand Total</b>	<b>9,129,660</b>

### **Service Objectives – Financial Management**

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. Since 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 work of the Financial Management Team mirrors, in a wider way, the role of the CFO and is defined and described as:

- Being 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;

### **Service Objectives – Finance Management**

- 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.

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, the Medium Term Financial Plan, the production of the annual accounts, regular revenue and capital monitoring and forecasting and treasury management are just a few examples.

## Service Objectives - Risk Management and Audit:

The Internal Audit Team 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. It 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.

## Service Objectives - Digital Tameside

Information Technology 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 and solutions for users to make the most of the technology available,
- High speed, resilient connectivity in Council buildings and to the Internet,
- Robust and secure infrastructure providing full disaster recovery facilities for on-premise hosted systems,
- 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,
- Effective Cyber Security keeping the Councils Digital assets safe.

## Services Delivered

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
- Cyber Security

Spend Analysis	Revenue Budget £
<b>Expenditure</b>	
Employees	5,317,720
Premises Related Expenditure	326,540
Transport Related Expenditure	199,660
Supplies and Services	4,393,120
Recharge Expenses	22,065
Capital Items & Reserve Movements	235,830
Third Party Payments	234,005
<b>Expenditure Total</b>	<b>10,728,940</b>
<b>Income</b>	
Recharge Income	(1,067,170)
Customer and Client Receipts	(345,740)
Government Grant Income	(143,370)
Other Income	(43,000)
<b>Income Total</b>	<b>(1,599,280)</b>
<b>Grand Total</b>	<b>9,129,660</b>

### Core Themes

### Foundations

### Priorities



**At the forefront of responsive and ubiquitous high quality digital public services.**

- 1.1 Single economy wide digital front door offering public services that are joined up, user-friendly and make sense.
- 1.2 Using technology and Artificial Intelligence to deliver better services and smarter, tailored digital interactions.
- 1.3 World class accessible, engaging and targeted digital communication channels.
- 1.4 Sharing and using open data to improve and develop services.
- 1.5 Empowering Citizens to access and manage the information that is held about them.
- 1.6 Smart health and social care.



**Highly skilled and agile workforce confident in using technology.**

- 2.1 IT literate, self-sufficient workforce, confident (comfortable?) in their use of technology through access to effective training and online support.
- 2.2 Using artificial intelligence and automation technologies to enable smarter interactions.
- 2.3 Using modern digital equipment, productivity solutions and connectivity to support agile and collaborative working.
- 2.4 Using common approach to transformation (Squad based).
- 2.5 Using sound business intelligence/predictive analytics to share data intelligently, inform service delivery and support transformation.
- 2.6 Network of super users and Digital Champions.



**Strong and sustainable economy maximising digital opportunities.**

- 3.1 Supportive environment and culture to attract and grow digital businesses.
- 3.2 Tameside businesses adopting and exploiting digital solutions.
- 3.3 Tameside recognised as a leader in specialist digital technology such as e-health and manufacturing.
- 3.4 Digital quarter: destination of choice for digital businesses with favourable conditions, space & opportunities.
- 3.5 e-commerce support and advice for local businesses.
- 3.6 Support businesses to up-skill their workforce where needed.



**Sustainable digital eco system which provides the building blocks for transformation.**

- 4.1 Robust, resilient & secure enterprise infrastructure.
- 4.2 Well-designed integrated systems that make use of artificial intelligence, automation/workflow and joined up data.
- 4.3 Industry standard lifecycle management of digital solutions and organisation wide approach to software/systems and support.
- 4.4 Reduce the creation, processing and storage of paper.
- 4.5 Collaborative, secure and fully integrated information storage and sharing across the economy.
- 4.6 Investment in R&D in order to actively exploit emerging technologies.



**Opportunities for people and business to fulfil their potential through technology.**

- 5.1 Strengthening our Digital Talent pipeline.
- 5.2 Helping everyone to become skilled and confident in order to use digital enabled services and be safe on-line.
- 5.3 Diverse learning opportunities for digital skills for all.
- 5.4 Giving children the best start through digital innovation.
- 5.5 Digital accessibility and engagement for all.
- 5.6 Helping communities to support each other through superior on-line support and use of social media.



**Fast resilient digital infrastructure connecting all communities.**

- 6.1 Single digital infrastructure available for all public sector bodies including schools and colleges.
- 6.2 Competitive and world class digital infrastructure.
- 6.3 Fast and affordable internet access for all.
- 6.4 Expand free wifi across all communities and be at the forefront of 5g rollout.
- 6.5 Widespread availability of information/service access points/terminals in public spaces.
- 6.6 Using technology to make our communities safer.

**Cyber Safe and Secure with full GDPR compliance and Information Governance**  
 Guarantee security and privacy of the systems that hold public data – people should have absolute confidence in what's happening to their information.

Marketing and Communications

## Financial Management Achievements and Successes in 2021/22

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 £1bn of spend, ensuring greater visibility as to the effectiveness of the spending decisions to maximise outcomes for residents, and supported by the expanded Integrated Better Care Fund.

Integration of the workforce continues with key senior staff now working across both the Council and CCG, and with both teams learning from each other. The embedding of new staffing structures has been successful, however the financial management team, in common with many local authorities, has struggled to recruit staff with the appropriate skills and experience and a number of vacancies remain. The rotation of Finance Business Partners has been very successful, generating significant cross-organisational learning, and allowing staff resources to be prioritised to better align support to services and focus on the areas of greatest organisational risk.

Both sets of statutory accounts were produced on time to revised timescales following the covid pandemic, although still waiting for final sign-off from the External Auditor. The 2021/22 budget proposals relied on no further use of reserves, but did rely on the achievement of £8.9m of savings: to date, and following improved reporting and accountability around savings, all saving are on target to be achieved.

Work and relationships with schools continues to be good. There continues to be increasing pressures and underfunding of the High Needs part of the budgets. Plans for a new build Hawthorns Schools are being developed. 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, with a focus on ensuring contract compliance, achieving Value for Money and efficiencies, and enhanced Social Value.

The ongoing Covid pandemic continues to present challenges for some in the teams, and ensuring the mental health and wellbeing of the team remains a priority.

The 2021/22 budget monitoring process has been robust with additional resources targeted at high risk areas, notably the demand-led budgets of adults and childrens. This has provided the financial management team with greater knowledge with which to prepare the 2022/23 budget, including significant savings plans which have been developed with the Directorates, alongside robust monitoring, delivery and reporting mechanisms. This, along with the newly produced Corporate Charging Policy, will help to ensure the plans remain on track during 2022/23 and beyond.

## Financial Management Priorities for 22/23 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 2022/23. 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.
- Review the Council's Capital Programme, aligning the spending aspirations with the capital strategy and disposals plans.
- Review all fees and charges, and implement the Council's new Corporate Charging Policy, to maximize available income in support of the Budget Strategy.
- Support the newly formed Transformation Team as they develop the cross cutting enabling programmes to support all Council and CCG services to deliver on ambitious efficiency targets.
- Continue to provide enhanced support to the demand-led budgets of Adults and Childrens to understand trends and demographic pressures.
- Work alongside the Adult Services Directorate to safely and effectively implement the White Paper, including the cap on Care and the Cost of Care model.
- Continue to review staffing structures and to develop staff by providing development opportunities, including staff rotation.
- 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.
- Continue to develop the treasury management strategy to maximise returns within the policy framework
- Produce the financial accounts on time and to a high quality and continue to improve their presentation and readability
- To roll out and embed the new financial regulations and develop a training package to support budget holders understand their role in operating within the updated financial regulations.
- Support the organization to recover from the Covid Pandemic, and take opportunities afforded by the Build Back Better and Levelling up agendas.
- Gain Accreditation in the NHS Finance Skills Development and become the first integrated team to gain accreditation



# Appendix 13 Director of Finance and IT Budget Proposals

## **Risk Management and Audit – Achievements and Successes in 2021/22**

The internal audit plan continued to respond to Council priorities and new risk profiles and the revised plan delivered. Reactive work was delivered in terms of fraud/irregularity work and new/amended processes/systems to ensure the control environment remained robust.

Assurance work and fraud investigations have continued to be undertaken in relation to the Business Support Grants/payments 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 has continued to provide alerts and intelligence to members regarding suspected fraud and worked with BEIS to provide and share intelligence in relation to COVID-19.

## **Risk Management and Audit - Priorities for 22/23 and beyond:**

To deliver the Audit Plan for 2022/23 which will remain responsive to changing priorities 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.

NAFN will continue to deliver a national data and intelligence service to public sector members, seeking new opportunities to expand and delivering a transformation project in terms of it's ICT infrastructure and systems.

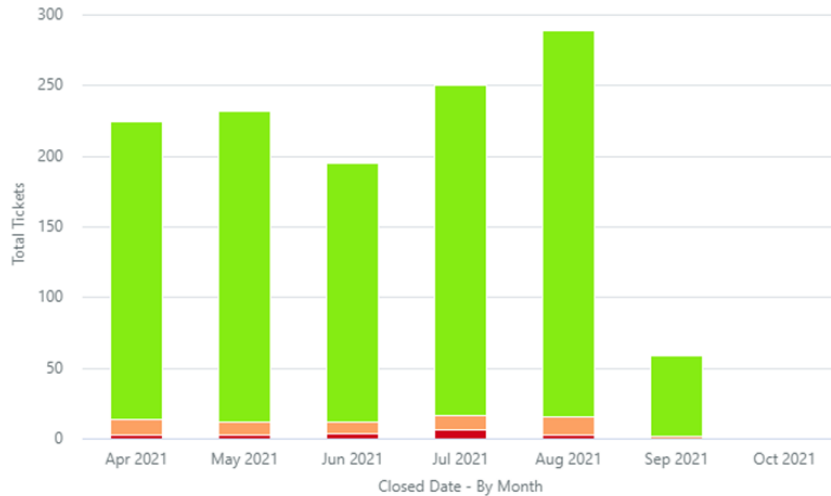
## How is the service performing?

### Corporate Health Oct 2021

IT									
	C26	IT Support Tickets		1,854	1,976	Aug 2021	↑		
	C27	Tickets Resolved at First Contact	Support tickets resolved without IT staff adding any notes or replies	49.95%	55.16%	Aug 2021	↑		
	C28	Tickets Resolved after 48+ Hours	Support tickets with resolution times greater than 48 hours, whether resolved at first contact or not	10.09%	7.89%	Aug 2021	↓		
	C29	Average Ticket Resolution Time		16h 27m 58s	11h 12m 4s	Aug 2021	↓		

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Total Tickets grouped by Satisfaction Rating



Total Tickets - SLA Status - No. of



## Digital Services - Achievements and Successes during 2021/22

- A review of the service has been undertaken with help from SOCITM (Specialist IT Consultancy) and consultation with services and groups from across the Council. This has led to a new Operating Model being developed which should provide the skills and capacity that the corporate IT Service require to deliver on key agendas such as the Digital Strategy, Cyber Strategy, Office 365 roll-out, alongside the emerging Transformation and Work Smart programmes. Final agreement on the speed and extent to which the Council adopts this new model is yet to be finalised. The initial “priority” phase of implementing the new model will see additional skills and capacity into Cyber Security and deployment of Office 365.
- Implementation of Microsoft Teams Meetings first
- Re-location of Data Centre from Rochdale to new state of the art facility located in Ashton Old Baths. Initial phase of moving all TMBC hosted systems from Rochdale to the Tameside Hospital Data Centre is complete. Building the new server infrastructure in Ashton Old Baths DC is underway in readiness for hosted systems being migrated to their new permanent home.
- Implement new Disaster Recovery facility at TGH.
- Continue to upgrade all Council sites to ensure they have fast, flexible and secure cabled and Wi-Fi networks in place.
- Completion of programme to upgrade all servers onto 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.
- Upgraded GIS solution.
- Removed desktop phones and moved all telephony to either Contact Centre system or Teams
- Started a programme to standardise Councillors technology and drop in sessions.
- Launched new protocol for Digital Solutions to ensure that all solutions used by the Council meet the required digital standards, are compliant from a cyber-security and information governance point of view, are fit for purpose, have appropriate maintenance and support arrangements in place from the start, have compliant procurement mechanisms and appropriate contract management arrangements, have an ongoing technology/development “roadmap”, and are a sound investment.
- Create a single register of all IT systems in operation across the organisation and implement a process to effectively manage the life cycle of all systems.

# Appendix 13 Director of Finance and IT Budget Proposals

## Digital Tameside – Vision and Key Priorities:

We will continue to invest to create world class enterprise digital infrastructure which will keep our data safe, our services resilient and support collaborative working across the sector.

We will ensure that our employees understand both the benefits and risk of the Internet and how to keep themselves safe.

We will make Tameside the best connected borough in the UK. We want to ensure that all businesses, residents and public services all have access to a world class digital infrastructure.

Through the delivery of the Digital Strategy and the Inclusive Investment Strategy we will aim make Tameside the place in Greater Manchester to come and do businesses, a place where the local economy is prospering, a place where the adoption and exploitation of digital technologies is widespread and successful, and place where St Petersfield Digital Quarter is recognised as the thriving destination of choice for technology companies.

The Digital revolution also offers Public Services a huge opportunity to transform the way it works. We can use technology to empower our workforce and improve our efficiency, helping them to work more flexibly and using technology to improve quality, outcomes and save money.

We will have a workforce that is equipped, confident and competent to use technology to deliver new services that are more efficient, more inclusive and more convenient.

To support this transformation in the way we work, and ensure that the services we deliver are reliable, secure and robust the Council will also invest in its core IT infrastructure to keep it fit for purpose. We will invest time and resources to ensure we have the right technology platforms in place, and through ongoing research and development keep abreast of emerging technologies and the opportunities it can bring.

We can also use Digital to better join up the way we work with our partners as well as change the way we deliver services to the public making them easier and more convenient to access.

We will offer digital access to public services that is joined up, user-friendly and makes sense and we will foster innovation by engaging with best digital practice to find better solutions to local problems.

## Digital Tameside – Priorities for 2022/23 and beyond:

Continued development and implementation of the new Operating Model, which should provide the skills and capacity that the corporate IT Service require to deliver on key agendas such as the Digital Strategy, Cyber Strategy, Office 365 roll-out, alongside the emerging Transformation and Work Smart programmes. Final agreement on the speed and extent to which the Council adopts this new model is yet to be finalised. The initial “priority” phase of implementing the new model will see additional skills and capacity into Cyber Security and deployment of Office 365.

Implementation of Microsoft Office 365 including

- Teams for collaboration across the organisation and beyond.
- Upgrade of Outlook, Word, Excel and PowerPoint from 2016 to latest versions.
- Migration of files from shares to SharePoint.
- Implementation of OneDrive.
- Development of extensive user training resources.

Deliver Cyber Security Strategy and Action plan and achieve Cyber Essentials and IA SME cyber accreditation.

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.

COVID-19 has already changed the ICT landscape. New ways of working mean we are becoming more reliant on technology or using it in a different ways. In the short term new requirements are emerging including:

- Equipping key meeting rooms to support hybrid face-to-face and Video conferencing.
- Equipping people to work at home safely and effectively.
- Removal of telephone handsets from desks, and ensuring staff who need a phone extension have the appropriate access via Skype for Business or the Unexus Call Handling system, ahead of the move to MS team telephone.

As we begin the return to office working, we need to ensure that the technology within our buildings and office spaces is working effectively following 18 months of none or limited use, and ensure that it's fit-for-purpose in relation to new working arrangements/practices.

In the medium and longer term the impact of work force reform and review of our buildings will also lead to changes in the work plan and re-alignment of investment in ICT infrastructure such as Wi-Fi, switches and security improvements to frame rooms in some locations.

With such a large and wide ranging work programme engagement with Services regarding new or additional ICT requirements will take place.

Expansion of the borough's public Wi-Fi network

Commercialization of the new Data Centre – the 1st such facility in the borough.

## Pressures 2022/23

Nature of Pressure	Description of pressure	Pressures Forecast - Incremental				
		2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
Other service pressures	IT Revenue budget pressures	112	98	(11)	0	0
Other service pressures	IT Investment for cyber security and Office 365	420	0	0	0	0
Staffing related cost pressure	Cost of salary increases (pay award and pay increments)	288	165	169	172	176
		<b>820</b>	<b>263</b>	<b>158</b>	<b>172</b>	<b>176</b>

## 2022/23 IT Investment Budgets

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2022/23 Budget		Investment Areas for 2022/23
<b>XI000102 Systems/Misc</b>		
Computer Software	£845,590	Primarily Microsoft products including Windows, Office, Teams and other business productivity tools. IT support systems including the Service Desk, training support and equipment. Some corporate solutions such as BACs and document management.
Core Hire	£9,030	
Internal Vehicle Fuel Costs	£500	
Professional Services	£30,000	
Staff Car Park Passes	£700	
Subscriptions	£2,680	
Workshop Recharges including Misuse & Damage Costs	£700	
<b>TOTAL</b>	<b>£889,200</b>	
<b>XI000103 Data Centre</b>		
Computer Hardware Maintenance Costs	£47,560	Ongoing maintenance and support costs for software and hardware that is used in the primary and DR Data Centres.
Computer Hardware Purchase	£2,000	
Computer Software	£127,700	
<b>TOTAL</b>	<b>£177,260</b>	
<b>XI000104 Networks &amp; Telephony</b>		
Computer Software	£4,050	Ongoing maintenance and support for software and hardware in relation to the Council's network infrastructure.
Network Equipment/Setup	£20,000	
Network Maintenance/Rental	£65,750	Call Centre Telephone System renewal, support and maintenance.
Professional Services	£9,800	
Telephone Equipment Repairs & Maintenance	£72,730	
<b>TOTAL</b>	<b>£172,330</b>	

## 2022/23 IT Investment Budgets

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2022/23 Budget		Investment Areas for 2022/23
<b>XI000105 Cyber/Security</b>		
Computer Hardware Maintenance Costs	£10,130	Ongoing maintenance and support for software and hardware used for the purpose of protecting the Council's network and data. Testing and accreditations costs.
Computer Software	£11,340	
Security Services	£99,930	
<b>TOTAL</b>	<b>£121,400</b>	
<b>XI000107 ICT Replacements/Investments</b>		
Computer Software	£97,390	Replacement of Data Centre and Network equipment and purchase of perpetual licences for the same purpose.
Network Equipment/Setup	£472,190	
Professional Services	£10,000	Budget includes annual contribution to reserves to fund IT investment and device replacement.
Transfers to/from Reserves	£690,230	
Use of Reserves	(£231,470)	
<b>TOTAL</b>	<b>£1,038,340</b>	
<b>XI000108 AOB Data Centre</b>		
Computer Hardware Purchase	£28,660	Provision of FM managed services and power for the new Data Centre.
Electricity	£16,630	
Fee Income	(£33,500)	Income from commercial operation of part of the Data Centre.
Professional Services	£60,940	
<b>TOTAL</b>	<b>£72,730</b>	
<b>XI000150 Managed Service</b>		
IT Equipment	£318,460	User equipment for new starters and scheduled laptop/PC replacements (funded from IT replacements/Investments smoothing reserve)
Use of Reserves	(£318,460)	
<b>TOTAL</b>	<b>£0</b>	



## CORPORATE BUDGETS

### 2022/23

Corporate Budgets relate to income and expenditure that is not directly attributable to service provision or back office services, and includes contingency budgets where precise costs and budget have not yet been allocated to services. The main budget items include:

- Cost of the Chief Executive's Office and Members Allowances
- Contributions to AGMA
- Coroner's costs
- Capital and financing costs including borrowing costs and provision for the repayment of debt used to fund capital investment in previous years.
- Income includes interest on cash balances invested under the Treasury Management Strategy.

Service	Revenue Budget £
Corporate Costs	5,044,138
Capital and Financing	4,513,000
Contingency	171,030
<b>Grand Total</b>	<b>9,728,168</b>

Spend Analysis	Revenue Budget £
<b>Expenditure</b>	
Employees	1,094,914
Premises Related Expenditure	11,880
Transport Related Expenditure	12,450
Supplies and Services	10,058,719
Third Party Payments	747,590
Recharge Expenses	2,900
Capital Financing Costs	10,983,000
Capital Items & Reserve Movements	(1,264,000)
<b>Expenditure Total</b>	<b>21,647,453</b>
<b>Income</b>	
Customer and Client Receipts	(606,285)
Government Grant Income	(5,932,000)
Other Income	(1,601,000)
Interest Income	(3,558,000)
Recharge Income	(222,000)
<b>Income Total</b>	<b>(11,919,285)</b>
<b>Grand Total</b>	<b>9,728,168</b>

## Pressures 2022/23

Nature of Pressure	Description of pressure	Pressures Forecast - Incremental				
		2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
Other service pressures	0.5% additional pay pressure for 2020/21	525	0	0	0	0
Other service pressures	1% additional pay pressure for 2021/22	1,090	0	0	0	0
Other service pressures	Children's fostering	686	0	0	0	0
Other service pressures	Investment Income - Reductions in interest due to low interest rates in 22/23 and reduced cash balances in 25/26	65	0	0	50	150
Other service pressures	Minimum Revenue Provision (MRP) projections	0	0	66	200	395
Other service pressures	Borrowing costs - assume borrowing resumes in 23/24	0	350	0	0	0
Inflationary pressures	Forecast growth in Third Party payments across the Council	0	3,045	3,106	3,167	3,232
Inflationary pressures	Forecast growth in utility costs across the Council	0	207	87	89	90
Demographic pressures	Children's transition costs	1,186	0	0	0	0
Other service pressures	Reduction in contingency to fund service pressures	(345)	0	0	0	0
Inflationary Pressures	Waste Levy inflation (1.5%)	225	0	0	0	0
Demographic pressures	Adults demographic pressures	0	1,491	1,536	1,582	1,629
Staffing related cost pressure	Cost of salary increases (pay award and pay increments)	75	33	34	34	35
		<b>3,507</b>	<b>5,126</b>	<b>4,829</b>	<b>5,122</b>	<b>5,531</b>

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## Savings 2022/23

Scheme	Saving Forecast - Incremental				
	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
Digital and transformational savings	1,000	1,000	1,000	1,000	0
Digital offer for support at home (Adults)	0	90	0	0	0
Treasury Investment Income	0	5	50	0	0
Greater Manchester Debt	1,232	0	0	0	0
Minimum Revenue Provision (MRP) overpayment	(1,299)	0	0	0	0
Capital & Financing - MRP	6	0	0	0	0
Manchester Airport Investments	0	(127)	0	0	0
Borrowing costs - savings on interest payments due to pause on capital programme - no new borrowing before December 2022	262	0	0	0	0
Airport Land Rent - additional lease income	44	0	0	0	0
Pensions Advance Payment - additional savings in excess of existing savings target	82	0	0	0	0
Pensions Increase Act - reduction in costs experienced over time.	60	0	0	0	0
Business Rates - Reduction in loss allowance for appeals	500	0	0	0	0
	<b>1,887</b>	<b>968</b>	<b>1,050</b>	<b>1,000</b>	<b>0</b>

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## Capital Programme 2021-24

	2021/22 Budget (Approved) £000	2021/22 Budget (Earmarked) £000	2022/23 Budget (Approved) £000	2023/24 Budget £000	Total Budget £000
<b>Adults</b>					
Adults Commissioning Service	2,263	-	401	-	2,664
<b>Children's Services</b>					
Children's Social Care Safeguarding & Quality Assurance	449	-	-	-	449
<b>Digital Tameside</b>					
Digital Tameside	425	500	-	-	925
<b>Education</b>					
School Related Works	13,489	-	20,409	-	33,898
<b>Investment, Development and Housing</b>					
Development & Investment	9,011	2,896	10,778	-	22,685
<b>Operations and Neighbourhoods</b>					
Cultural & Customer Services	16	-	-	-	16
Engineers, Highways & Traffic Management	12,376	-	5,013	-	17,389
Operations & Greenspace	2,360	-	252	-	2,612
Waste & Fleet Management	127	-	165	-	292
<b>Active Tameside</b>					
Active Tameside	881	-	-	-	881
<b>Strategic Property</b>					
Corporate Landlord	4,053	-	500	-	4,553
Estates	63	-	40	-	103
<b>Other</b>					
Provision for unanticipated pressures	-	1,800	-	-	1,800
<b>Total</b>	<b>45,513</b>	<b>5,196</b>	<b>37,558</b>	<b>-</b>	<b>88,267</b>

## Financing Capital Expenditure

The Council has limited resources available to fund Capital Expenditure. On 29 September 2021, Executive Cabinet approved the allocation of the remaining capital reserves to immediate priorities. No new capital investment will be agreed until the revenue budget position for 2022/23 is clearer and the Council has a sustainable medium term financial plan. A further review of Capital Priorities and the affordability of future borrowing to fund Capital Expenditure will be undertaken following conclusion of the 2022/23 budget setting process. No further capital projects will be approved in the short term unless the schemes are fully funded from external sources.

Directorate bids for Capital Investment over the period 2021 to 2026 were submitted in May 2021, with a combined value of £186 million. This far exceeded the previously earmarked schemes of approximately £40m, and is not affordable given the revenue pressures currently facing the Council. Discussions with Officers and Members in June 2021 therefore confirmed a number of principles for spending decisions in respect of the Capital Programme:

- Financing of Capital Projects needs to be part of a holistic view of the Council's financial position
- The Council's needs a sustainable financial plan before any major commitments made on Capital Investment
- The revenue budget challenge currently facing the Council means that there should not be any immediate commitment to further use of reserves (beyond that already identified for Capital) or additional borrowing
- A significant number of potential schemes should not proceed without external funding
- The limited resources currently available need to be prioritised and should focus on legal obligations, cost avoidance and invest to save

A number of schemes identified as priority for future investment include revenue generation or invest to save elements, where borrowing may be appropriate to facilitate investment. Borrowing to fund Capital Investment has revenue consequences as budget is required to fund interest and repayment of loans, and therefore any such schemes will need to be subject to full business cases. The Council will need a sustainable financial plan for the revenue budget before borrowing commitments are agreed

No further capital investment will be agreed until the revenue budget position for 2022/23 is clearer and the Council has a sustainable medium term financial plan. It is therefore proposed that a further review of Capital Priorities and the affordability of future borrowing to fund Capital Expenditure is undertaken following conclusion of the 2022/23 budget setting process.

# BUDGET CONVERSATION



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# BUDGET CONVERSATION



Tameside Council (TMBC) and NHS Tameside and Glossop Clinical Commissioning Group (CCG) together form the Tameside and Glossop Strategic Commission. We are responsible for a range of services from bin collections through care for the elderly to the provision of GP surgeries.

The total amount of money spent by both organisations combined is just over £1 billion. Although a significant sum of money, that amount has reduced considerably over recent years due to cuts in funding from central Government. Both organisations have had to find increasingly new and innovative ways to provide the services local people want.

The coronavirus pandemic has also resulted in significant financial challenges for the Strategic Commission, which now need to be addressed as part of our budget setting process.

Over the next few pages we explain where the money we spend comes from, where we spend it and then ask for your views that will help us set our budget for 2022/23.

(Note 1: The figures in the following pages are an indicative guide to the scale of spending and the main areas of spend. The figures are not a draft budget for 2022/23).

(Note 2: Tameside & Glossop Strategic Commission provide health services for Tameside & Glossop and council services for Tameside only. Council services in Glossop are the responsibility of Derbyshire County Council and High Peak Borough Council and are not part of this budget conversation. The Clinical Commissioning Group will be undergoing structural changes in 2022 2023 and responsibility for Glossop will transfer to Derbyshire Clinical Commissioning Group).



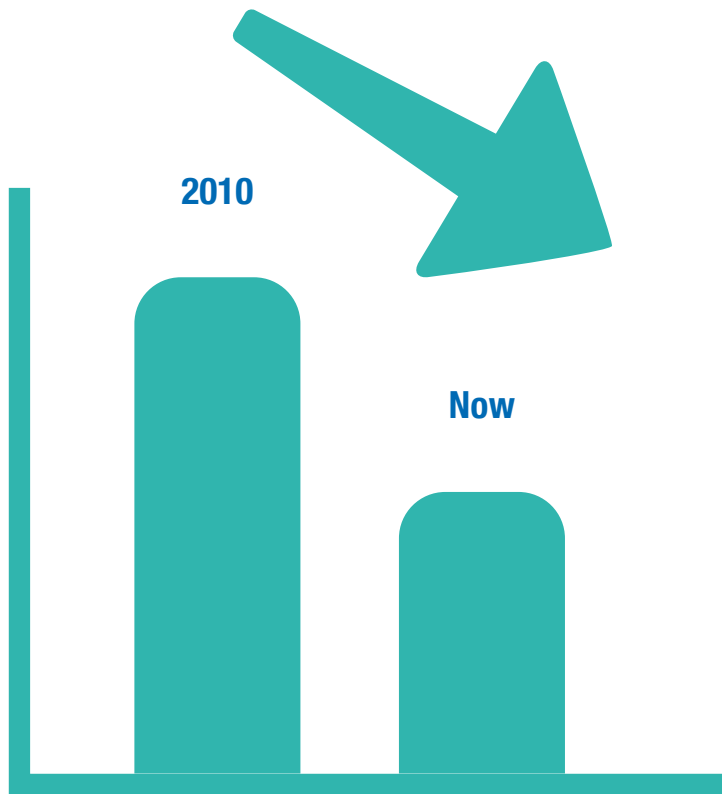


# BUDGET CONVERSATION

2022  
2023

Over recent years the amount of money in real terms we have to spend on local service has decreased significantly, particularly for the council. This is expected to continue in future years.

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Research shows that funding from central government to local government has been cut in half since 2010 in real terms.

We have had to save  
**£137 million**

over the last 10 years. This is due to a combination of rising costs, cuts in funding from central government and increased demand for services.



We estimate that we may need to save  
**a further £23 million**  
in 2022/23.

The impact of Covid-19 has more than doubled what we expected we would already have to save. This estimation is based on increased demand on services and reduced income from business rates, fees, charges and investments. However there are significant uncertainties around the financial impact of Covid-19, particularly on income sources, and whether the government will provide more emergency funding.

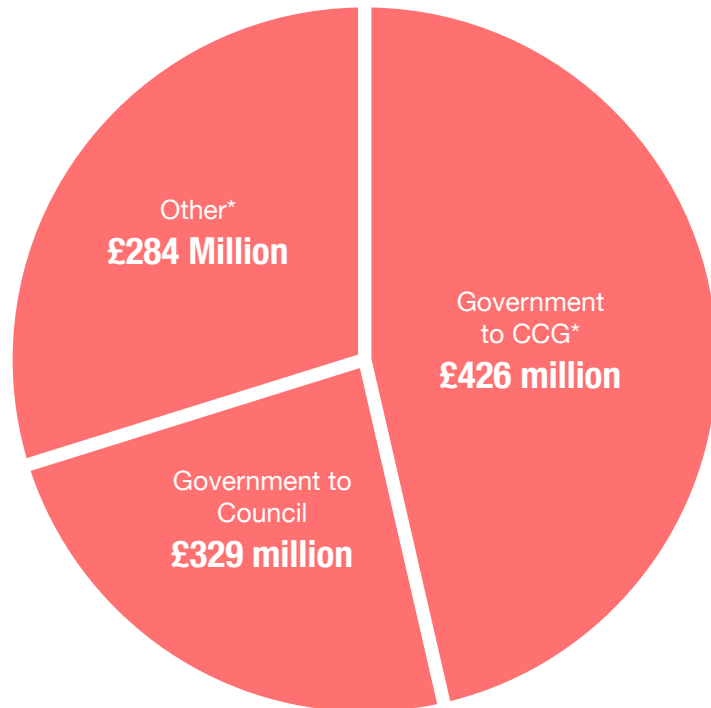
# BUDGET CONVERSATION

2022  
2023

## So where does the £1 billion come from?

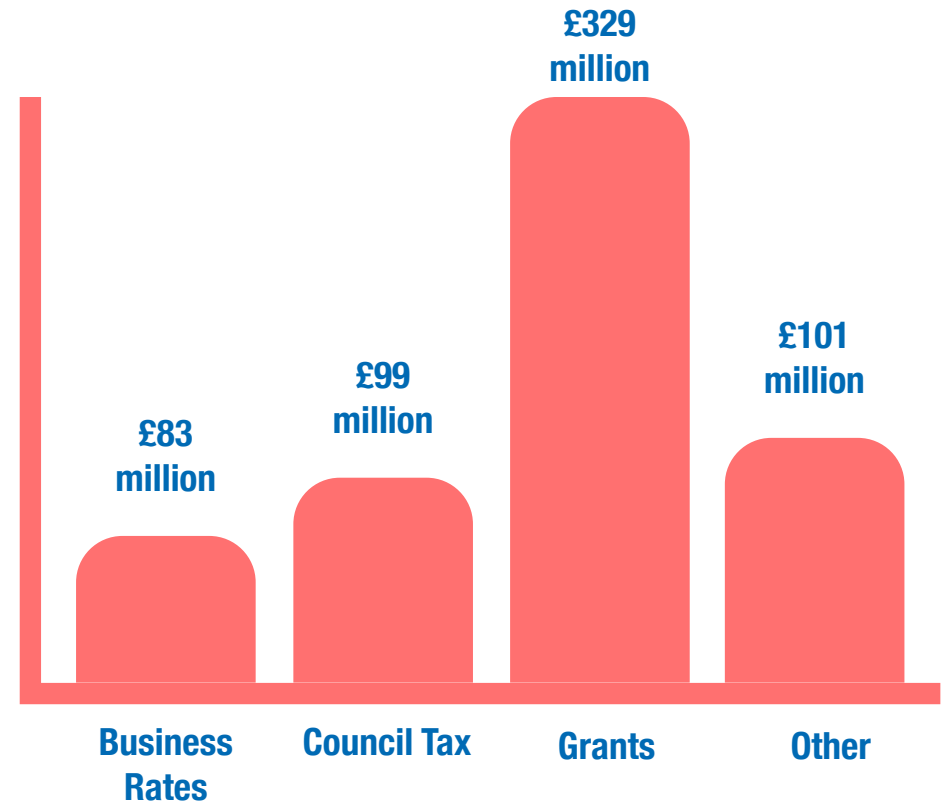
### Government Funding

The Government provides nearly three quarters of the money we spend. All the CCG's spending and just under half of the councils spending.



### Council Tax, Business Rates, Grants and Other

Money from Council Tax makes up just 16% of council spending.



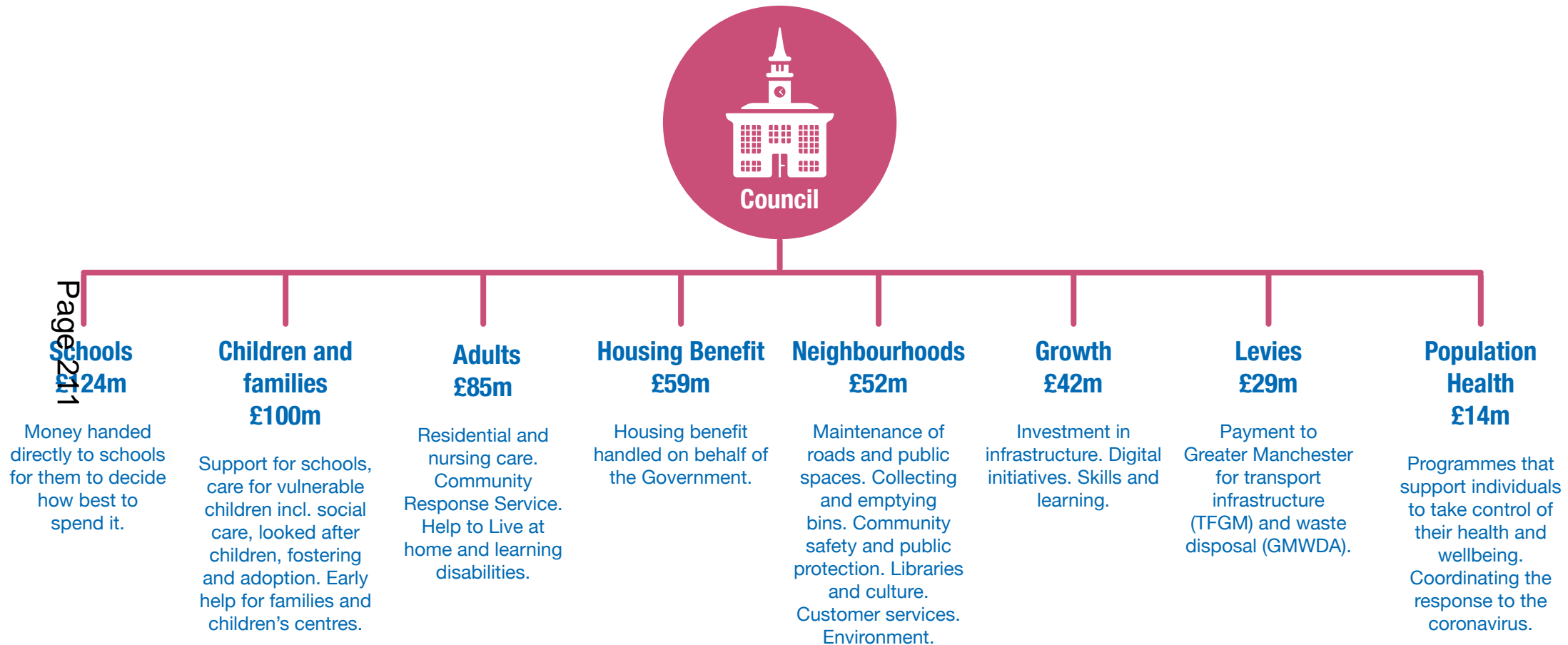
\*All the CCG's spending is funded by the Government.

(Tameside Council spending only)

# BUDGET CONVERSATION

2022  
2023

The main spending areas are:



The council has limited influence over some areas of spending such as schools and housing benefits as they are set by the government. As such savings to balance the budget have to be made from the other areas of spend.

# BUDGET CONVERSATION

2022  
2023

## The main spending areas are:



### Tameside Hospital and Community Health Services £186m

Contract with Tameside and Glossop Integrated Care Foundation Trust for Tameside Hospital and community services.

### Out of Area and Other Specialist Provision £82m

Payment for any other hospital stays out of the area by local patients.

### Prescription Drugs and Medicine £45m

Funding to cover the cost of free prescriptions and the difference between the cost of drugs and the prescription charge.

### GPs £51m

Funding to support the services provided by the 36 GP practices in Tameside and Glossop plus out of hours and enhanced services.

### Mental Health £46m

Contract with Pennine Care NHS Foundation Trust for mental health support services plus other mental health projects and providers.

### Community Care for Complex Needs £16m

Care outside of hospital for patients who have ongoing health care needs which are of a complex and potentially unpredictable nature that requires sustained and ongoing care.

(Note: Detailed allocations or precise information around the NHS financial regime for 2022/23 have not yet been published. As such the values quoted above are based on projected spend in 21/22 and should be considered approximations for indicative purposes only. The values quoted cover the whole population of Tameside and Glossop.

The 2021 Health and Care Bill sets out NHS reorganisation plans which will come into effect from April 2022. Included in this are the creation of new Integrated Care Boards to replace CCGs, which will be aligned to Local Authority footprints. As Tameside and Glossop spans two different Local Authority areas, there is a requirement for realignment of commissioning footprints. With Tameside becoming part of the Greater Manchester ICB, while Glossop will form part of the Derbyshire ICB.

Due diligence work to facilitate this transition is currently underway. This will see the indicative T&G spend above split between the Derbyshire and Greater Manchester ICS's, together with associated changes to contracts.

While there remains some uncertainty around the finer points of the ICB transition, we do have assurance that the re-organisation will not undo any of the local integration progress made to date. There will be a single Accountable Officer required at a place level (i.e. Tameside) and integrated working between TMBC and the NHS will continue. Fundamental principles around patient choice remain in place and patient flows are not expected to change in the short term).

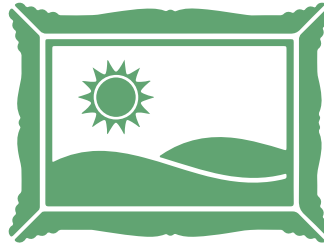
# BUDGET CONVERSATION

2022  
2023

## Examples of services provided:



37,313 pupils  
taught across  
98 schools



Had **94,383** visits to our libraries last year  
**620** visits to our local studies and  
archives centre  
**1,525** visits to Portland Basin museum  
**38** visits to Astley Cheetham Art Gallery  
(note: museums were only open for  
3 weeks during the year)

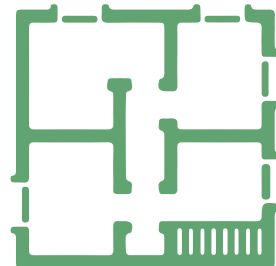


Offered  
**1,091,062** GP appointments,  
dealt with **39,308** GP referrals,  
and dealt with **8,325** IAPT (Improving  
Access to Psychological Therapies) referrals

Page 213



Maintain **26,000**  
street lights,  
**45,000** road drainage  
gullies, **1,155** kilometers of  
pavements, **758** kilometers  
of carriageways, **26** parks,  
**37** playgrounds and  
**25** sports pitches and  
inspect **35,000** trees  
on highways and green space



Dealt with  
**747**  
planning  
applications



Empty  
**50,000 domestic bins**  
and  
**200,000 recycling bins**  
per week



Answered  
**102,539 calls and webchats**  
to the contact centre last year

# BUDGET CONVERSATION

2022  
2023

## Examples of services provided:



**160,000**

metres of ducting installed for  
Digital Tameside



**8,182**

supported through Housing  
Advice



Transport

**Over 700**

vulnerable residents each day



Maintain and operate a fleet of over

**200**

vehicles and items of plant



**2202**

residents supported to claim

**4.2 million**

pounds of welfare benefits



**1130**

households given emergency  
support through welfare rights

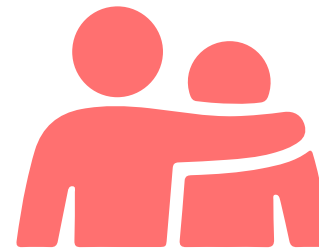
# BUDGET CONVERSATION

2022  
2023

## Examples of services provided:



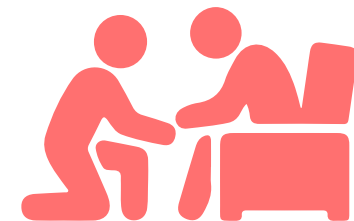
Commission care for  
**931 people**  
in residential or  
nursing homes



Act as parent to  
**Over 682 looked  
after children**



We have visited or contacted  
**2,291 new mothers**  
to offer help and advice



Provide support to  
**2856 people**  
to live independently  
and remain in their  
own homes

# We'd love to hear your views.



Please go onto our survey and answer a couple of questions in your own words.

- What do you think should be the spending priorities for the Tameside Strategic Commission for 2022/23 and future years?
- Do you have ideas or suggestions for how we might deliver services more efficiently, save money or raise revenue?





# APPENDIX 17 - CORPORATE CHARGING POLICY

## 1. INTRODUCTION

- 1.1 Tameside Metropolitan Borough Council (The Council) has three main sources of income to support the delivery of its services: Government Grants, local taxation (Council Tax and Non-domestic rates) and fees and charges levied for services provided.
- 1.2 The Local Government Act 2003 gave local authorities the general power to charge for discretionary services which are not covered by any other legislation with the following restrictions:
- the income from charges for a service should not exceed the cost of providing that service (over a “reasonable” but unspecified period, e.g. 3 years);
  - the recipient of the service must have agreed to its provision and agreed to pay for it; and
  - different people and/or organisations may, where it is fair to do so, be charged different amounts.
- 1.3 The decision on whether to make a charge (and the amount to charge) is not always within the control of the Council, as some charges are set by central government. But where it is, it is important that the implications of the charging decisions being taken are fully understood and are being applied consistently.
- 1.4 Discretionary fees and charges represent an important source of revenue, providing finance for activity that is designed to achieve the Council’s objectives. However, there may be potential conflicts between raising additional income by increasing charges, and promoting access and usage of local services, particularly by vulnerable groups on low income. The appropriate fee structure will therefore depend on the overall intention for that service area as far as Council policy is concerned.
- 1.5 By setting charges at appropriate levels, the Council is exercising its stewardship role of public funds properly.
- 1.6 Where income is foregone, without good reason, the burden of funding will unfairly transfer to the taxpayer.**
- 1.7 A consistent and informed approach to charging across the different services of the Council will enable this conflict to be reconciled and managed in the interests of achieving the Council’s objectives. All discretionary charges will be covered by this policy.
- 1.8 All service departments will need to understand this policy document and ensure their processes and procedures are suitable to deliver the required outcomes for both the Council, residents within the Borough and customers.
- 1.9 Compliance with this Charging Policy is mandatory for all services, and compliance will be monitored by the officers responsible for the Council’s income and debt recovery (Financial Management and Exchequer).

## 2. POLICY OBJECTIVES

- 2.1 This policy sets out what the Council intends to achieve through the charges it makes and the criteria which it will use to determine the level of charge for individual services. The policy aims in particular to:
- Set out a broad framework within which to consider the setting and review of charges;
  - Ensure that the appropriateness of existing charges, both in terms of the extent of cost recovery and any wider contribution to Council objectives, is regularly reviewed;

- Identify opportunities to introduce new charges where cost-effective to do so and/or consistent with wider policy objectives;
- Strike a fair balance between addressing the financial needs of the Council through maximisation of income and the social needs of its customers;
- Promote consistency and fairness in the treatment of service users;
- Ensure officers are clear as to their responsibilities; and
- Ensure that charges reflect Council and service objectives, priorities and plans.

### 3. SCOPE OF POLICY

- 3.1 The Council relies on the generation and collection of income in order to deliver its services. The council raises income from statutory sources such as Council Tax and National Non Domestic Rates, but an increasingly significant contribution is made from the fees and charges that the Council makes for the delivery of its services. It is in the interest of all taxpayers and residents that the collection of income is undertaken in the most efficient way and that the amount of income uncollected is minimised.
- 3.2 This policy relates specifically to those areas where the Council has discretion in setting the level of fees and charges payable. It does not cover charges made under statute or determined by Government or other agencies, Council Tax, Business Rates, Housing Benefit overpayments or charges for Social Care (which are covered by the Council's Fairer Charging Policy for Social Care).

### 4. CORPORATE CHARGING POLICY – KEY PRINCIPLES

- 4.1 The corporate charging policy establishes the Council's key principles in relation to charging. These principles should be adhered to by all directorates, with any deviations from the charging principles set out requiring appropriate approval. Such principles are reflected in any local, service-based charging policies.
- 4.2 For some services, charges are mandatory, and the fee is set nationally, whilst for other services the Council is expressly prohibited from charging. Therefore, a basic assumption is that the Council will apply and collect statutory charges as appropriate and further consideration is therefore outside of the scope of this document.
- 4.3 This policy does not cover charging for Social Care – there are separate rules around this and the Council approach is covered in the Social Care Fairer Charging Policy.
- 4.4 The Corporate Charging Policy is designed to create a consistent approach to charging across Council services and each Director is responsible for ensuring the application of it:
- 4.5 When determining the level of charges to be levied for Council services, fees should be set so as to:
1. Contribute to the achievement of corporate and service objectives;
  2. Maximise potential income, to achieve financial objectives;
  3. Be capable of being justified, in comparison with other similar providers;
  4. Take account of the ability of different users to pay, through the use of discounts and concessions;
  5. Differentiate between differing levels of a service being provided e.g. faster turnaround;
  6. Take account of the views of and minimise the impact upon users, where new or significantly higher charges are proposed, and where this is possible;
  7. Maximise the ease of collection of charges and minimise the costs of collection;
  8. Be regularly reviewed on at least an annual basis, using the latest available market information, and revised where appropriate.
- 4.6 The rationale for each of these charging principles is set out in **Annex A**.

- 4.7 The standard principles that will be applied to all fees & charges set by the Council will be as follows:
- Fees & charges will be set to recover full cost unless there is an explicit policy decision to subsidise the service;
  - Where appropriate, payment will be sought in advance of the supply of goods or services using the most appropriate payment channels;
  - Customers will be encouraged to self-serve in both ordering and payment for goods or services;
  - Discounts and/or subsidies may be permitted and the basis for these will be explicitly set out;
  - The recovery of debts will take into account both ability to pay and the cost of recovery;
  - Benchmarking will be undertaken to ensure that the proposed level of fees & charges can be justified against other, similar providers;
  - Fees & charges will be subject to an annual review in accordance with the budget setting timetable, unless new or revised services are introduced;
  - The setting of fees & charges may take into account the ability of customers to pay and any relevant socio-economic factors;
  - Fees & charges will be subject to a local equalities impact assessment.
- 4.8 Where the setting of fees and charges deviates from these principles, a policy statement will be prepared, setting out the basis and reason for any such variations.
- 4.9 This Policy applies to the setting of fees and charges for Council services. All such fees and charges are subject to formal approval as part of the budget setting process. The policy does not apply to the setting of statutory charges, rents, service charges, charges for social care within the scope of the Fairer Charging Policy or other local taxation.

## **5 SETTING OF FEES AND CHARGES**

- 5.1 Charges should be set using clear and transparent evidence and knowledge to support the level of charge. It may be appropriate to take into account some or all of the following (further considerations are set out in **Annex B**):
- Encouraging specific activities and use of certain services;
  - Discouraging some undesired activities;
  - Ensuring regulatory compliance;
  - Whether the Council wishes to act as a supplier of last resort;
  - Contributing to long-term sustainability of some activities or services;
  - Local market factors;
  - Consideration of charges for similar services raised by other local authorities or private sector competitors;
  - Whether in some cases reduced charges should be available to some groups to promote inclusion;
  - Whether discounts (for example age related charges) or promotion (for example seasonal charges) will be offered;
  - Whether scope exists to increase take-up through more effective marketing and publicity and the form that this might take.
- 5.2 The Council's fees and charges fall into 5 main categories:
- Charges set by statute law which are fully outside the Council's control;
  - Charges set by statute law where the amount charged has to be within certain parameters;

- Charges that are applied by partners managing Council owned buildings and other assets;
  - Services commissioned by the Council, where the Council may wish to exercise some control over these charges;
  - Charges that are fully within the Council's control in determining the amount that should be charged.
- 5.3 The first step is to decide whether the Council should provide the service. Many of the services the Council charges for are required by statute. However, others are discretionary and consideration should be given to whether providing the service is the best way of meeting the Council's objectives, especially if the Council will not recover its costs.
- 5.4 Additional services may be provided where the Council has the discretion to charge for them, although equally, the Council may choose to provide services at no charge to some or all potential service users. The risk to the Council of making a loss must be considered when deciding whether the service should be provided.
- 5.5 The setting of each charge should be documented showing the rationale behind the level of each charge ensuring that the Council's charges reflect the Council's priorities and policies. In determining the charges, officers must abide by the Council's principles of decision making and take into account any appropriate legislative requirements.
- 5.6 Although the practice of charging for some discretionary services is well established, the Local Government Act 2003 includes an additional general power for authorities to charge for discretionary services and further guidance on the principles to be applied was issued in 2003. These principles require that taking one year with another, income from charges should not exceed the costs of service provision and charges may be set differently, such that different customers may be charged different amounts.
- 5.7 In accordance with the Local Government Act 2003 charges may recover costs; however charges may be set below full costs where:
- This is part of an approach to service delivery agreed with Members, such as where the use of a service by individuals or groups benefits the whole community e.g. health benefits; community activities;
  - Full cost charges might have a detrimental effect on other Council services;
  - A nominal charge only is considered appropriate so as not to discourage access but at the same time to discourage frivolous demands for a service;
  - The application of economic charges would have a detrimental effect on a Council policy.

## 6 CHARGING FRAMEWORK

- 6.1 There are many elements to be considered when deciding whether to charge for a service and what the level of that charge should be. While decisions on the precise level and scope of charges are devolved to individual services, these need to be made within a corporate framework to maximise the contribution to overall Council objectives. At each stage, documented evidence must be retained to demonstrate the decision making process and rationale for charges. The following steps should be considered and documented (further guidance is included in **Annex C**):
- 1) Determine which services are / should be charged for;
  - 2) Identify the objective of charging;
  - 3) Consider the costs of service provision;
  - 4) Consider information on service users;

- 5) Consider the Charging options available to deliver the objective;
- 6) Assess the impact;
- 7) Forecast demand and potential income;
- 8) Set the charge;
- 9) Monitor and review charges and their impact.

## **7 ADMINISTRATION OF CHARGES**

7.1 The basic principles for administering fees and charges are:

- Charges should be simple to understand and administer;
- Charges should be well promoted so that service users can clearly understand the charging structure and methods of payment before they become liable to pay;
- Where possible methods of payment should be flexible, convenient and take into account the needs of disadvantaged/vulnerable groups in the community; wherever possible online payment should be encouraged;
- Where possible and practicable payment should be made prior to the service being received or at the point of delivery;
- Documentation should be retained to substantiate that the customer accepted liability of the charge to support any debt recovery action required should payment not be received.

7.2 The Council has a legal and fiduciary duty to all residents, and to businesses and other organisations that are active in the Borough, to ensure the prompt and cost effective billing, collection and recovery of all sums due to the Council. Delays in collection or non-recovery of debts can lead to higher administrative costs, and reduced resources available for the provision of essential services.

## **8. REVIEW OF CHARGES**

8.1 The responsibility for the periodic reviewing of fees and charges falls within the scope of this policy and rests with the Director under the Council's scheme of delegation to officers. However it is essential that officers have regard to the general principles on exercising delegated powers set out in the Council's Constitution as follows:

- When exercising delegated powers an officer shall always have regard to the requirements of the Constitution, the financial, legal and human resource implications of the decision and shall consult with staff in another service area if the decision is likely to impact on the work of that service area.
- Officers do not have to use their delegated powers: they can ask the body or person that delegated them to decide.

8.2 Officers must also have regard to what may constitute a Key Decision and act in accordance with the requirements set out in the Council's Constitution for taking Key Decisions. In the case of changes to fees and charges, a decision will be a Key Decision if its effect is to produce a net increase or decrease in income to the Council of £30,000 or more or would be significant in terms of its effects on communities living or working in an area comprising two or more wards in the Borough.

- 8.3 Where a proposal exists to introduce a new discretionary service under the terms of the Local Government Act 2003 or to establish a new 'trading activity', then this should be a matter for consideration by the Cabinet in the first instance. In addition, where a proposal exists to introduce charges for an existing discretionary service or to remove discounts which currently exist officers should consider on a case by case basis, in consultation with the relevant Cabinet Lead Member, whether it is appropriate that the decision to do so should be made by the Cabinet rather than by officers under delegated powers.
- 8.4 None of the above is intended to compromise or conflict with any other specific officer delegation in respect of fees and charges set out within the scheme of delegations to specific officers.
- 8.5 An annual review will usually take place as part of the annual budgeting process but should not preclude a process of continuous monitoring and review. Where there is a strong case for amendment of charges in-year the Director should consult with the appropriate Lead Member prior to making any required changes. The timing of the review should take into account known or predicted changes in government legislation or guidance.
- 8.6 It is considered good practice, where possible, that a minimum of one month's notice should be given to service users before any new or revised charges are implemented.
- 8.7 The Council's charges will be reviewed regularly to ensure that they are fit for purpose, continue to contribute to the furtherance of its objectives and, where set to recover costs, continue to do so. Reviews will consider the following factors, plus any others relevant to particular charges:
- The income which is being collected at current charging levels and whether this is in line with budget forecasts;
  - The cost of service provision compared to the charges being made;
  - Whether a service being provided on the basis of charges being set to recover costs should continue to be provided in cases where costs appear likely to exceed the income which it can reasonably be expected to generate. This will especially apply where there is at least one alternative service provider, particularly from within the private sector;
  - The use being made of the service, both in absolute terms and by reference to classes of users and whether this shows all classes are using the service to the extent intended or if any are being deterred from using the service;
  - Are concessions being taken up by the people at whom they are targeted?
  - What is the impact, intended or unintended, of charges on local people?
  - In cases where charges are set to either encourage or deter activity, whether this is happening and the extent to which it is happening.
  - Whether any related benefits from the charging policy being deployed are being realised and the extent of realisation.
  - Comparisons with charges being made by neighbouring or similar councils or by other organisations providing similar services both as to the level of charges and the impact which charges have on changing behaviour

## **ANNEX A – CORPORATE CHARGING PRINCIPLES (Section 4)**

There are 8 corporate charging principles which should be referred to when setting fees and charges. The following sections consider the interpretation of each of these principles in turn and provide a conclusion on management actions required to demonstrate each principle has been fully considered.

### **1) Contribute to the achievement of corporate and service objectives**

- 1.1 Charges are clearly not an end in themselves, but should be used as a means to contribute towards the achievement of specific corporate and service objectives. Managers should therefore be able to identify whether or not a service can legally be charged for and, if so, clearly articulate how, through charging for the service and in the level and application of the charge, they are contributing towards these objectives.
- 1.2 There will be instances where charging is prohibited or restricted; however, even under such statutory frameworks, it is still good practice to make the link between the level of service provided e.g. basic, enhanced, and the policy objective being addressed.
- 1.3 A summary of the types of financial policy for charging that may be adopted and the policy objective that it is primarily intended to achieve has been summarised in the table below.

<b>Charging Policy</b>	<b>Cost recovery methodology</b>
Fair Charging	The Council seeks to maximise income, but subject to a defined policy constraint. This could include a commitment made to potential customers on an appropriate fee structure e.g. charges for car parking, hire of council premises. Alternatively, a full commercial rate may not be determinable or the Council may be a monopoly supplier of services.
Full Cost Recovery	The charges are set with the aim of recovering the full direct cost of the service, including a contribution to service and corporate overheads. Discounts may be available to particular groups of service users to ensure that disadvantaged or other groups have access to the service.
Subsidised	Users make a contribution to the costs of providing it but charges are not set to recover all costs in full. This might be to meet a service objective or allow competition with other providers. There may be a statutory element to the service and charges may relate only to the additional 'non-statutory' element of the service.
Nominal	The Council wishes the service to be fully available, but sets a charge to discourage frivolous usage e.g. fines for late returns of library items.
Free	The Council may choose to make the service available at no charge to the meet a service

	objective. The cost of the service will therefore be met by all local tax payers.
Statutory	Charges are determined in line with statutory requirements and directions.
Statutory Constraints	Charges are set within a national legal framework within which there is some, but not complete, discretion over the level of the charge.
Charges not permitted	Charges cannot be levied for statutory reasons e.g. core education services in schools.

### **Conclusion - Charging Principle 1**

*For each service area, the manager responsible for the service should summarise the legal basis, financial policy for charging, and relevant policy and service objective(s), to ensure that charges are in line with these objectives and that there is clarity over the purpose of the charge.*

### **2) Maximise potential income, to achieve financial objectives, unless there is an explicit policy decision to subsidise the service**

- 2.1 There will clearly be a need for charges to contribute towards the achievement of financial objectives, particularly in the context of the current financial climate (assuming that these do not conflict with the overall policy framework). If the legal powers exist to charge, managers will need to justify the reasons for any instances where charges are not being made or full cost recovery is not being sought
- 2.2 Generating/maximising income not only has financial benefits, but can also allow the service to develop capacity, deliver efficiency and sustain continuous service improvement. The example financial policies for charging/constraints set out in the table above should assist in identifying what financial objective is intended to be achieved from the charge and, as can be seen, there will be a range of circumstances where it is not appropriate to maximise potential income.
- 2.3 However, the key issue for the Council in financial terms is to ensure that managers do not inadvertently provide a subsidised service where there is no explicit policy objective to do so. This could take place for a number of reasons, such as:
- Not taking account of the full costs of service provision e.g. capital costs, overheads/recharges, costs of collection, as well as direct costs of provision
  - Simply rolling forward historic charges by inflation annually and not taking account of the increased costs of service provision e.g. where fuel costs increase significantly above inflation
  - Charging the same amount for different types of service user e.g. a commercial operator and a member of the public
  - Instances where the charge is set inappropriately low, resulting in over-use or abuse of the service
- 2.4 For charges to be set at an appropriate level, therefore, this will require managers to have a robust understanding of the full range of costs associated with the provision of the service.
- 2.5 In addition, when setting charges, managers will need to be aware of the relationship between the level of charge and the potential impact upon demand, in terms of optimum price sensitivity e.g. as a higher charge may not necessarily maximise total income, if usage decreases disproportionately.
- 2.6 The Council's agreed charges should be viewed as a maximum charge; but managers should have the flexibility to introduce "one off" discounted charges if they believe this will generate more overall income in the longer term. This approach, if it is to be adopted, should be set out and justified in the annual policy statement.



- 2.7 In certain service areas it may be appropriate and advantageous to identify a range of charges to maximise potential income, for example in relation to private and commercial hires. This should be set out and justified in the annual policy statement.

### **Conclusion - Charging Principle 2**

*The default position is that a charge should be made where legally permitted, any charge should take account of the full direct and indirect costs of service provision and is set at a level so as to maximise income, taking account of price against demand. This will also include setting charges at maximum levels/cost recovery where statutory constraints apply. Where there is an explicit policy objective to subsidise the service, and therefore to deviate from this principle, this reason should be clearly set out, together with the financial consequences of the subsidy, where identifiable.*

### **3) Be capable of being justified, in comparison with other similar providers**

- 3.1 Clearly, where Councils have discretion over the level of their charges, they are free to exercise local political and service choice, taking into account factors such as the type and quantity of chargeable services that they provide and therefore the level of charges and associated subsidy.
- 3.2 Charges often vary considerably, even between similar authorities, and there may be reasons why charges may vary in this manner e.g. the use of alternative models of service provision. However, there are equally areas for which authorities are unable to explain why their service charges (or even expenditure as a whole) differ so widely from other, similar providers and where they may not even be aware of such differences in the first instance.
- 3.3 There is therefore a need to compare charges, both with other authorities and with private sector providers, where there is an external market, and understand reasons for any differences. Such differences are not necessarily a cause for concern e.g. higher charges may have been levied as a result of a deliberate policy to provide a higher level of service, to seek to discourage excessive use etc., but should be capable of being validated.

### **Conclusion - Charging Principle 3**

*Where it is available, benchmarking information should be used by managers to compare their charges against other, similar authorities and private sector providers when setting charges annually. Where charges differ significantly from other such comparators, managers should be aware of and be able to explain the main reasons for such differences.*

### **4) Take account of the ability of different users to pay, through the use of discounts and concessions**

- 4.1 As identified previously, there will be a number of instances where it is appropriate for charges to be subsidised for different types of users. These could include, for example:
- To achieve a specific policy objective e.g. encouraging healthy living through subsidised use of leisure facilities
  - Structuring charges differently e.g. a lower rate per hour for car parking at off-peak times, to ration service use at peak times when demand exceeds supply
  - Where users have limited financial means e.g. as measured by receipt of certain types of benefit and/or reduced rates for children and older people
  - To encourage the use of a service by specific groups where take-up is underrepresented e.g. ethnic minorities, disabled people
  - Applying concessions for certain types of users e.g. free parking for local residents,
  - Discounts linked to loyalty/take-up of the service e.g. for frequent users
- 4.2 The Council may have a corporate policy on service user groups which receive subsidised access to all (or many) services e.g. children's and older people's

discounts. For certain services, such as social care, eligibility criteria for services will also be clearly established. In other cases, there may be a specific area where take-up is particularly low amongst certain groups and a service therefore wishes to increase use, e.g. hire of leisure centre halls by clubs encouraging participation from minority groups.

4.3 Key factors that the Council will need to take into account when considering the use of eligibility criteria/discounts/concessions include:

- The link between the discount/concession and the policy/service objective that the charge is intended to contribute towards
- The link between the discount/concession and the Council's diversity/equalities policies
- Whether a generic concession should be applied for all services e.g. those in receipt of means-tested benefits, or whether the concession should be targeted towards a specific user group, depending upon individual service issues
- How the discount/concession will be funded e.g. from other users of the same service, from Council Taxpayers more widely, and the financial implications of the subsidy
- The need to review the degree to which eligibility criteria/discounts/concessions remain appropriate over time e.g. as take-up increases by a previously under-represented group
- Minimising the burden upon those applying for discounts/concessions e.g. ensuring that they do not have to provide duplicate information to more than one Council directorate
- The link between take-up of benefits and maximising overall Council resources e.g. where benefit take-up contributes towards funding received from central government
- Whether the concession or discount is funded through cross subsidy by other service users through higher charges or whether it is funded corporately.

**Conclusion - Charging Principle 4**

*Managers should:*

- *Identify the nature of discounts/concessions that are in place for services where charges are made*
- *Identify the types of users intended to benefit in terms of the link between discounts/concessions and policy/service objectives*
- *Identify the level of subsidy provided/cost of the discount*
- *Review discounts/concessions to ensure that they remain appropriate.*

**5) Differentiate between differing levels of a service being provided e.g. faster turnaround**

5.1 Where the Council has discretion over the level of charge and also the level of service provided, it is important that the charge reflects the degree of usage of service resources and value added.

5.2 For example, charges for providing birth certificates where these are needed for a passport application may differ between the basic fee and the fee for a quicker return. Whilst the same level of staffing resources may be required for both, the service user is receiving higher added value under the latter option and therefore pays a premium for the service.

**Conclusion - Charging Principle 5**

*Charges set should be differentiated so as to fairly reflect the differing demand placed upon service resources and the value provided to the service user.*

**6) Take account of the views of and minimise the impact upon users, where new or**

## **significantly higher charges are proposed, and where this is possible**

- 6.1 Where the Council is operating in a competitive environment, users have the freedom to use alternative providers if similar services are provided at lower cost. Consultation is most important, however, where the Council is in a monopoly position and needs to provide equity to service users.
- 6.2 Where charges are being regularly reviewed, there will be instances where the review identifies that higher service charges are required e.g. to take account of higher service costs. This may be even more of an issue where service charges have not been reviewed for some time, and have not therefore kept pace with increasing costs.
- 6.3 It is important that the impact upon service users of any proposed changes to charges is identified, both from an individual perspective e.g. affecting their ability to pay/use the service, and also from a Council-wide perspective e.g. affecting the extent to which policy objectives will now be achieved and the potential demand for, and therefore the level of income received for, the service.
- 6.4 This will be assisted by an understanding of the impact of previous changes in charges on levels of service use for different groups of service users; although, as such information may not be readily available, it will be important that this is collected in future, whenever such changes are made. In addition, consultations on services (and on Council finances more generally) should take account of user views on levels of charges and the perceived value for money received.

### **Conclusion - Charging Principle 6**

*Any significant proposed changes to charges should be consulted upon with key service users and groups. Managers should seek to ensure that they are aware of the potential impact upon differing service users of changes to charges, considering whether any such changes to pricing policies could potentially be phased in over time, if possible, where the impact is high.*

## **7) Maximise the ease of collection of charges and minimise the costs of collection**

- 7.1 The efficient collection of charges clearly has significant benefits in terms of minimising potential arrears levels i.e. the easier that it is made for charges to be paid, the more likely that payment will be made in practice.
- 7.2 In terms of administering charges, there are a number of areas which should be explicitly considered:
  - Service charges and the way in which they will be paid /collected should be transparent to users
  - The costs of collection should be taken into account against the actual level of income being collected
  - A range of alternative payment methods e.g. format, frequency, venues, should be offered to users, with potential incentives being considered for the most efficient payment methods e.g. electronic payment
  - Procedures for the collection of arrears and write-off of debts should be clearly set out and consistently followed for all service users
  - Where arrears have built up, this information should be reported to managers responsible for providing the service, in order that they are aware of service users experiencing difficulties in paying for the service or who are refusing to pay for the service

### **Conclusion - Charging Principle 7**

*Charges should be administered so as to maximise the ease of collection of charges and minimise the costs of collection, considering both the Council and service user perspective, in order to optimise the likelihood of payment.*

**8) Be reviewed on at least an annual basis, using the latest available market information, and revised where appropriate**

- 8.1 As identified previously, service charges should be contributing to the achievement of defined policy, service and financial objectives and it is therefore vital that charges (and eligibility criteria/discounts/concessions) are reviewed on at least an annual basis to ensure that this continues to be the case.
- 8.2 The Council approves a schedule of fees & charges annually as part of its budget-setting process. As part of this process, managers should take into account any intelligence gathered on costs, demand and market intelligence. Reviews may take place outside this timetable, although these would generally be on an exceptional basis, unless new services are being introduced.
- 8.3 It is important that areas not currently charged for (but which could potentially be) are also considered. In terms of scope, all external charges should be considered, and it may also be appropriate to include charges made through external SLAs e.g. to schools.
- 8.4 For such review to be effective, managers will need to take into account relevant market information e.g. changes in legislation, patterns of service use, benchmarking data, price sensitivity, opportunities to introduce or extend charges etc.
- 8.5 This need not necessarily be a highly detailed exercise, but managers should at least be certain that charges are achieving their intended objective(s) and have been set appropriately. If this is not the case, clearly managers will need to amend charges accordingly e.g. increasing charges if the costs of provision have increased or amending discount/concession schemes if they are no longer relevant.

**Conclusion - Charging Principle 8**

*Managers must review all charges for which they are responsible on at least an annual basis as part of the budget process and confirm that charges have been reviewed on a systematic basis. Heads of Service should ensure that their service area has completed an annual policy statement on charging, to be signed off by the relevant Lead Cabinet Member, prior to the completion of the Council's annual budget setting process.*

## **ANNEX B – MATTERS TO BE CONSIDERED WHEN SETTING CHARGES (Section 5)**

### **The cost of providing the service:**

- All direct costs are to be included.
- All overheads related to the provision of the service, which may be attributed to the cost of the service, are to be included.
- Best estimates may be made of costs where it is not practical to obtain precise data or identify precisely those overheads attributable to the service.
- Unit costs are to be calculated by reference to realistic user numbers based on actual experience, either in relation to this Council or, if appropriate comparable services elsewhere.

### **How much income is it desired to generate and why?**

- Is the service providing a subsidy or aiming for break-even?
- Does income from the service make a significant contribution to reducing the net amount of the Council's revenue budget?
- Have any targets been set for the income or class of income of which it is a component?
- Is income needed to fund future investment?

### **Comparison of charges made by neighbouring or similar councils or other providers of similar services**

- In making this comparison it will be necessary to establish whether the services being provided by these other bodies are comparable to those provided by the Council and to make adjustments where this is not so.
- Is there a logical reason for significant differences between this Council's charges and those of others?
- Will customers be lost to other service providers if charges are set too high? Will that result in a greater loss of income overall?

### **Whose use of services is it desired to subsidise and by how much?**

- Can all potential users afford to pay the full cost of the service or the same charges as other users?
- Is it desirable to subsidise all users of the service, for example because there is likely to be a desirable outcome for the community as a result
- Are there particular classes of users that should be subsidised, such as the unemployed, benefits recipients, the elderly, disabled persons or children?
- Should subsidies be given by reducing the charges payable or by offering concessions to offset the charge?

### **Whose behaviour is it desired to influence and in what ways?**

- Is it desirable to influence users to use particular facilities, for example where they are under-used, by charging less for their use than for other similar ones?
- Is it desirable to persuade users to behave in a way which is more acceptable to the community in preference to any other or others less acceptable and can this be promoted by setting charges at a level which might achieve this?
- Is it desired to promote a particular pattern of use, for example short stay parking as opposed to another, such as long stay parking or to discourage peak time use of facilities?
- Should some behaviour or activities be discouraged by setting high charges or penalties?
- Can anti-social behaviour be reduced by charging for services which discourage people from behaving irresponsibly at a level which they will find attractive, for example charges for the collection of bulky waste to discourage fly-tipping?

- Are there desirable outcomes which the Council wishes to see realised, in line with its corporate objectives, which could be assisted through the charging regime, for example maintaining the economic vitality of the town centres through the provision of reasonably priced facilities such as car parking?

**How will charges help to improve value for money, equity and access to services?**

- What are users' perceptions with regard to what constitutes a fair and reasonable charge?
- Are there any issues relating to social inclusion or equalities?

**Will the cost (including staff time) of collecting the income due outweigh the amount of income likely to be collected?**

- Is it worth making a charge?
- Should a charge be made anyway as a matter of principle?

**Any other relevant factors**

It will be a matter for the Council to determine what the charge will be, based on its consideration of the above factors.

## **ANNEX C – FRAMEWORK FOR SETTING CHARGES (Section 6)**

### **Determine which services are / should be charged for**

- The requirement to charge for a service, and what level that charge should be set at, is in some cases set in statute. Similarly, there are some services which cannot by law be charged for. When reviewing charges for a service, any legislation relating to the service must be considered, as it may rule out the need for any further work in setting or revising charges.
- Aside from those charges influenced by legislation or delivered to the majority of Council citizens, charges could, in theory, be set for all discretionary services provided by a local authority.

### **Identify the objective of charging**

- Of the discretionary services, there may be existing charges set for the service(s) in question. If there are not, that does not mean that introducing a charge should be disregarded. Priorities for a service may have changed since charges for it were last considered and identifying what the current and future priorities are, and how charging can be used to contribute to the delivery of these wider service priorities, is paramount when setting charges.
- The objective of a charge may be more straightforward than this. A service which is being run at a loss could introduce or increase a charge to ensure that all costs are recovered. This can then mean resources are freed up to expand a service or can be reinvested elsewhere to improve service delivery. This could also be the case where the Council wishes to reduce the level of subsidy awarded to a service.
- Another potential charging objective could be to rationalise the use of a service, if there are more effective alternatives. The introduction of a nominal fee could be used to manage demand on the service. In addition, the introduction of a charge would mean that costs of delivering the service to those customers who still requested it would be partly met.
- It is essential that the reason for introducing the charge is clear. This will help when determining the level of the charge, and in advising service users of the rationale behind charging decisions.

### **Consider the costs of service provision**

- Depending on the objective of charging, the costs for delivering a service will have to be considered. While it would be best practice for services to know the accurate recharge rate / unit cost for all the services they delivered, this is sometimes not the case. Where cost information cannot be clearly established, services wishing to recover costs will have to take into account the total cost of all inputs and break this back into a unit charge.
- The cost of collecting income for a service should also be identified, including, for example, an invoice having to be raised and sent to the customer. If it later transpires that demand for the service is below a certain point, it may not be cost-effective to levy a fee if the income generated is lower than the associated administrative cost. While the Council does not currently have a specific policy on a minimum invoice value, payment in advance, or at the point of delivery, should be used wherever practicable.

### **Consider information on service users**

- The following questions need to be considered when determining charges for a service however each charge may have discrete issues which will also require consideration. Generic questions include:
  - Who are the service users?
  - How often is the service used?
  - When (days and times of day) is the service used? When is there excess demand for the service? When is there excess supply of the service?

- How have increases to an existing charge, the introduction of charging for a similar service, or the introduction of a charge by other councils or organisations for the same service affected customer demand for a service in the past?
  - How much do residents / businesses value the service and how much would they be willing to pay for it?
  - Are there other providers of the same or similar services which users could switch to?
- Where demand for services provided on a discretionary basis is very low, the provision of that service should be reviewed to establish if it is meeting the objective(s) for which it was introduced. Should a review find that an adjustment to, or cessation of, a service be recommended, the appropriate Member approval would be required.

### **Consider Charging options**

- There may be several charging options available to deliver the same objective. The fees for the use of a service at busy times could be increased to discourage use at those times. Concessionary discounts could be applied to encourage particular groups of customers to use a service to achieve social objectives or provide equity of access.
- There are three broad pricing structures which can be applied either individually or in some combination when setting charges. These are: cost-based pricing, competition-based pricing and demand-based pricing. It is acknowledged, however, that there may be social pricing implications where community benefit may offset some of the actual costs – this is particularly relevant to high-cost services with people-centred outcomes.
- The basics of cost-based pricing were outlined in 2.3. Given the difficulties associated with identifying the unit cost of some services, charging in terms of units of input, rather than units of measured output, could be considered. Where an accurate unit cost is available, however, charges could be set according to output.
- Competition-based pricing involves benchmarking other providers' prices as a guide for setting the service's charge. It may not necessarily mean setting charges at an identical level to other organisations providing the same service, but rather that charges are set at a level which takes account of market conditions, comparisons with private providers of the same service or with an appropriate range of local authorities. The objective of the charge will again have some bearing on the level of charges being considered, as will the quality of the service being offered in comparison to that of other providers. The Best Value option will consider all of these elements.
- Setting charging levels based on demand for a service is largely concerned with the extent to which customers value a service and what they perceive to be value for money with regard to that service. Where a service is over-subscribed at certain times of the day or the week, while at other times there is excess supply (i.e. less demand than capacity available), and particularly where price is the central concern to potential or existing service users, introducing an off-peak discount, such as mid-week or day-time, should increase the demand for the service at that time and potentially divert some of the demand from the busier times.
- Once all potential options for charging have been identified, they should be appraised against a set of criteria which reflect the objective of the charging to determine which would achieve the desired outcome, bearing in mind the potential impact of charging on groups of customers.



### **Assess the impact**

- The Equality Act 2010 sets out a general public sector equality duty which requires public authorities to pay due regard to the need to eliminate discrimination; advance equality; and foster good relations across a range of protected characteristics. These requirements apply across the 'protected characteristics' of age; disability; gender reassignment; pregnancy and maternity; race; religion and belief; sex and sexual orientation. To ensure that the proposed charges will not have a detrimental effect on any particular individuals or groups, the service should carry out an Integrated Impact Assessment.
- If the assessment identifies that any adverse impact amounts to unlawful discrimination, the relevant provisions must be removed. The Council may consider taking action to address any other issues identified, wherever possible mitigating any negative impacts, and promoting and/or maximising positive benefits. It is important that this consideration is recorded as evidence that due regard has been paid to the general duty. In relation to disabled people this should include considering steps to take account of disability and it will not be unlawful if this results in more favourable treatment of disabled people. It is also important to recognise the cumulative impact of changes affecting particular user groups in any such assessment.
- The sustainability impact of any charging decisions must also be considered. Any potential social, environmental or economic impact that the introduction of a charge, or change to an existing charge, may have must be identified and any subsequent decisions must ensure that any negative or unfair impact is mitigated or removed. In instances where a negative impact is the objective of charging, e.g. a charging objective designed to reduce demand, this must be identified and managed through mitigating action where possible.

### **Forecast demand and potential income**

- Depending on the objective of the proposed charge, the demand for the service and subsequent income received must be estimated to ensure charges will have the desired effect.
- Through having accurate and up-to-date user information, future demand and income can be more effectively forecast. For services which customers value highly, their sensitivity to price changes may be lower, and increases in charges will not necessarily lead to a huge drop in demand. Conversely, for services which are not valued so highly by customers, an increase in the cost of those services may result in a shift in demand away from the Council, towards alternative and cheaper providers.

### **Set the charge**

- Informed by the results of the previous stages, the Council will be in a position to introduce a charge, increase/decrease an existing charge or introduce a concessionary scheme – whichever option is determined to be the most effective in meeting its objectives without detrimentally affecting any particular group of customers.

### **Monitor and review charges and their impact**

- The extent to which charges are serving their purpose should be monitored on at least an annual basis. The income received from charges should be monitored as part of the service's own budget arrangements.
- Charges should also be reviewed at least annually as part of the budget-setting process. However, there may be other reasons why they should be reviewed more frequently or at other times of year, such as the service being subject to a Best Value review, or the charges not having the desired effect.

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## Pay Policy Statement 2022/23

### **Pay Policy Statement for the Year 2022/23**

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 2022/23 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 18 Pay Policy Statement 2022/23

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)	£28,581.10 p.a. (fte) (based on mean) £27,010.68 p.a. (fte) (based on median)
Pay difference (between average & highest pay)	£153,454.90 (based on mean) £155,025.32 (based on median)
Pay Multiple (ratio between the average and the highest pay)	6.4:1 (based on mean) 6.7:1 (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. The Senior Staffing Panel will take account of the national pay awards when making their determination. The national pay awards for 2021/22 has not been concluded and as such there has not yet been a local determination to increase Senior Manager pay at Assistant Director level and above.

The national pay award offer is an increase of 2.75% on the first pay point on the national pay spine with a 1.75% increase on all pay points on the national pay spine thereafter. The national offer for Chief Executives and Chief Officers is a 1.50% increase.

## 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 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. In making any decisions the Director of Governance and Pensions will take into account any [Public Sector Exit Payments Guidance on Special Severance Payments - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/guidance/public-sector-exit-payments-guidance-on-special-severance-payments)

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 18 Pay Policy Statement 2022/23

As at 31 March 2021 a snapshot of the Council's workforce (including all employees, apprentices and casual staff in post) provides:

Mean gender pay gap	+1.76%			
Median gender pay gap	-6.12%			
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	284 (41.2%)	405 (58.8%)	689 (100%)
	Lower Middle	245 (35.6%)	443 (64.4%)	688 (100%)
	Upper Middle	193 (28.0%)	496 (72.0%)	689 (100%)
	Upper	256 (37.2%)	433 (62.8%)	689 (100%)
	<b>Grand Total</b>	<b>978 (35.5%)</b>	<b>1777 (64.5%)</b>	<b>2755 (100%)</b>

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Tameside's mean gender pay gap is +1.76% meaning that overall females have lower pay than males. Whereas, Tameside's median gender pay gap is -6.12% meaning that overall females have higher pay than males.

The mean gender pay gap has slightly increased from 1.52% in 2020, whilst the median gender pay gap has reduced marginally from -6.14% in 2021.

Tameside's negative median gender pay gap shows that females are paid more than males, due to the high percentage of females in the middle quartiles. Over half (50%) of females are in the middle quartiles.

However, overall there is a higher percentage of males in the highest paid jobs (26%), compared to 24% of females which results in a positive mean gender pay gap where men are paid more, with women earning 1.76% less per hour than their male counterparts.

The Council is committed to reducing the gender pay gap and will continue monitor and review recruitment and reward processes, develop career pathways to enable and support career progression and continue to support flexible working and family friendly policies to enable both men and women to progress within the workforce.

## **11 Commitment to The Living Wage**

The Council is committed to becoming an accredited Living Wage Foundation Employer. The Living Wage is a rate of pay per hour, which is enough to make sure workers and their families can live free from poverty.

The Council implemented the Living Wage Foundation rate of pay in September 2016 for all employees (excluding apprentices, work placements and traineeships, which have been created to enable access to the work place training and job opportunities). This is paid by means of a supplement to Council employees whose hourly rate of pay falls below the nationally set rate, as required annually.

This rate will continue to be reviewed in line with the nationally negotiated NJC pay award.

The Council will encourage and promote all employers, both directly and through their subcontractors, to pay a Living Wage, and promote the Living Wage principles when there are opportunities to so do in the Borough.

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
- [Public Sector Exit Payments Guidance on Special Severance Payments - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/guidance/public-sector-exit-payments-guidance-on-special-severance-payments)

# APPENDIX 19 – 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 2021 the Council had £94m 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 debt. 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 2021, this represented a further £21m 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 19A**.
- 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 Group, 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 2022/23 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 2022/23. 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 c2.1% but could only be invested at around 0.4% resulting in a cost of carry of 1.7% 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 2022/23 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 has been taken up since this, however the proposed capital financing budget assumes a further £30m of borrowing is taken up in 2022/23. The Council's current projected under-borrowed position is £60m, which provides an estimated annual saving of £1m in interest costs at prevailing rates. This is further detailed later in paragraph 11.1.
- 2.11 The planned Prudential Borrowing of £30m in 2022/23 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 19E** 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.

3.5 The decision to borrow and make investments day to day is delegated to the Section 151 Officer within the limits set by the Treasury Management Strategy and the Prudential Code. This includes any debt rescheduling or refinancing decisions, including PFI. All routine investment decisions are reported in retrospect as part of the statutory reporting requirements that require Members to receive a minimum of three reports per annum.

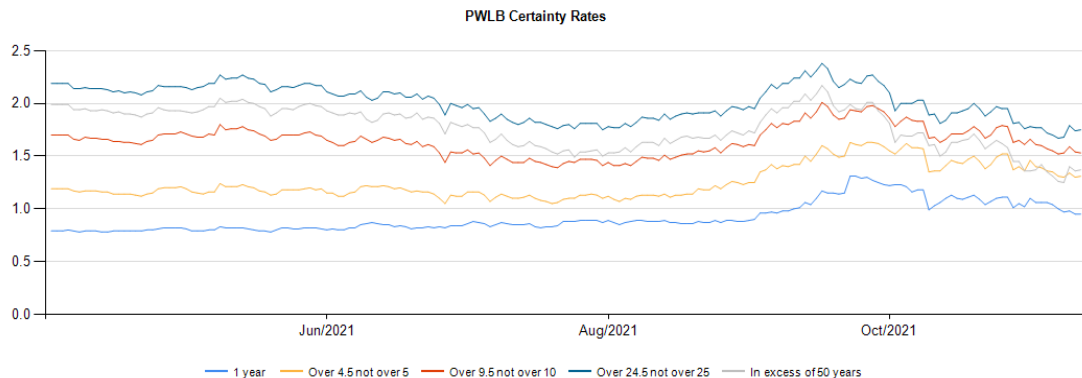
#### **4. TYPES AND DURATION OF LOANS**

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

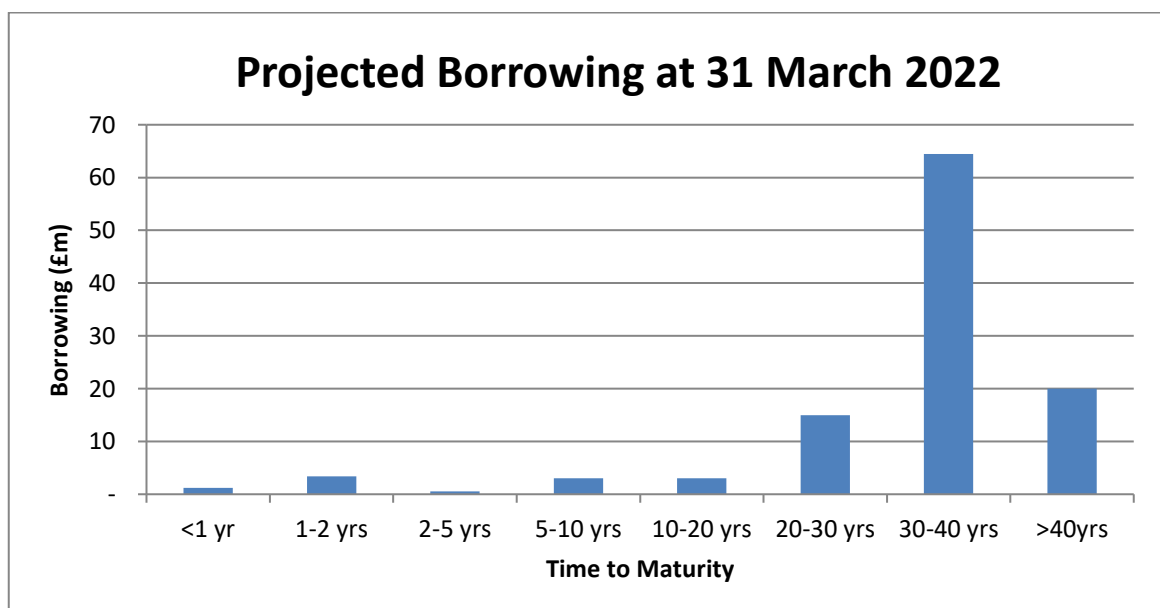
pre-set anniversaries) take up an option to change the interest rate. The borrower (Tameside) then has the option to repay the loan if it does not want to pay the new interest rate. The Council can only repay the loan prior to the maturity date without penalty if the lender has taken up their option.

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.

4.4 Tameside’s loan portfolio as at 31<sup>st</sup> March 2022, 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 2022)
- 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 2022)
- d. Other Local Authorities (nil at 31<sup>st</sup> March 2021)
- d. Internal cash funds and balances (£60m 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 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 2021/22, or are foreseen for long term loans in 2022/23 with the current interest rate climate. Current market conditions suggest that refinancing gains may be achieved on PFI debt during 2022/23, taking advantage of more favourable market conditions since the initial debt was secured.
- 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 – 2021/22

- 7.1 The original estimate of interest payable for the 2021/22 financial year was £6.116m. It is anticipated that the outturn position for the year will be £0.355m below this budget, as no additional borrowing has been taken up in year.

## 8. TAMESIDE MBC’S ESTIMATED NET DEBT POSITION AT 31 MARCH 2022

- 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	100.640
Market Loans (incl. LOBOs)	<u>40.000</u>
Total External Borrowing	140.640
Less Sports Trust Debt	-0.589
Less Airport Debt	-0.550
Less Trust Funds, Contractor Deposits etc	-0.153
Less Investments (est.)	<u>-100.000</u>
Net Debt Outstanding	39.348

- 8.2 The estimated position assumes the Council will not take up any further borrowing during 2021/22, to meet the forecast outstanding borrowing requirement as at 31 March 2022 (£60m) and no advanced borrowing for 2022/23 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 2022 will be £0.589m.

8.4 The Council's total estimated net debt is £39.348m

## 9. 2022/23 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 2022/23 it is estimated that the following requirement will be needed in respect of the general fund:-

	<b>£m</b>
Capital expenditure (financed by loan)	0.000
Loans maturing	<u>1.222</u>
	1.222
Less MRP repayments	<u>-5.129</u>
Total potential borrowing requirement	<u>-3.907</u>

9.3 Therefore the additional outstanding capital borrowing need of the Council will reduce by £3.907m (capital expenditure less provision for debt repayments) during 2022/23.

9.4 The budget for 2022/23 shows that loans and investments outstanding during the year will generate estimated gross interest charges of £5.854m. 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 During 2021/22 it is estimated that the total interest payments to the Fund will be £1.282m at an average interest rate of 6.67%. This compares with 6.47% in 2020/21 and 5.65% in 2019/20.

10.3 GMMDAF is scheduled to come to an end in 2021/22 and as such no further payments are due from districts. A small number of the historic GMMDAF PWLB loans have expiration dates beyond the life of the Fund (£4.257m maturing in 2022/23 and £2.852m in 2027/28). A provision has been built up to deal with the interest and principal repayment of these loans.

## 11. BORROWING STRATEGY

11.1 The Council has the following anticipated borrowing requirement:-

	2021/22 £m	2022/23 £m
Opening CFR	203.741	199.265
Opening Outstanding Borrowing Requirement	53.866	59.759
Capital Expenditure Financed by Borrowing	0.502	0
Loans Maturing	10.369	1.222
MRP	-4.978	-5.063
Annual Requirement	5.893	-3.841
New Borrowing in Year	0	30
Closing CFR	199.265	194.202
Closing Outstanding Requirement	59.759	25.918
Estimated Annual Cost*	1.037	0.450

\*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 £60m at 31<sup>st</sup> March 2022. 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 £0.956m in 2021/22 and £0.415m in 2022/23 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 Group), showing the movement in longer term interest rates for borrowing and movement in shorter term interest rates for investments.

Link Group Interest Rate View		20.12.21								
	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24
BANK RATE	0.25	0.25	0.50	0.50	0.50	0.75	0.75	0.75	0.75	1.00
3 month ave earnings	0.20	0.30	0.50	0.50	0.60	0.70	0.80	0.90	0.90	1.00
6 month ave earnings	0.40	0.50	0.60	0.60	0.70	0.80	0.90	1.00	1.00	1.10
12 month ave earnings	0.70	0.70	0.70	0.70	0.80	0.90	1.00	1.10	1.10	1.20
5 yr PWLB	1.40	1.50	1.50	1.60	1.60	1.70	1.80	1.80	1.80	1.90
10 yr PWLB	1.60	1.70	1.80	1.80	1.90	1.90	2.00	2.00	2.00	2.10
25 yr PWLB	1.80	1.90	2.00	2.10	2.10	2.20	2.20	2.20	2.30	2.30
50 yr PWLB	1.50	1.70	1.80	1.90	1.90	2.00	2.00	2.00	2.10	2.10

- 12.2 Link Group have also provided the following economic update:

*Over the last two years, the coronavirus outbreak has done huge economic damage to the UK and to economies around the world. After the Bank of England took emergency action in March 2020 to cut Bank Rate to 0.10%, it left Bank Rate unchanged at its subsequent meetings until raising it to 0.25% at its meeting on 16th December 2021.*

*As shown in the forecast table above, the forecast for Bank Rate now includes four increases, one in December 2021 to 0.25%, then quarter 2 of 2022 to 0.50%, quarter 1 of 2023 to 0.75%, quarter 1 of 2024 to 1.00% and, finally, one in quarter 1 of 2025 to 1.25%.*

*The overall balance of risks to economic growth in the UK is now to the downside, including risks from Covid and its variants - both domestically and their potential effects worldwide.*

### **Gilt yields and PWLB rates.**

*Since the start of 2021, we have seen a lot of volatility in gilt yields, and hence PWLB rates. As the interest forecast table for PWLB certainty rates above shows, there is forecast to be a steady, but slow, rise in both Bank Rate and gilt yields during the forecast period to March 2025, though there will doubtless be a lot of unpredictable volatility during this forecast period.*

*While monetary policy in the UK will have a major impact on gilt yields, there is also a need to consider the potential impact that rising treasury yields in America could have on our gilt yields. As an average since 2011, there has been a 75% correlation between movements in US 10-year treasury yields and UK 10-year gilt yields. This is a significant UPWARD RISK exposure to our forecasts for longer term PWLB rates. However, gilt yields and treasury yields do not always move in unison.*

*There are also possible DOWNSIDE RISKS from the huge sums of cash that the UK populace have saved during the pandemic; when savings accounts earn little interest, it is likely that some of this cash mountain could end up being invested in bonds and so push up demand for bonds and support their prices i.e., this would help to keep their yields down. How this will interplay with the Bank of England eventually getting round to not reinvesting maturing gilts and then later selling gilts, will be interesting to monitor.*

*There is likely to be exceptional volatility and unpredictability in respect of gilt yields and PWLB rates due to the following factors: -*

- How strongly will changes in gilt yields be correlated to changes in US treasury yields (see below). Over 10 years since 2011 there has been an average 75% correlation between movements in US treasury yields and gilt yields. However, from time to time these two yields can diverge. Lack of spare economic capacity and rising inflationary pressures are viewed as being much greater dangers in the US than in the UK. This could mean that central bank rates will end up rising earlier and higher in the US than in the UK if inflationary pressures were to escalate; the consequent increases in treasury yields could well spill over to cause (lesser) increases in gilt yields. There is, therefore, an upside risk to forecasts for gilt yields due to this correlation. The Link Group forecasts have included a risk of a 75% correlation between the two yields.*
- Will the Fed take action to counter increasing treasury yields if they rise beyond a yet unspecified level?*
- Would the MPC act to counter increasing gilt yields if they rise beyond a yet unspecified level?*
- How strong will inflationary pressures actually turn out to be in both the US and the UK and so put upward pressure on treasury and gilt yields?*
- How will central banks implement their new average or sustainable level inflation monetary policies?*
- How well will central banks manage the withdrawal of QE purchases of their national bonds i.e., without causing a panic reaction in financial markets as happened in the “taper tantrums” in the US in 2013?*
- Will exceptional volatility be focused on the short or long-end of the yield curve, or both?*

*As the US financial markets are, by far, the biggest financial markets in the world, any upward trend in treasury yields will invariably impact and influence financial markets in other countries. Inflationary pressures and erosion of surplus economic capacity look much stronger in the US compared to those in the UK, which would suggest that Fed rate increases eventually needed to suppress inflation, are likely to be faster and stronger than Bank Rate increases in the UK. This is likely to put upward pressure on treasury yields which could then spill over into putting upward pressure on UK gilt yields.*

*The forecasts are also predicated on an assumption that there is no break-up of the Eurozone or EU within the forecasting period, despite the major challenges that are looming up, and that there are no major ructions in international relations, especially between the US and Russia, China / North Korea and Iran, which have a major impact on international trade and world GDP growth.*

**The balance of risks to medium to long term PWLB rates: -**

*There is a balance of upside risks to forecasts for medium to long term PWLB rates.*

## **Investment and borrowing rates**

- **Investment returns** are expected to improve in 2022/23. However, while markets are pricing in a series of Bank Rate hikes, actual economic circumstances may see the MPC fall short of these elevated expectations.
- **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 and still remain at historically low levels. The policy of avoiding new borrowing by running down spare cash balances has served local authorities well over the last few years.

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 current 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)

## **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 19C**.
- 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:

- 0.04% 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 have previously been benchmarked against the 7 day LIBID rate. However, with the replacement of LIBOR/LIBID with SONIA, this will be replaced with the equivalent SONIA 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%	0.14%	0.26%	0.38%	0.54%

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 19A**. 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 Group. 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 2020/21 the Council achieved a return of 0.69% versus a LIBID of -0.07%, a gain of £724k. In 2021/22 to December 31, a return of 0.29% has been earned against a LIBID of -0.07%. This represents a total yield of £288k and a gain of £380k.

## **14 INVESTMENTS – PROPOSED CHANGES**

14.1 There are no proposed changes to the Council’s investment strategy for 2022/23.

## **15 TREASURY MANAGEMENT ADVISORS**

15.1 The Council uses Link Group 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 Group 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 2021 the Pension Fund cash totalled around £486m.

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

16.3 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

16.4 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 MRP policy (Appendix 19D) be recommended for approval by full Council.

# APPENDIX 19A

## ANNUAL INVESTMENT STRATEGY: FINANCIAL YEAR 2022/23

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 Group. 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 Group 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 Link Group's 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 Group. 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 Group's 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 as outlined below. 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.

## **Manchester Airport**

The Council has an historic 3.22% shareholding in Manchester Airport Group. This shareholding has been valued at £32m as at 31 March 2021. Prior to the COVID-19 pandemic, the Council was receiving significant dividend income from this investment (£6.4m in 2019) which was a key item in the Council's Medium Term Financial Strategy.

In recent years, further additional investment in Manchester Airport has been approved:

- A capital investment of £11.3m in Manchester Airport was approved by Executive Cabinet in February 2018. The investment takes the form of a shareholder loan which was funded from reserves. Interest will be paid at a rate of 10% per annum, which will generate a revenue stream for the Council of approximately £1m (after allowing for the loss of interest earned on cash used to fund the investment) which will support the revenue budget.
- In February 2019, Executive Cabinet approved an equity investment of £5.6m in Manchester Airport funded by prudential borrowing. The investment is expected to generate revenue income through returns of around 3.25% (after taking account of borrowing costs and debt repayment). It was originally envisaged that this income would begin to be received from 2021/21 onwards, although no amounts are yet assumed in the Medium Term Financial Plan (MTFP). The economic impact of COVID-19 is likely to mean that income from this investment will not be generated for a number of years and will be dependent on the speed and scale of recovery in the Aviation Sector
- In April 2020, Executive Cabinet approved a further investment of £9.7m in Manchester Airport in the form of an equity loan, which will be funded by prudential borrowing. The loan is intended to provide financial stability to Manchester Airport Group and ensure it is best-placed to react and rebuild business operations as Covid restrictions are lifted. The investment completed in June 2020 and will generate revenue income through interest earned of 10% per annum

The COVID-19 pandemic has had a significant impact on the Aviation Industry. Whilst the expectation is that interest on loans and investments will continue to be accrued, the annual dividend is not expected to be payable for a number of years, placing a £6.4m pressure on the revenue budget.

### **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 2022/23 to range between £60m and £150m.

Use of investments for rescheduling purposes, or deferring borrowing could substantially reduce these holdings, whereas borrowing earlier than required could increase them.

The minimum percentage of its overall investments that the Council will hold in short-term investments is 50%.

The current financial climate provides operational difficulties. Ideally investments would be invested longer to secure better returns, however uncertainty over counterparty creditworthiness suggest shorter dated investments would provide better security.

The money market interest rates will be constantly monitored, and with the advice of our treasury advisors, the length of investments will be determined in accordance with our own views of future rate movements. In this way we would hope to optimise our investment returns.

## Use of Specified and Non-Specified Investments during the Financial Year

There are a number of types of investments which the Council could use. These are outlined in the following tables

### Specified investments:

All such investments shall be in sterling with a maximum maturity of 1 year with institutions of high credit quality.

	Minimum Credit Criteria
Term Deposits (including bank cancellable deposits and certificates of deposit) with credit – rated deposit takers (banks and building societies) *	Per Link Group
Term Deposits with the UK Government including Treasury Bills or other Local Authorities	N/A
Money Market Funds	AAA
Debt Management Agency Deposit Facility	N/A

\*If forward deposits are made, these will be for a maximum of 1 year from the date of the deal.

Bank cancellable deposits cover a variety of bank deposits where the bank holding the deposit, has the option of repaying at pre-specified times. Such investments normally attract a higher original interest rate.

### Non – Specified Investments:

A maximum of 50% (at the time the investments are made) will be held in aggregate in non – specified investments. The only types of non-specified investments, with high credit quality, that the Council may use during 2021/22 are:

	Minimum Credit Criteria
Term Deposits exceeding 1 year (including bank cancellable deposits) with credit – rated deposit takers (banks and building societies)	Per Link Group
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 19B

### 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:

	<b>-Minimum credit criteria / colour band</b>	<b>Max. maturity period</b>
<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 19C

## Security, Liquidity and Yield Benchmarking

These benchmarks are targets and so may be breached from time to time. Any breach will be reported, with supporting reasons in the Annual Treasury Report.

Yield – This benchmarks is currently widely used to assess investment performance.

- Investments – Internal returns have previously been benchmarked against the 7 day LIBID rate. However, with the replacement of LIBOR/LIBID with SONIA, this will be replaced with the equivalent SONIA 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%	0.09%	0.17%	0.26%	0.35%
AA	0.02%	0.04%	0.09%	0.16%	0.23%
A	0.05%	0.14%	0.26%	0.38%	0.54%

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 2021 as overpayments or VRP were £101.8m



## APPENDIX 19E

### Prudential Indicators

#### 1. Ratio of Financing Costs to Net Revenue Stream

Limit/Indicator	2022/23 %	2023/24 %	2024/25 %
Ratio of financing costs to net revenue stream	4.6	4.8	4.8

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	2022/23 £000	2023/24 £000	2024/25 £000
Core Capital Financing Requirement	199,265	194,202	189,139
Other long term liabilities (e.g. PFI and leases)	93,207	89,080	84,388
Total Capital Financing Requirement	292,472	283,282	273,527

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 2022 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 2022/23 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	2022/23 £000	2023/24 £000	2024/25 £000
Capital expenditure	37,558	0	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	2022/23 £000	2023/24 £000	2024/25 £000
For the Band D Council Tax	3	9	9

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 £0.065m would be raised.

### 5. Operational Boundary and Authorised Limit on External Debt and Other Long Term Liabilities

Limit/indicator	2022/23 £000	2023/24 £000	2024/25 £000
Operational Boundary for external debt	206,642	213,832	215,457
Authorised Limit for external debt	226,642	233,832	235,457

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:

<b>Limit/indicator</b>	<b>2022/23 £000</b>	<b>2023/24 £000</b>	<b>2024/25 £000</b>
Estimated 31 March 2021	140,640		
Previous year Operational Boundary		206,642	213,832
Add debt maturing in year	1,222	3,393	0
Add borrowing for 2021/22 and previous years' requirement not taken up	59,759		
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		(1,222)	(3,393)
Less MRP	(4,978)	(4,982)	(4,982)
<b>Operational Boundary - borrowing</b>	<b>206,642</b>	<b>213,832</b>	<b>215,457</b>
Add allowances for cash flow etc.	20,000	20,000	20,000
<b>Authorised Limit - borrowing</b>	<b>226,642</b>	<b>233,832</b>	<b>235,457</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>2022/23 £000</b>	<b>2023/24 £000</b>	<b>2024/25 £000</b>
Operational Boundary for other long term liabilities	93,207	89,080	84,388
Add allowance for new agreements	1,000	1,000	1,000
Authorised Limit for other long term liabilities	94,207	90,080	85,388

The total authorised limit of £226 million (including both external borrowing and other long term liabilities) should be set as the Council's affordable borrowing limit for 202/23 as required under the provisions of the Local Government Act 2003.

## 6. Gross Debt and the Capital Financing Requirement.

<b>Limit/indicator</b>	<b>2022/23 £000</b>	<b>2023/24 £000</b>	<b>2024/25 £000</b>
Core capital financing requirement	199,265	194,202	189,139
Gross borrowing	199,265	194,202	189,139

To ensure that medium term debt will only be for a capital purposes, the Council will ensure that the gross external borrowing does not, except in the short term, exceed the highest forecast capital financing requirement (CFR) in any one year.

## 7. Upper and lower limits on Interest Rate Exposures

Limit/indicator	2022/23 £000	2023/24 £000	2024/25 £000
Upper limit for fixed interest rate exposure	199,265	194,202	189,139
Upper limit for variable interest rate exposure	66,422	64,734	63,046

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

2022/23 £m	2023/24 £m	2024/25 £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 Group 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:

	2022/23 £000	2023/24 £000	2024/25 £000
Operational Boundary – borrowing	0	0	0
Authorised Limit – borrowing	15,000	15,000	15,000

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 £15m 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.

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# APPENDIX 20 – CAPITAL STRATEGY 2022-23

## 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 these 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
- Provision of new library in Droylsden

### 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
- Hyde Swimming Pool extension
- 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:

- 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.

#### **4 Capital Programme and Resources**

4.1. The Council maintains a three year Capital Programme which currently covers the period 2021/22 to 2023/24. This is updated annually during the budget process in February and quarterly during the year.

4.2. As of January 2022 the Programme has a total value of £88m including both fully approved and earmarked schemes. A summary of the Programme is included in this report as **Appendix 20A**.

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 2022 the interest rate on loans of similar terms to those taken up in August 2019 is in the region of 1.8%.

4.6.2. **Grants** - Capital grants mainly come from a variety of government funded departments or agencies. Grants currently make up £59m (71%) 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.

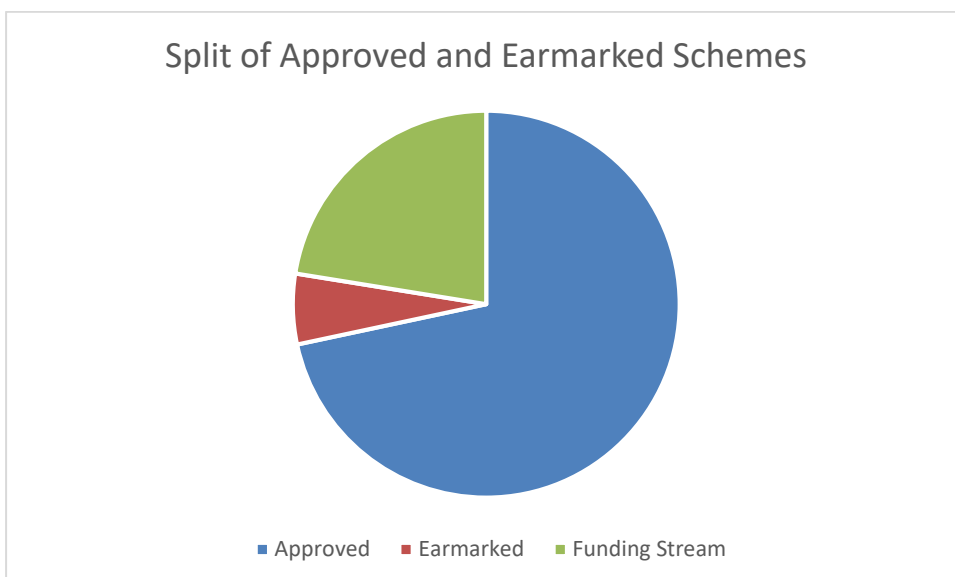
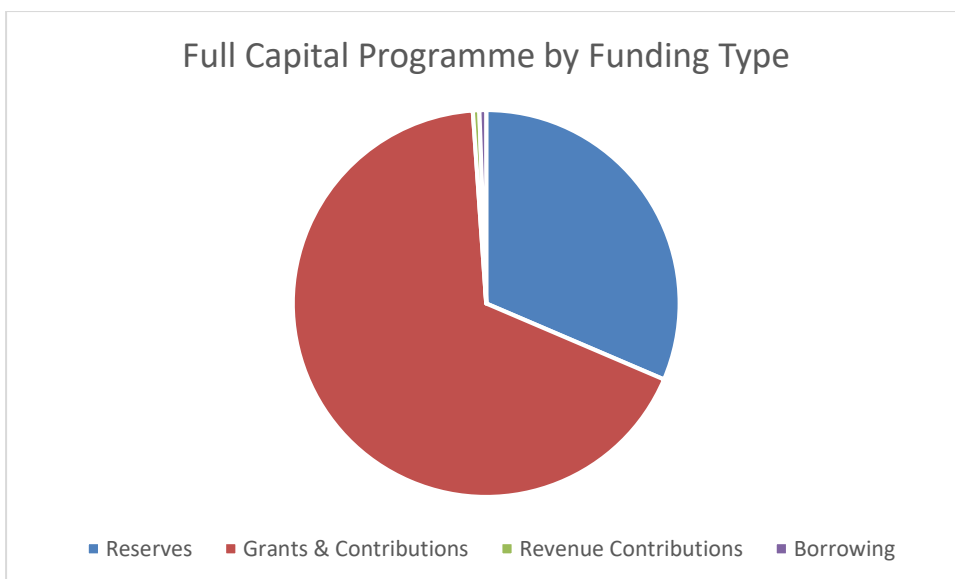
4.6.3. **Revenue Financing** – Revenue financing, paying for capital expenditure from the revenue budget, is not a major element of capital financing and due to ever increasing pressures on revenue budgets this has been reduced over time and in the current financial environment is unlikely to increase.

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 2021/22, £8.9m 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. There is currently a process in place to bid for capital investment, this was used to refresh the Capital Programme in 21/22. In 22/23 this process will again be reviewed and the Capital Programme will be refreshed, utilising a robust 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 20B**.

## **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, the Budget Strategy 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 ensuring value for money.

## **7 Future Years**

7.1 In September 2021, Executive Cabinet approved the allocation of the remaining capital reserves to immediate priorities and agreed that no new capital investment would be agreed until the Council has a sustainable medium-term financial plan. Currently, no further capital projects will be approved in the short-term unless the schemes are fully funded from external sources.

7.2 A further review of capital priorities and the affordability of future borrowing to fund capital expenditure will be undertaken in 2022/23. 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 2021, and subject to audit, this consisted of:

<b>Asset Class</b>	<b>£m</b>
Land and Buildings	277
Vehicles, Plant and Equipment	17
Infrastructure	136
Community Assets	15
Surplus Assets	9
Assets Under Construction	2
Investment Properties	32
<b>Total</b>	<b>488</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 2022/23 is the implementation 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 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 capacity and procurement expertise. 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, Jigsaw Homes Tameside, 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 2021, the Council had the following long term investments on its balance sheet:

	<b>£000</b>
Investment Properties	32,006
Long Term Debtors	36,881
Long Term Investments	49,769
<b>Total</b>	<b>118,656</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 (£3.0m), the Council’s share of loan debt to Manchester Airport (£29.6m), and loans to Active Tameside (£3.0m) along with some other minor amounts.

11.4. The long term investments held by the Council include investments in Manchester Airport Group (£37.7m) and Inspiredspaces (£9.0m) along with £3m 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 (£10.3m), Ashton Market Hall (£1.3m) and car parks based at the Tameside Hospital (£1.1m) and on Old Cross Street (£1.1m).

## 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 2021 the Council had £94m 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 £21m 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:

- 0.04% 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%	0.38%	0.54%

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
- Asset condition risk – the need to continually invest in condition of property and highway estate
- 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, officers from senior management and financial management 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.

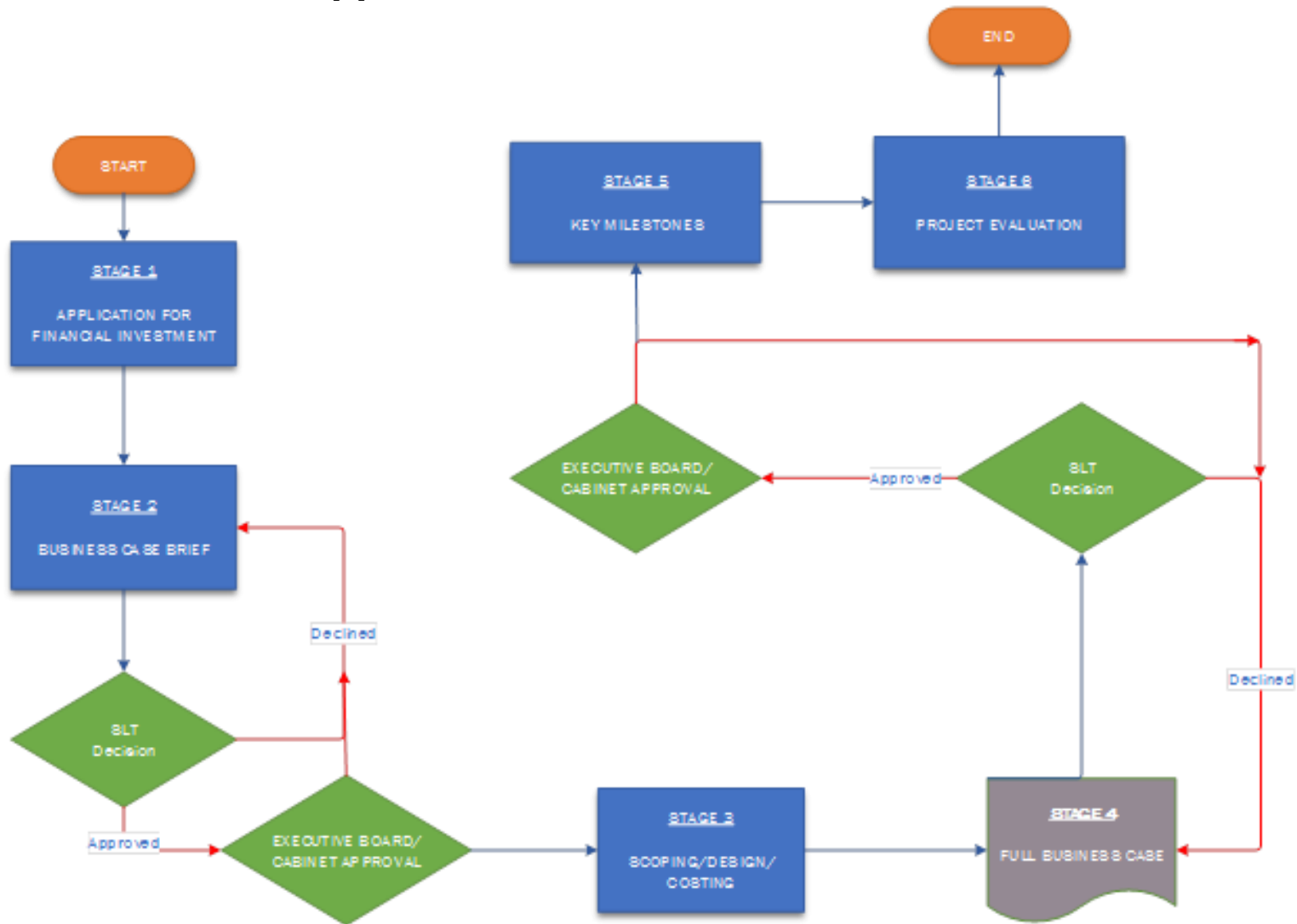
## **16 Recommendations**

- 16.1. The Capital Strategy is approved and is reviewed and revised annually.

## TOTAL CAPITAL PROGRAMME 2021/22 – 2023/24

	2021/22 Budget (Approved) £000	2021/22 Budget (Earmarked) £000	2022/23 Budget (Approved) £000	2023/24 Budget £000	Total Budget £000
<b>Adults</b>					
Adults Commissioning Service	2,263	-	401	-	2,664
<b>Children's Services</b>					
Children's Social Care Safeguarding & Quality Assurance	449	-	-	-	449
<b>Digital Tameside</b>					
Digital Tameside	425	500	-	-	925
<b>Education</b>					
School Related Works	13,489	-	20,409	-	33,898
<b>Investment, Development and Housing</b>					
Development & Investment	9,011	2,896	10,778	-	22,685
<b>Operations and Neighbourhoods</b>					
Cultural & Customer Services	16	-	-	-	16
Engineers, Highways & Traffic Management	12,376	-	5,013	-	17,389
Operations & Greenspace	2,360	-	252	-	2,612
Waste & Fleet Management	127	-	165	-	292
<b>Active Tameside</b>					
Active Tameside	881	-	-	-	881
<b>Strategic Property</b>					
Corporate Landlord	4,053	-	500	-	4,553
Estates	63	-	40	-	103
<b>Other</b>					
Provision for unanticipated pressures	-	1,800	-	-	1,800
<b>Total</b>	<b>45,513</b>	<b>5,196</b>	<b>37,558</b>	<b>-</b>	<b>88,267</b>

# Business Case Approval Process



**APPENDIX 21 - FEES AND CHARGES SCHEDULE**

**2022/23**

Description of Fee	Statutory or Non-Statutory	2021/22 Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2021/22 Total (inc VAT) £	2022/23 Proposed Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2022/23 Total (inc VAT) £	Basis of 22/23 Increase	2022/23 % Changes (to 1 d.p.)	2022/23 £ 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	0.67	Y	0.13	0.80	0.69	Y	0.14	0.83	Market benchmarking	3.0%	0.02
INTERNET – Non members per half hour	Non-Statutory	1.38	Y	0.28	1.65	1.42	Y	0.28	1.70	Market benchmarking	3.3%	0.05
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	1.55	N	0.00	1.55	Market benchmarking	3.3%	0.05
TALKING BOOKS - for 3 weeks	Non-Statutory	1.50	N	0.00	1.50	1.55	N	0.00	1.55	Market benchmarking	3.3%	0.05
LANGUAGE COURSES - for 3 weeks	Non-Statutory	1.50	N	0.00	1.50	1.55	N	0.00	1.55	Market benchmarking	3.3%	0.05
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	5.50	N	0.00	5.50	5.70	N	0.00	5.70	Market benchmarking	3.6%	0.20
OVERDUE CHARGES - Books per day	Non-Statutory	0.20	N	0.00	0.20	0.21	N	0.00	0.21	Market benchmarking	5.0%	0.01
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	0.21	N	0.00	0.21	Market benchmarking	5.0%	0.01
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	20.62	N	0.00	20.62	Market benchmarking	3.1%	0.62
ADMINISTRATION CHARGE – very overdue books - Children	Non-Statutory	10.00	N	0.00	10.00	10.31	N	0.00	10.31	Market benchmarking	3.1%	0.31
LOST KEY CARDS – replacement - Adults	Non-Statutory	1.75	Y	0.35	2.10	1.81	Y	0.36	2.17	Market benchmarking	3.4%	0.07
LOST KEY CARDS – replacement - Children	Non-Statutory	0.88	Y	0.18	1.05	0.90	Y	0.18	1.08	Market benchmarking	2.9%	0.03
PHOTOCOPYING - per A4 sheet black and white	Non-Statutory	0.08	Y	0.02	0.10	0.10	Y	0.02	0.12	Cost recovery	25.0%	0.02
PHOTOCOPYING - per A4 sheet colour	Non-Statutory	0.50	Y	0.10	0.60	0.52	Y	0.10	0.62	Cost recovery	4.0%	0.02
PHOTOCOPYING - per A3 sheet black and white	Non-Statutory	0.17	Y	0.03	0.20	0.18	Y	0.04	0.22	Cost recovery	5.9%	0.01
PHOTOCOPYING - per A3 sheet colour	Non-Statutory	1.00	Y	0.20	1.20	1.03	Y	0.21	1.24	Cost recovery	3.0%	0.04
PRINTING FROM THE COMPUTER - Black and White per A4 sheet	Non-Statutory	0.08	Y	0.02	0.10	0.10	Y	0.02	0.12	Market benchmarking	25.0%	0.02
PRINTING FROM THE COMPUTER - Colour per A4 sheet	Non-Statutory	0.50	Y	0.10	0.60	0.52	Y	0.10	0.62	Market benchmarking	4.0%	0.02
3D PRINTING - Per metre of filament used	Non-Statutory	0.83	Y	0.17	1.00	0.92	Y	0.18	1.10	Market benchmarking	10.8%	0.11
3D PRINTING - per hour of printing time	Non-Statutory	0.42	Y	0.08	0.50	0.45	Y	0.09	0.54	Market benchmarking	7.1%	0.04
<b>Museums</b>												
Education Workshop TMBC - per 1.5hr session	Non-Statutory	72.00	N	0.00	72.00	100.00	N	0.00	100.00	Market benchmarking	38.9%	28.00
Education Workshop TMBC - per full day	Non-Statutory	144.00	N	0.00	144.00	200.00	N	0.00	200.00	Market benchmarking	38.9%	56.00
Education Workshop (not TMBC) - per 1.5hr session	Non-Statutory	82.00	N	0.00	82.00	110.00	N	0.00	110.00	Market benchmarking	34.1%	28.00
Education Workshop (not TMBC) - per 2 sessions	Non-Statutory	164.00	N	0.00	164.00	220.00	N	0.00	220.00	Market benchmarking	34.1%	56.00
Loan Box Hire - Schools - per week	Non-Statutory	35.00	N	0.00	35.00	37.00	N	0.00	37.00	Market benchmarking	5.7%	2.00
Loan Box Hire Community Groups - per day	Non-Statutory	5.50	N	0.00	5.50	6.00	N	0.00	6.00	Market benchmarking	9.1%	0.50
Art Sale Commission - per art work	Non-Statutory	0.25	Y	0.05	0.30	25%	Y		25%	Market benchmarking		0.00
Adult study day - per day	Non-Statutory	36.00	N	0.00	36.00	38.00	N	0.00	38.00	Market benchmarking	5.6%	2.00
Adult study day - per day for concessions	Non-Statutory	31.00	N	0.00	31.00	32.00	N	0.00	32.00	Market benchmarking	3.2%	1.00
Outreach - per half day	Non-Statutory	160.00	N	0.00	160.00	165.00	N	0.00	165.00	Market benchmarking	3.1%	5.00
Outreach - per full day	Non-Statutory	320.00	N	0.00	320.00	330.00	N	0.00	330.00	Market benchmarking	3.1%	10.00
Teacher Inset Training Days - per training day per person (TBC)	Non-Statutory	55.00	N	0.00	55.00	57.00	N	0.00	57.00	Market benchmarking	3.6%	2.00
Reminiscence Sessions 1.5 hour session in TMBC	Non-Statutory	67.00	N	0.00	67.00	70.00	N	0.00	70.00	Market benchmarking	4.5%	3.00
Reminiscence Sessions 1.5 hour session not in TMBC	Non-Statutory	77.00	N	0.00	77.00	80.00	N	0.00	80.00	Market benchmarking	3.9%	3.00
Off-Site Talks (Museum Of Manchester Regiment) - per talk	Non-Statutory	N/A	N	0.00	0.00		N	0.00	0.00	Market benchmarking		0.00
Craft Activities (drop in) - per child	Non-Statutory	1.20	N	0.00	1.20	1.25	N	0.00	1.25	Market benchmarking	4.2%	0.05
Portland Basin Museum Christmas event	Non-Statutory	5.00	N	0.00	5.00	7.00	N	0.00	7.00	Market benchmarking	40.0%	2.00
Zoom workshop (30 minute session) with loan box	Non-Statutory	100.00	N	0.00	100.00	105.00	N	0.00	105.00	Cost recovery	5.0%	5.00
Zoom workshop - 30 minute session	Non-Statutory	70.00	N	0.00	70.00	75.00	N	0.00	75.00	Cost recovery	7.1%	5.00

Description of Fee	Statutory or Non-Statutory	2021/22 Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2021/22 Total (inc VAT) £	2022/23 Proposed Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2022/23 Total (inc VAT) £	Basis of 22/23 Increase	2022/23 % Changes (to 1 d.p.)	2022/23 £ Changes
<b>Events</b>												
LITTLE HANDS EVENT	Non-Statutory	2.20	N	0.00	2.20	2.50	N	0.00	2.50	Market benchmarking	13.6%	0.30
SCHOOL OUTDOOR ACTIVITY SESSIONS CLASS 30 - FULL DAY	Non-Statutory	185.00	N	0.00	185.00	100.00	N	0.00	100.00	Market benchmarking	-45.9%	-85.00
SCHOOL OUTDOOR ACTIVITY SESSIONS CLASS 60 - FULL DAY	Non-Statutory	370.00	N	0.00	370.00	200.00	N	0.00	200.00	Market benchmarking	-45.9%	-170.00
SCHOOL OUTDOOR ACTIVITY SESSIONS CLASS FULL DAY 30 NOT TMBC	Non-Statutory	205.00	N	0.00	205.00	110.00	N	0.00	110.00	Market benchmarking	-46.3%	-95.00
SCHOOL OUTDOOR ACTIVITY SESSIONS CLASS 60 FULL DAY NOT TMBC	Non-Statutory	410.00	N	0.00	410.00	220.00	N	0.00	220.00	Market benchmarking	-46.3%	-190.00
ARTS AWARD DISCOVER PER LOG	Non-Statutory	4.20	N	0.00	4.20	4.33	N	0.00	4.33	Market benchmarking	3.1%	0.13
ARTS AWARD EXPLORE PER LOG	Non-Statutory	9.00	N	0.00	9.00	9.28	N	0.00	9.28	Market benchmarking	3.1%	0.28
<b>Local Studies</b>												
Photocopying - Black and White per A4 sheet	Non-Statutory	0.08	Y	0.02	0.10	0.10	Y	0.02	0.12	Market benchmarking	25.0%	0.02
Photocopying - Black and White per A3 sheet	Non-Statutory	0.17	Y	0.03	0.20	0.52	Y	0.10	0.62	Market benchmarking	205.9%	0.42
Photocopying - Colour per A4 Sheet	Non-Statutory	0.00		0.00	0.00	1.03	Y	0.21	1.24	Market benchmarking		1.24
Photocopying - Colour per A3 Sheet	Non-Statutory	0.00		0.00	0.00	0.18	Y	0.04	0.22	Market benchmarking		0.22
Computer Print Out - Black and White per A4 sheet	Non-Statutory	0.08	Y	0.02	0.10	0.10	Y	0.02	0.12	Market benchmarking	25.0%	0.02
Computer Print Out Colour - Colour per A3 sheet	Non-Statutory	0.42	Y	0.08	0.50	0.52	Y	0.10	0.62	Market benchmarking	23.8%	0.12
Copies Microfilm or Microfiche - per A4 sheet	Non-Statutory	0.58	Y	0.12	0.70	0.75	Y	0.15	0.90	Market benchmarking	29.3%	0.20
Enquiry basic Look Up inc 2 x A4 copies	Non-Statutory	4.17	Y	0.83	5.00	5.40	Y	1.08	6.48	Market benchmarking	29.5%	1.48
Image Archive - per digital copy	Non-Statutory	1.67	Y	0.33	2.00	2.15	Y	0.43	2.58	Market benchmarking	28.7%	0.58
Manchester Regiment Image Archive - per printed photo	Non-Statutory	8.33	Y	1.67	10.00	11.00	Y	2.20	13.20	Market benchmarking	32.1%	3.20
<b>Customer Contact</b>												
Disabled Parking Blue Badges	Statutory	10.00	N	0.00	10.00	10.00	N	0.00	10.00	Statutory	0.0%	0.00
<b>Operations &amp; Greenspace</b>												
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	532.12	N	0.00	532.12	549.00	N	0.00	549.00	Inflation	3.2%	16.88
Football pitch hire - Junior Grade A pitch per season	Non-Statutory	307.04	N	0.00	307.04	317.00	N	0.00	317.00	Inflation	3.2%	9.96
Bowling Green hire for matches per season	Non-Statutory	35.72	N	0.00	35.72	37.00	N	0.00	37.00	Inflation	3.6%	1.28
Allotments	Non-Statutory	115.73	N	0.00	115.73	120.00	N	0.00	120.00	Inflation	3.7%	4.27
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		
British Military Fitness style classes in parks	Non-Statutory											0.00
<b>Waste Services</b>												
Commercial Waste Collections												0.00
1100 litre bin	Non-Statutory	914.23	N	0.00	914.23	969.00	N	0.00	969.00	Cost recovery	6.0%	54.77
770 litre bin	Non-Statutory	793.15	N	0.00	793.15	841.00	N	0.00	841.00	Cost recovery	6.0%	47.85
660 litre bin	Non-Statutory	698.69	N	0.00	698.69	741.00	N	0.00	741.00	Cost recovery	6.1%	42.31
500 litre bin	Non-Statutory	658.74	N	0.00	658.74	698.00	N	0.00	698.00	Cost recovery	6.0%	39.26
240 litre bin	Non-Statutory	353.59	N	0.00	353.59	375.00	N	0.00	375.00	Cost recovery	6.1%	21.41
1/2 hour waste removal	Non-Statutory	128.64	N	0.00	128.64	133.00	N	0.00	133.00	Inflation	3.4%	4.36
1 hour waste removal	Non-Statutory	257.28	N	0.00	257.28	265.00	N	0.00	265.00	Inflation	3.0%	7.73
Bulky Collection 5 items	Non-Statutory	32.29	N	0.00	32.29	33.50	N	0.00	33.50	Inflation	3.8%	1.21
Replacement Bin	Non-Statutory	25.63	N	0.00	25.63	26.50	N	0.00	26.50	Inflation	3.4%	0.88

Description of Fee	Statutory or Non-Statutory	2021/22 Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2021/22 Total (inc VAT) £	2022/23 Proposed Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2022/23 Total (inc VAT) £	Basis of 22/23 Increase	2022/23 % Changes (to 1 d.p.)	2022/23 £ Changes
<b>Bereavement</b>												
Exclusive Right of Burial (Resident)	Non-Statutory	975.00	N	0.00	975.00	1,005.00	N	0.00	1,005.00	Market benchmarking	3.1%	30.00
Exclusive Right of Burial (Non-Resident)	Non-Statutory	1,715.00	N	0.00	1,715.00	1,770.00	N	0.00	1,770.00	Market benchmarking	3.2%	55.00
Interment Fee (Resident) (18 & over)	Non-Statutory	950.00	N	0.00	950.00	955.00	N	0.00	955.00	Market benchmarking	0.5%	5.00
Interment Fee (Non-Resident) (18 & over)	Non-Statutory	1,775.00	N	0.00	1,775.00	1,780.00	N	0.00	1,780.00	Market benchmarking	0.3%	5.00
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	145.00	N	0.00	145.00	150.00	N	0.00	150.00	Market benchmarking	3.4%	5.00
Use of Chapel	Non-Statutory	125.00	N	0.00	125.00	130.00	N	0.00	130.00	Market benchmarking	4.0%	5.00
Interment of Cremated remains (Resident)	Non-Statutory	215.00	N	0.00	215.00	220.00	N	0.00	220.00	Market benchmarking	2.3%	5.00
Interment of Cremated remains (Non-Resident)	Non-Statutory	405.00	N	0.00	405.00	410.00	N	0.00	410.00	Market benchmarking	1.2%	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	3,500.00	N	0.00	3,500.00	3,605.00	N	0.00	3,605.00	Market benchmarking	3.0%	105.00
Bricking of semi-vaults	Non-Statutory	600.00	N	0.00	600.00	620.00	N	0.00	620.00	Market benchmarking	3.3%	20.00
Timbering of graves	Non-Statutory	460.00	N	0.00	460.00	495.00	N	0.00	495.00	Market benchmarking	7.6%	35.00
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	90.00	N	0.00	90.00	95.00	N	0.00	95.00	Market benchmarking	5.6%	5.00
Right to erect a Headstone	Non-Statutory	175.00	N	0.00	175.00	180.00	N	0.00	180.00	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	175.00	N	0.00	175.00	180.00	N	0.00	180.00	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	28.00	N	0.00	28.00	Market benchmarking	7.7%	2.00
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	85.00	N	0.00	85.00	Market benchmarking	0.0%	0.00
Selection of Grave	Non-Statutory	50.00	N	0.00	50.00	55.00	N	0.00	55.00	Market benchmarking	10.0%	5.00
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	510.00	N	0.00	510.00	525.00	N	0.00	525.00	Market benchmarking	2.9%	15.00
Renewal of plaques for 10 yr period	Non-Statutory	100.00	N	0.00	100.00	105.00	N	0.00	105.00	Market benchmarking	5.0%	5.00
Transfer plaque fee	Non-Statutory	35.00	N	0.00	35.00	40.00	N	0.00	40.00	Market benchmarking	14.3%	5.00
Cremation fee (18 yrs & over) inc Cremation, Med Ref Fee & Env Fee	Non-Statutory	760.00	N	0.00	760.00	780.00	N	0.00	780.00	Market benchmarking	2.6%	20.00
Direct Cremation Fee - Resident (18 yrs& over) (no mourners in attendance by choice)	Non-Statutory					550.00	N	0.00	550.00	Market benchmarking		550.00
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	725.00	N	0.00	725.00	745.00	N	0.00	745.00	Market benchmarking	2.8%	20.00
Special time (Additional Fee) 12 Noon 12.30, 13.00, 16.00	Non-Statutory	40.00	N	0.00	40.00	40.00	N	0.00	40.00	Market benchmarking	0.0%	0.00
Webcast of service	Non-Statutory	50.00	Y	10.00	60.00	51.55	Y	10.31	60.00	Market benchmarking	0.0%	0.00
USB stick recording of service	Non-Statutory	37.50	Y	7.50	45.00	38.66	Y	7.73	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	400.00	Market benchmarking	2.6%	10.00
Boutonnaire Plaques for 10 years	Non-Statutory	400.00	Y	80.00	480.00	412.40	Y	82.48	495.00	Market benchmarking	3.1%	15.00
Granite Vase & Plaque for 10 years	Non-Statutory	441.67	Y	88.33	530.00	455.36	Y	91.07	545.00	Market benchmarking	2.8%	15.00
Stone look commemorative plaques for 10 years	Non-Statutory	341.67	Y	68.33	410.00	352.26	Y	70.45	420.00	Market benchmarking	2.4%	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

Description of Fee	Statutory or Non-Statutory	2021/22 Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2021/22 Total (inc VAT) £	2022/23 Proposed Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2022/23 Total (inc VAT) £	Basis of 22/23 Increase	2022/23 % Changes (to 1 d.p.)	2022/23 £ Changes
Baby Memorial - Natural Stone	Non-Statutory	208.33	Y	41.67	250.00	214.79	Y	42.96	260.00	Market benchmarking	4.0%	10.00
Baby Memorial - Black Granite	Non-Statutory	316.67	Y	63.33	380.00	326.49	Y	65.30	390.00	Market benchmarking	2.6%	10.00
Motif on Baby memorial - Additional Fee	Non-Statutory	79.17	Y	15.83	95.00	81.62	Y	16.32	100.00	Market benchmarking	5.3%	5.00
Additional letters to be inscribed over 70 (per letter )	Non-Statutory	1.67	Y	0.33	2.00	1.72	Y	0.34	2.00	Market benchmarking	-0.2%	0.00
Brass Plaques for 10 years	Non-Statutory	166.67	Y	33.33	200.00	171.84	Y	34.37	215.00	Market benchmarking	7.5%	15.00
Scatter remains (at Cemeteries apart from Dukinfield & those cremated elsewhere)	Non-Statutory	50.00	Y	10.00	60.00	51.55	Y	10.31	65.00	Market benchmarking	8.3%	5.00
Scatter Cremated remains at Dukinfield (if family to witness)	Non-Statutory	25.00	Y	5.00	30.00	25.78	Y	5.16	30.00	Market benchmarking	0.0%	0.00
Stone Tablet for Garden of Rest	Non-Statutory	250.00	Y	50.00	300.00	257.75	Y	51.55	310.00	Market benchmarking	3.3%	10.00
Additional fee for Granite Tablet	Non-Statutory	41.67	Y	8.33	50.00	42.96	Y	8.59	50.00	Market benchmarking	0.0%	0.00
Memorial Bench (inc one plaque & fixing)	Non-Statutory	533.33	Y	106.67	640.00	549.86	Y	109.97	670.00	Market benchmarking	4.7%	30.00
Additional plaque on bench	Non-Statutory	262.50	Y	52.50	315.00	270.64	Y	54.13	330.00	Market benchmarking	4.8%	15.00
Columbarium at Dukinfield Crematorium (New Memorial Option )	Non-Statutory	541.67	Y	108.33	650.00	550.00	Y	110.00	650.00	Market benchmarking	0.0%	0.00
Columbarium (Additional replacing of remains & new inscription)	Non-Statutory	300.00	Y	60.00	360.00	305.00	Y	61.00	360.00	Market benchmarking	0.0%	0.00
Sanctum (New Memorial Option)	Non-Statutory	725.00	Y	145.00	870.00	735.00	Y	147.00	895.00	Market benchmarking	2.9%	25.00
Sanctum (Additional replacing of remains & new inscription)	Non-Statutory	383.33	Y	76.67	460.00	390.00	Y	78.00	460.00	Market benchmarking	0.0%	0.00
Sanctum (Renewal fee for 20 years)	Non-Statutory	170.83	Y	34.17	205.00	175.00	Y	35.00	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	20.83	Y	4.17	25.00	20.83	Y	4.17	25.00	Market benchmarking	0.0%	0.00
Visual tribute (Video only upto 3 minutes)	Non-Statutory	50.00	Y	10.00	60.00	50.00	Y	10.00	60.00	Market benchmarking	0.0%	0.00
Storage fee for 'retained' Cremated remains at Crematorium (per week)	Non-Statutory	20.83	Y	4.17	25.00	20.00	N	0.00	20.00	Market benchmarking		
<b>Following fees To be paid by the Government's Children's Funeral Fund for England</b>												
Interment fee (under 18 in a family grave) Resident	Non-Statutory	950.00	N	0.00	950.00	955.00	N	0.00	955.00	Market benchmarking	0.5%	5.00
Interment fee (under 18 in a family grave) Non Resident	Non-Statutory	1,775.00	N	0.00	1,775.00	1,830.00	N	0.00	1,830.00	Market benchmarking	3.1%	55.00
Interment fee (in baby section) Resident	Non-Statutory	215.00	N	0.00	215.00	220.00	N	0.00	220.00	Market benchmarking	2.3%	5.00
Interment fee (in baby section) Non Resident	Non-Statutory	405.00	N	0.00	405.00	220.00	N	0.00	220.00	Market benchmarking	-45.7%	220.00
Cremation fee (under 18)	Non-Statutory	760.00	N	0.00	760.00	780.00	N	0.00	780.00	Market benchmarking	2.6%	20.00
Cremation (stillbirths)	Non-Statutory	215.00	N	0.00	215.00	220.00	N	0.00	220.00	Market benchmarking	2.3%	5.00
<b>Pest Control</b>												
Wasps	Non-Statutory	41.67	Y	8.33	50.00	45.83	Y	9.17	55.00	Market benchmarking	10.0%	5.00
Bedbugs	Non-Statutory	116.67	Y	23.33	140.00	125.00	Y	25.00	150.00	Market benchmarking	7.1%	10.00
Cockroaches	Non-Statutory	116.67	Y	23.33	140.00	125.00	Y	25.00	150.00	Market benchmarking	7.1%	10.00
Rats , Mice, & Squirrels stored product pests etc	Non-Statutory	100.00	Y	20.00	120.00	108.33	Y	21.67	130.00	Market benchmarking	8.3%	10.00
Feral Pigeon Treatment (Internal) Daytime	Non-Statutory	70.83	Y	14.17	85.00	75.00	Y	15.00	90.00	Market benchmarking	5.9%	5.00
Feral Pigeon Treatment (Internal) Evening	Non-Statutory	133.33	Y	26.67	160.00	141.67	Y	28.33	170.00	Market benchmarking	6.3%	10.00
Investigate roof space noise	Non-Statutory	116.67	Y	23.33	140.00	125.00	Y	25.00	150.00	Market benchmarking	7.1%	10.00
Commercial - Rodent Control Treatments 3 visits	Non-Statutory	133.33	Y	26.67	160.00	150.00	Y	30.00	180.00	Market benchmarking	12.5%	20.00
Commercial - Rodent Control Contracts 8 visits per annum	Non-Statutory	216.67	Y	43.33	260.00	237.50	Y	47.50	285.00	Market benchmarking	9.6%	25.00
Commercial - Insect treatments	Non-Statutory	133.33	Y	26.67	160.00	150.00	Y	30.00	180.00	Market benchmarking	12.5%	20.00
Commercial Feral Pigeon Treatments Daytime	Non-Statutory	133.33	Y	26.67	160.00	150.00	Y	30.00	180.00	Market benchmarking	12.5%	20.00
Commercial Feral Pigeon Treatments Evening	Non-Statutory	216.67	Y	43.33	260.00	237.50	Y	47.50	285.00	Market benchmarking	9.6%	25.00
Flies, Ants ,Fleas, Garden Pests & stored pest products	Non-Statutory					75.00	Y	15.00	90.00	Market benchmarking		



Description of Fee	Statutory or Non-Statutory	2021/22 Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2021/22 Total (inc VAT) £	2022/23 Proposed Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2022/23 Total (inc VAT) £	Basis of 22/23 Increase	2022/23 % Changes (to 1 d.p.)	2022/23 £ Changes
<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		0.0%	0.00
Concession Management Space – Market Grounds per week	Non-Statutory	£350-£500	N	0.00	£350-£500	£350-£500	N	0.00	£350-£500		0.0%	0.00
Kiosks - Ashton Outdoor Market per sq metre	Non-Statutory	245.04	N	0.00	245.04	253.00	N	0.00	253.00	Inflation	3.2%	7.96
Public Liability Insurance – One day cover	Non-Statutory	5.00	N	0.00	5.00	5.20	N	0.00	5.20	Inflation	4.0%	0.20
Fairs	Non-Statutory	100.00	N	0.00	100.00	103.00	N	0.00	103.00	Inflation	3.0%	3.00
Ashton Market Hall - Rent per sq metre	Non-Statutory	213.47	Y	42.69	256.16	220.00	Y	44.00	264.00	Inflation	3.1%	7.84
Ashton Market Market Hall - Service Charge per sq metre	Non-Statutory	194.08	Y	38.82	232.90	194.08	Y	38.82	232.90		0.0%	0.00
Electric per kwh	Non-Statutory	0.13	Y	0.03	0.16	0.13	Y	0.03	0.16		0.0%	0.00
Hyde Market Hall - Lower - Rent per sq metre	Non-Statutory	122.39	N	0.00	122.39	126.25	N	0.00	126.25	Inflation	3.2%	3.86
Hyde Market Hall - Upper - Rent per sq metre	Non-Statutory	143.31	N	0.00	143.31	148.00	N	0.00	148.00	Inflation	3.3%	4.69
Hyde Market Market Hall - Service Charge per sq metre	Non-Statutory	182.67	N	0.00	182.67	182.67	N	0.00	182.67		0.0%	0.00
Market Halls - Event Space	Non-Statutory	25.00	N	0.00	25.00	26.00	N	0.00	26.00		4.0%	1.00
Market Halls - Concession Rides and Toy Dispensers - % of generated income	Non-Statutory	25%	N	0.00	25%	25%	N	0.00	25%		0.0%	0.00
Ashton Market Hall - Storage	Non-Statutory	1,200.00	N	0.00	1,200.00	1,237.00	N	0.00	1,237.00		3.1%	37.00
Ashton Ice Cream Pitch	Non-Statutory	3,120.00	N	0.00	3,120.00	3,217.00	N	0.00	3,217.00	Inflation	3.1%	97.00
Hyde Market Hall - Storage - Annual cost per sq metre	Non-Statutory	25.00	N	0.00	25.00	25.00	N	0.00	25.00		0.0%	0.00
Ashton & Hyde Outdoor Markets electricity standing charge per day	Non-Statutory	4.17	Y	0.83	5.00	4.17	Y	0.83	5.00		0.0%	0.00
<b>Highways</b>												
Skip Registration Fee	Non-Statutory	104.00	N	0.00	104.00	107.50	N	0.00	107.50	Inflation	3.4%	3.50
Scaffolding Registration Fee	Non-Statutory	104.00	N	0.00	104.00	107.50	N	0.00	107.50	Inflation	3.4%	3.50
Skip Non Permit Fee (Registered Companies)	Non-Statutory	68.00	N	0.00	68.00	70.50	N	0.00	70.50	Inflation	3.7%	2.50
Skip Non Permit Fee (Unregistered Companies)	Non-Statutory	137.00	N	0.00	137.00	141.00	N	0.00	141.00	Inflation	2.9%	4.00
Skips Placed in Restricted Areas	Non-Statutory	52.00	N	0.00	52.00	54.00	N	0.00	54.00	Inflation	3.8%	2.00
Scaffolding Non Permit Fee (Registered Companies)	Non-Statutory	194.00	N	0.00	194.00	200.00	N	0.00	200.00	Inflation	3.1%	6.00
Scaffolding Non Permit Fee (Unregistered Companies)	Non-Statutory	262.00	N	0.00	262.00	270.00	N	0.00	270.00	Inflation	3.1%	8.00
Street Naming amendments(1 plots)	Non-Statutory	52.28	N	0.00	52.28	54.00	N	0.00	54.00	Inflation	3.3%	1.72
Street Naming amendments(2-10)	Non-Statutory	86.10	N	0.00	86.10	89.00	N	0.00	89.00	Inflation	3.4%	2.90
Street Naming amendments(11-49)	Non-Statutory	142.48	N	0.00	142.48	147.00	N	0.00	147.00	Inflation	3.2%	4.52
Street Naming amendments(50+)	Non-Statutory	227.55	N	0.00	227.55	235.00	N	0.00	235.00	Inflation	3.3%	7.45
Street Naming (confirmation address)	Non-Statutory	23.58	N	0.00	23.58	24.50	N	0.00	24.50	Inflation	3.9%	0.92
Street Naming (+ re-naming process)	Non-Statutory	24.60	N	0.00	24.60	25.50	N	0.00	25.50	Inflation	3.7%	0.90
Sending Info to Non-Statutory Organisations	Non-Statutory	21.00	N	0.00	21.00	22.00	N	0.00	22.00	Inflation	4.8%	1.00
Skip Registration Fee	Non-Statutory	104.00	N	0.00	104.00	107.50	N	0.00	107.50	Inflation	3.4%	3.50
Scaffolding Registration Fee	Non-Statutory	104.00	N	0.00	104.00	107.50	N	0.00	107.50	Inflation	3.4%	3.50
Skip Non Permit Fee (Registered Companies)	Non-Statutory	68.00	N	0.00	68.00	70.50	N	0.00	70.50	Inflation	3.7%	2.50
Skip Non Permit Fee (Unregistered Companies)	Non-Statutory	137.00	N	0.00	137.00	141.50	N	0.00	141.50	Inflation	3.3%	4.50
Skips Placed in Restricted Areas	Non-Statutory	52.00	N	0.00	52.00	54.00	N	0.00	54.00	Inflation	3.8%	2.00
Scaffolding Non Permit Fee (Registered Companies)	Non-Statutory	194.00	N	0.00	194.00	200.00	N	0.00	200.00	Inflation	3.1%	6.00
Scaffolding Non Permit Fee (Unregistered Companies)	Non-Statutory	262.00	N	0.00	262.00	270.00	N	0.00	270.00	Inflation	3.1%	8.00
Administration Charges (min hourly rate)	Non-Statutory	39.52	N	0.00	39.52	41.00	N	0.00	41.00	Inflation	3.7%	1.48
Housing Development Signs Admin	Non-Statutory	74.83	N	0.00	74.83	77.50	N	0.00	77.50	Inflation	3.6%	2.67
Highway Search Letter (Per Question)	Non-Statutory	11.00	N	0.00	11.00	11.50	N	0.00	11.50	Inflation	4.5%	0.50

Description of Fee	Statutory or Non-Statutory	2021/22 Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2021/22 Total (inc VAT) £	2022/23 Proposed Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2022/23 Total (inc VAT) £	Basis of 22/23 Increase	2022/23 % Changes (to 1 d.p.)	2022/23 £ Changes
<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)	Non-Statutory	50.00	N	0.00	50.00	52.00	N	0.00	52.00	Market benchmarking	4.0%	2.00
Transport - Class V MOT Test	Non-Statutory	59.00	N	0.00	59.00	61.00	N	0.00	61.00	Market benchmarking	3.4%	2.00
Transport -LOLER test	Non-Statutory	50.00	Y	10.00	60.00	52.00	Y	10.40	62.40	Market benchmarking	4.0%	2.40
Transport - Workshop Hourly Rate (External)	Non-Statutory	55.00	Y	11.00	66.00	57.00	Y	11.40	68.40	Market benchmarking	3.6%	2.40
Transport - Workshop Hourly Rate (Partner / Warranty)	Non-Statutory	45.00	Y	9.00	54.00	47.00	Y	9.40	56.40	Market benchmarking	4.4%	2.40
Skip Scaffolding removal admin fee	Non-Statutory	58.00	N	0.00	58.00	60.00	N	0.00	60.00	Market benchmarking	3.4%	2.00
Cabin Permits - 4 Weeks	Non-Statutory	90.00	N	0.00	90.00	93.00	N	0.00	93.00	Market benchmarking	3.3%	3.00
Hoarding Permits - 4 Weeks	Non-Statutory	90.00	N	0.00	90.00	93.00	N	0.00	93.00	Market benchmarking	3.3%	3.00
High Access Apparatus Permits - 4 Weeks	Non-Statutory	90.00	N	0.00	90.00	93.00	N	0.00	93.00	Market benchmarking	3.3%	3.00
Building Materials on Highway - 4 Week permit	Non-Statutory	90.00	N	0.00	90.00	93.00	N	0.00	93.00	Market benchmarking	3.3%	3.00
Directional Signage (New)	Non-Statutory	350.00	N	0.00	350.00	361.00	N	0.00	361.00	Market benchmarking	3.1%	11.00
Directional Signage (Replacement)	Non-Statutory	150.00	N	0.00	150.00	155.00	N	0.00	155.00	Market benchmarking	3.3%	5.00
Highway Search Letter - Standard Letter Fee	Non-Statutory	0.00	N	0.00	0.00	0.00	N	0.00	0.00	Market benchmarking		0.00
Private Builders / (Sct 50) (Sct 171) - Existing Apparatus	Non-Statutory	297.00	N	0.00	297.00	306.00	N	0.00	306.00	Market benchmarking	3.0%	9.00
Private Builders / (Sct 50) (Sct 171) - New Apparatus	Non-Statutory	532.00	N	0.00	532.00	548.00	N	0.00	548.00	Market benchmarking	3.0%	16.00
Fixed Penalty Notices (Sct 50) If started before 36 days	Non-Statutory	95.00	N	0.00	95.00	98.00	N	0.00	98.00	Market benchmarking	3.2%	3.00
Indirect Commercial Banners	Non-Statutory	153.75	N	0.00	153.75	159.00	N	0.00	159.00	Market benchmarking	3.4%	5.25
Commercial Banners	Non-Statutory	307.50	N	0.00	307.50	317.00	N	0.00	317.00	Market benchmarking	3.1%	9.50
Banner removal (if req'd per banner)	Non-Statutory	62.53	N	0.00	62.53	65.00	N	0.00	65.00	Market benchmarking	4.0%	2.47
Signs (Temp adverts)	Non-Statutory	153.75	N	0.00	153.75	160.00	N	0.00	160.00	Market benchmarking	4.1%	6.25
A board/Estate Agent Sign removal (if req'd per sign)	Non-Statutory	75.00	N	0.00	75.00	78.00	N	0.00	78.00	Market benchmarking	4.0%	3.00
Housing Development Signs (per sign)	Non-Statutory	29.00	N	0.00	29.00	30.00	N	0.00	30.00	Market benchmarking	3.4%	1.00
Removal of Non Compliant / Old Housing Development Signs (per sign)	Non-Statutory	68.00	N	0.00	68.00	70.00	N	0.00	70.00	Market benchmarking	2.9%	2.00
Flood & Water Management Act 2010												
Water Course Consent - National Fee	Non-Statutory	50.00	N	0.00	50.00	52.00	N	0.00	52.00	Market benchmarking	4.0%	2.00
Private Drainage (notice serving)	Non-Statutory	97.85	N	0.00	97.85	101.00	N	0.00	101.00	Market benchmarking	3.2%	3.15
Call Out Charges (minimum administration)	Non-Statutory	80.00	N	0.00	80.00	82.00	N	0.00	82.00	Market benchmarking	2.5%	2.00
Public Path Orders	Non-Statutory	1,984.00	N	0.00	1,984.00	2,046.00	N	0.00	2,046.00	Market benchmarking	3.1%	62.00
Public Path Orders (Objections withdrawn)	Non-Statutory	2,135.00	N	0.00	2,135.00	2,201.00	N	0.00	2,201.00	Market benchmarking	3.1%	66.00
Public Path Orders (Objections withdrawn but requires readvertising)	Non-Statutory	2,738.00	N	0.00	2,738.00	2,823.00	N	0.00	2,823.00	Market benchmarking	3.1%	85.00
Section 257 Extinguishments or Diversion	Non-Statutory	1,483.00	N	0.00	1,483.00	1,529.00	N	0.00	1,529.00	Market benchmarking	3.1%	46.00
Gating Order	Non-Statutory	688.00	N	0.00	688.00	709.00	N	0.00	709.00	Market benchmarking	3.1%	21.00
Road markings (H) bar	Non-Statutory	233.70	N	0.00	233.70	241.00	N	0.00	241.00	Market benchmarking	3.1%	7.30
Road markings (Advisory bays)	Non-Statutory	113.78	N	0.00	113.78	117.00	N	0.00	117.00	Market benchmarking	2.8%	3.22
Temporary Notices	Non-Statutory	512.50	N	0.00	512.50	528.00	N	0.00	528.00	Market benchmarking	3.0%	15.50
Temporary Orders	Non-Statutory	1,478.05	N	0.00	1,478.05	1,524.00	N	0.00	1,524.00	Market benchmarking	3.1%	45.95
Permanent Orders (typical example)	Non-Statutory	2,273.45	N	0.00	2,273.45	2,344.00	N	0.00	2,344.00	Market benchmarking	3.1%	70.55
Vehicle Crossing Construction (Std - new)	Non-Statutory	808.00	N	0.00	808.00	833.00	N	0.00	833.00	Market benchmarking	3.1%	25.00
NRASWA Sample inspection	Non-Statutory	50.00	N	0.00	50.00	52.00	N	0.00	52.00	Market benchmarking	4.0%	2.00
NRASWA Third Party Inspections	Non-Statutory	68.00	N	0.00	68.00	70.00	N	0.00	70.00	Market benchmarking	2.9%	2.00
NRASWA Defect inspection	Non-Statutory	47.50	N	0.00	47.50	49.00	N	0.00	49.00	Market benchmarking	3.2%	1.50
Make safe Iron works(non TMBC)	Non-Statutory	234.00	N	0.00	234.00	241.00	N	0.00	241.00	Market benchmarking	3.0%	7.00
Temporary pitches for highway slaes (pop up shops) Per Day upto 6 weeks	Non-Statutory	147.60	N	0.00	147.60	152.00	N	0.00	152.00	Market benchmarking	3.0%	4.40
Temporary pitches for highway slaes (pop up shops) Per Day 6 weeks onwards	Non-Statutory	103.53	N	0.00	103.53	107.00	N	0.00	107.00	Market benchmarking	3.4%	3.47
<b>Parking</b>												
Contract Parking passes	Non-Statutory	Variable		0.00		Variable		0.00				
Car Parks Pay and display	Non-Statutory	Variable		0.00		Variable		0.00				
Car Parks Excess Fee Notice	Non-Statutory	£25-£70		0.00		£25-£70		0.00				
Bus Lane Enforcement notices	Non-Statutory	£30-£60		0.00		£30-£60		0.00				

Description of Fee	Statutory or Non-Statutory	2021/22 Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2021/22 Total (inc VAT) £	2022/23 Proposed Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2022/23 Total (inc VAT) £	Basis of 22/23 Increase	2022/23 % Changes (to 1 d.p.)	2022/23 £ Changes
<b>Engineering Design</b>												
Design Drawings / Schemes - Approval in Principle (AIP) Cat 0 <b>Fee Level 1A</b>	Non-Statutory	363.00	N	0.00	363.00	374.50	N	0.00	374.50	Inflation	3.2%	11.50
Design Drawings / Schemes - Approval in Principle (AIP) Cat 1 <b>Fee Level 1A</b>	Non-Statutory	430.00	N	0.00	430.00	443.50	N	0.00	443.50	Inflation	3.1%	13.50
Design Drawings / Schemes - Approval in Principle (AIP) Cat 2 <b>Fee Level 1A</b>	Non-Statutory	501.52	N	0.00	501.52	517.00	N	0.00	517.00	Inflation	3.1%	15.48
Design Drawings / Schemes - Approval in Principle (AIP) Cat 2 <b>Fee Level 1B</b> (Minimum charge + price per job)	Non-Statutory	962.35	N	0.00	962.35	992.00	N	0.00	992.00	Inflation	3.1%	29.65
Design Drawings / Schemes - Approval in Principle (AIP) Cat 0 <b>Fee Level 2</b>	Non-Statutory	697.26	N	0.00	697.26	719.00	N	0.00	719.00	Inflation	3.1%	21.74
Design Drawings / Schemes - Approval in Principle (AIP) Cat 1 <b>Fee Level 2</b>	Non-Statutory	877.71	N	0.00	877.71	905.00	N	0.00	905.00	Inflation	3.1%	27.29
Design Drawings / Schemes - Approval in Principle (AIP) Cat 2 <b>Fee Level 2</b>	Non-Statutory	1,545.00	N	0.00	1,545.00	1,593.00	N	0.00	1,593.00	Inflation	3.1%	48.00
Design Drawings / Schemes - Approval in Principle (AIP) Cat 2 <b>Fee Level 2 (+ departures)</b>	Non-Statutory	1,973.78	N	0.00	1,973.78	2,035.00	N	0.00	2,035.00	Inflation	3.1%	61.22
Design Drawings / Schemes - Approval in Principle (AIP) Cat 0 <b>Fee Level 3</b>	Non-Statutory	463.64	N	0.00	463.64	478.00	N	0.00	478.00	Inflation	3.1%	14.36
Design Drawings / Schemes - Approval in Principle (AIP) Cat 1 & 2 <b>Fee Level 3 (Minimum charge + price per job)</b>	Non-Statutory	463.67	N	0.00	463.67	478.00	N	0.00	478.00	Inflation	3.1%	14.33
Design Drawings / Schemes - Approval in Principle (AIP) Cat 3 <b>Fee Levels 1A,1B,2,&amp; 3 (Fees subject to agreement)</b>	Non-Statutory	0.00	N	0.00	0.00	0.00	N	0.00	0.00			0.00
Engineers projects works	Non-Statutory	0.00	Y	0.00	0.00	0.00	Y	0.00	0.00			0.00
GM RAPS fee permit	Non-Statutory	0.00	N	0.00	0.00	0.00	N	0.00	0.00			0.00
<b>Environmental Protection</b>												
HMO licence Fee	Non-Statutory	526.00	N	0.00	526.00	542.50	N	0.00	542.50	Inflation	3.1%	16.50
HMO licence fee - additional amount per habitable room	Non-Statutory	36.00	N	0.00	36.00	37.25	N	0.00	37.25	Inflation	3.5%	1.25
Housing Act 2004 Notice Charges (per notice)	Non-Statutory	442.00	N	0.00	442.00	456.00	N	0.00	456.00	Inflation	3.2%	14.00
Immigration Inspection - Normal Time	Non-Statutory	158.00	N	0.00	158.00	163.00	N	0.00	163.00	Inflation	3.2%	5.00
Immigration Inspection - Fast Tracked	Non-Statutory	195.00	N	0.00	195.00	201.00	N	0.00	201.00	Inflation	3.1%	6.00
CLS - Whether a property will be considered as Part 2a of the EPA 1990 in the future	Non-Statutory	42.00	N	0.00	42.00	43.50	N	0.00	43.50	Inflation	3.6%	1.50
Landfill search	Non-Statutory	72.00	N	0.00	72.00	74.50	N	0.00	74.50	Inflation	3.5%	2.50
General Environmental Search	Non-Statutory	116.00	N	0.00	116.00	120.00	N	0.00	120.00	Inflation	3.4%	4.00
CLS - Planning record information relating to contamination issues	Non-Statutory	72.00	N	0.00	72.00	74.50	N	0.00	74.50	Inflation	3.5%	2.50
CLS - Copies of contaminated land files and/or information relating to contaminated land conditions attached to planning consent	Non-Statutory	72.00	N	0.00	72.00	74.50	N	0.00	74.50	Inflation	3.5%	2.50
Section 80 EPA90 Abatement Notice & Covering letter - cost per	Non-Statutory	42.00	N	0.00	42.00	43.50	N	0.00	43.50	Inflation	3.6%	1.50
Failed Entry Letters, Info for Warrants, Warrants, Time in Court, Time Executing Warrant - per hour	Non-Statutory	72.00	N	0.00	72.00	74.50	N	0.00	74.50	Inflation	3.5%	2.50

Description of Fee	Statutory or Non-Statutory	2021/22 Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2021/22 Total (inc VAT) £	2022/23 Proposed Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2022/23 Total (inc VAT) £	Basis of 22/23 Increase	2022/23 % Changes (to 1 d.p.)	2022/23 £ Changes
<b>Licencing</b>												
Animal Boarding Premise Application	Non-Statutory	157.00	N	0.00	157.00	162.00	N	0.00	162.00	Inflation	3.2%	5.00
Animal Boarding 1 Year Grant	Non-Statutory	223.00	N	0.00	223.00	230.00	N	0.00	230.00	Inflation	3.1%	7.00
Animal Boarding 2 Year Grant	Non-Statutory	276.00	N	0.00	276.00	285.00	N	0.00	285.00	Inflation	3.3%	9.00
Animal Boarding 3 Year Grant	Non-Statutory	313.00	N	0.00	313.00	323.00	N	0.00	323.00	Inflation	3.2%	10.00
Home Boarding of Dogs (including Day Care) Application	Non-Statutory	157.00	N	0.00	157.00	162.00	N	0.00	162.00	Inflation	3.2%	5.00
Home Boarding of Dogs (including Day Care) 1 Year Grant	Non-Statutory	186.00	N	0.00	186.00	192.00	N	0.00	192.00	Inflation	3.2%	6.00
Home Boarding of Dogs (including Day Care) 2 Year Grant	Non-Statutory	223.00	N	0.00	223.00	230.00	N	0.00	230.00	Inflation	3.1%	7.00
Home Boarding of Dogs (including Day Care) 3 Year Grant	Non-Statutory	259.00	N	0.00	259.00	267.00	N	0.00	267.00	Inflation	3.1%	8.00
Dangerous Wild Animals Premise Application	Non-Statutory	157.00	N	0.00	157.00	162.00	N	0.00	162.00	Inflation	3.2%	5.00
Dog Breeding Premise Application	Non-Statutory	157.00	N	0.00	157.00	162.00	N	0.00	162.00	Inflation	3.2%	5.00
Dog Breeding Licence 1 Year Grant	Non-Statutory	247.00	N	0.00	247.00	255.00	N	0.00	255.00	Inflation	3.2%	8.00
Dog Breeding Licence 2 Year Grant	Non-Statutory	291.00	N	0.00	291.00	300.00	N	0.00	300.00	Inflation	3.1%	9.00
Dog Breeding Licence 3 Year Grant	Non-Statutory	336.00	N	0.00	336.00	346.00	N	0.00	346.00	Inflation	3.0%	10.00
Hairdresser / Barber Premise Application	Non-Statutory	131.00	N	0.00	131.00	135.00	N	0.00	135.00	Inflation	3.1%	4.00
Marriage Act Premise	Non-Statutory	1,783.00	N	0.00	1,783.00	1,838.00	N	0.00	1,838.00	Inflation	3.1%	55.00
Marriage Act Renewal	Non-Statutory	613.00	N	0.00	613.00	632.00	N	0.00	632.00	Inflation	3.1%	19.00
Marriage Act/Civil Partnerships (non-profit or non-commercial organisations)	Non-Statutory	558.00	N	0.00	558.00	575.00	N	0.00	575.00	Inflation	3.0%	17.00
Marriage Act/Civil Partnerships (non-profit or non-commercial organisations) Renewal	Non-Statutory	558.00	N	0.00	558.00	576.00	N	0.00	576.00	Inflation	3.2%	18.00
Pavement Café Application (up to 5 tables)	Non-Statutory	214.00	N	0.00	214.00	221.00	N	0.00	221.00	Inflation	3.3%	7.00
Pavement Café Application (over 5 tables)	Non-Statutory	269.00	N	0.00	269.00	277.00	N	0.00	277.00	Inflation	3.0%	8.00
Selling Animals as Pets Application	Non-Statutory	157.00	N	0.00	157.00	162.00	N	0.00	162.00	Inflation	3.2%	5.00
Selling Animals as Pets 1 Year Grant	Non-Statutory	201.00	N	0.00	201.00	207.00	N	0.00	207.00	Inflation	3.0%	6.00
Selling Animals as Pets 2 Year Grant	Non-Statutory	220.00	N	0.00	220.00	227.00	N	0.00	227.00	Inflation	3.2%	7.00
Selling Animals as Pets 3 Year Grant	Non-Statutory	238.00	N	0.00	238.00	246.00	N	0.00	246.00	Inflation	3.4%	8.00
Performing Animals Premise Application	Non-Statutory	157.00	N	0.00	157.00	162.00	N	0.00	162.00	Inflation	3.2%	5.00
Performing Animals 3 Year Grant	Non-Statutory	186.00	N	0.00	186.00	192.00	N	0.00	192.00	Inflation	3.2%	6.00
Hiring out Horses Application	Non-Statutory	157.00	N	0.00	157.00	162.00	N	0.00	162.00	Inflation	3.2%	5.00
Hiring out Horses 1 Year Grant	Non-Statutory	258.00	N	0.00	258.00	266.00	N	0.00	266.00	Inflation	3.1%	8.00
Hiring out Horses 2 Year Grant	Non-Statutory	313.00	N	0.00	313.00	323.00	N	0.00	323.00	Inflation	3.2%	10.00
Hiring out Horses 3 Year Grant	Non-Statutory	368.00	N	0.00	368.00	379.00	N	0.00	379.00	Inflation	3.0%	11.00
Scrap Metal Dealer Application (Collector)	Non-Statutory	408.00	N	0.00	408.00	421.00	N	0.00	421.00	Inflation	3.2%	13.00
Scrap Metal Dealer Application (Site)	Non-Statutory	998.00	N	0.00	998.00	1,029.00	N	0.00	1,029.00	Inflation	3.1%	31.00
Sex Shop Premise Application	Non-Statutory	2,452.00	N	0.00	2,452.00	2,528.00	N	0.00	2,528.00	Inflation	3.1%	76.00
Skin Colouring/Piercing/Electrolysis/Acupuncture Premises Application	Non-Statutory	167.00	N	0.00	167.00	172.00	N	0.00	172.00	Inflation	3.0%	5.00
Skin Colouring/Piercing/Electrolysis/Acupuncture Personal Application	Non-Statutory	102.00	N	0.00	102.00	106.00	N	0.00	106.00	Inflation	3.9%	4.00
Street Trader Application	Non-Statutory	870.00	N	0.00	870.00	897.00	N	0.00	897.00	Inflation	3.1%	27.00
Street Trader Application (Day Rate)	Non-Statutory	89.00	N	0.00	89.00	92.00	N	0.00	92.00	Inflation	3.4%	3.00
New Application - Either Badge 1YR	Non-Statutory	265.00	N	0.00	265.00	265.00	N	0.00	265.00	Market benchmarking	0.0%	0.00
New Application - Either Badge 3YR Fee	Non-Statutory	422.00	N	0.00	422.00	422.00	N	0.00	422.00	Market benchmarking	0.0%	0.00
New Application - Both Badges 1YR	Non-Statutory	286.00	N	0.00	286.00	286.00	N	0.00	286.00	Market benchmarking	0.0%	0.00
New Application - Both Badges 3YR	Non-Statutory	443.00	N	0.00	443.00	443.00	N	0.00	443.00	Market benchmarking	0.0%	0.00
Renewal 1 Badge	Non-Statutory	112.00	N	0.00	112.00	112.00	N	0.00	112.00	Market benchmarking	0.0%	0.00
Renewal 1 Badge with DBS	Non-Statutory	160.00	N	0.00	160.00	160.00	N	0.00	160.00	Market benchmarking	0.0%	0.00
Renewal 2 Badges	Non-Statutory	133.00	N	0.00	133.00	133.00	N	0.00	133.00	Market benchmarking	0.0%	0.00
Renewal 1 Badge - 3 Yr	Non-Statutory	300.00	N	0.00	300.00	300.00	N	0.00	300.00	Market benchmarking	0.0%	0.00
Renewal 1 Badge with DBS	Non-Statutory	160.00	N	0.00	160.00	160.00	N	0.00	160.00	Market benchmarking	0.0%	0.00
Renewal 2 Badges - 3 Yr	Non-Statutory	321.00	N	0.00	321.00	321.00	N	0.00	321.00	Market benchmarking	0.0%	0.00
New Vehicle - Under 3 years old	Non-Statutory	282.00	N	0.00	282.00	282.00	N	0.00	282.00	Market benchmarking	0.0%	0.00
New Vehicle - Over 3 years old	Non-Statutory	189.00	N	0.00	189.00	189.00	N	0.00	189.00	Market benchmarking	0.0%	0.00
Renewal of Plate - Under 3 years old	Non-Statutory	265.00	N	0.00	265.00	265.00	N	0.00	265.00	Market benchmarking	0.0%	0.00
Renewal of plate - Over 3 years old	Non-Statutory	178.00	N	0.00	178.00	178.00	N	0.00	178.00	Market benchmarking	0.0%	0.00
Vehicle Compliance - Full Retest	Non-Statutory	49.00	N	0.00	49.00	49.00	N	0.00	49.00	Market benchmarking	0.0%	0.00
Vehicle Compliance - Retest (Up To 30 Minutes)	Non-Statutory					25.00	N	0.00	25.00	Market benchmarking		25.00
Transfer Of Ownership	Non-Statutory	30.00	N	0.00	30.00	30.00	N	0.00	30.00	Market benchmarking	0.0%	0.00
Change Of Address	Non-Statutory	21.00	N	0.00	21.00	21.00	N	0.00	21.00	Market benchmarking	0.0%	0.00
Cherished Plate Transfer	Non-Statutory	73.00	N	0.00	73.00	73.00	N	0.00	73.00	Market benchmarking	0.0%	0.00
Operator 1-2 Vehicles	Non-Statutory	503.00	N	0.00	503.00	503.00	N	0.00	503.00	Market benchmarking	0.0%	0.00
Operator 3-10	Non-Statutory	570.00	N	0.00	570.00	570.00	N	0.00	570.00	Market benchmarking	0.0%	0.00

Description of Fee	Statutory or Non-Statutory	2021/22 Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2021/22 Total (inc VAT) £	2022/23 Proposed Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2022/23 Total (inc VAT) £	Basis of 22/23 Increase	2022/23 % Changes (to 1 d.p.)	2022/23 £ Changes
Operator 11-30	Non-Statutory	838.00	N	0.00	838.00	838.00	N	0.00	838.00	Market benchmarking	0.0%	0.00
Operator 31-49	Non-Statutory	1,136.00	N	0.00	1,136.00	1,136.00	N	0.00	1,136.00	Market benchmarking	0.0%	0.00
Operator 50-69	Non-Statutory	1,363.00	N	0.00	1,363.00	1,363.00	N	0.00	1,363.00	Market benchmarking	0.0%	0.00
Operator 70+	Non-Statutory	1,432.00	N	0.00	1,432.00	1,432.00	N	0.00	1,432.00	Market benchmarking	0.0%	0.00
<b>Licensing Act</b>												
Application Fee Band A	Statutory	100.00	N	0.00	100.00	100.00	N	0.00	100.00	Statutory	0.0%	0.00
Annual Fee Band A	Statutory	70.00	N	0.00	70.00	70.00	N	0.00	70.00	Statutory	0.0%	0.00
Application Fee Band B	Statutory	190.00	N	0.00	190.00	190.00	N	0.00	190.00	Statutory	0.0%	0.00
Annual fee Band B	Statutory	180.00	N	0.00	180.00	180.00	N	0.00	180.00	Statutory	0.0%	0.00
App fee Band C	Statutory	315.00	N	0.00	315.00	315.00	N	0.00	315.00	Statutory	0.0%	0.00
annual fee C	Statutory	295.00	N	0.00	295.00	295.00	N	0.00	295.00	Statutory	0.0%	0.00
app fee band D	Statutory	450.00	N	0.00	450.00	450.00	N	0.00	450.00	Statutory	0.0%	0.00
annual fee D	Statutory	320.00	N	0.00	320.00	320.00	N	0.00	320.00	Statutory	0.0%	0.00
App Fee E	Statutory	635.00	N	0.00	635.00	635.00	N	0.00	635.00	Statutory	0.0%	0.00
annual fee E	Statutory	350.00	N	0.00	350.00	350.00	N	0.00	350.00	Statutory	0.0%	0.00
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%	0.00
Temporary event notice	Statutory	21.00	N	0.00	21.00	21.00	N	0.00	21.00	Statutory	0.0%	0.00
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%	0.00
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%	0.00
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%	0.00
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%	0.00
Application for transfer of premises licence	Statutory	23.00	N	0.00	23.00	23.00	N	0.00	23.00	Statutory	0.0%	0.00
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%	0.00
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%	0.00
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%	0.00
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%	0.00
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%	0.00
Theft, loss etc. of personal licence	Statutory	10.50	N	0.00	10.50	10.50	N	0.00	10.50	Statutory	0.0%	0.00
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%	0.00
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%	0.00
Minor Variation	Statutory	89.00	N	0.00	89.00	89.00	N	0.00	89.00	Statutory	0.0%	0.00
<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%	0.00
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%	0.00
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%	0.00
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%	0.00
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%	0.00
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%	0.00
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%	0.00
<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%	0.00
Annual/Renewal Fee: Annual Fee	Statutory	750.00	N	0.00	750.00	750.00	N	0.00	750.00	Statutory	0.0%	0.00
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%	0.00
Application to transfer	Statutory	950.00	N	0.00	950.00	950.00	N	0.00	950.00	Statutory	0.0%	0.00
Application for reinstatement of a licence	Statutory	950.00	N	0.00	950.00	950.00	N	0.00	950.00	Statutory	0.0%	0.00
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%	0.00
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%	0.00
<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%	0.00
Annual/Renewal Fee: Annual Fee	Statutory	600.00	N	0.00	600.00	600.00	N	0.00	600.00	Statutory	0.0%	0.00
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%	0.00
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%	0.00
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%	0.00
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%	0.00
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%	0.00

Description of Fee	Statutory or Non-Statutory	2021/22 Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2021/22 Total (inc VAT) £	2022/23 Proposed Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2022/23 Total (inc VAT) £	Basis of 22/23 Increase	2022/23 % Changes (to 1 d.p.)	2022/23 £ 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%	0.00
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%	0.00
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%	0.00
Application to transfer	Statutory	950.00	N	0.00	950.00	950.00	N	0.00	950.00	Statutory	0.0%	0.00
Application for reinstatement of a licence	Statutory	950.00	N	0.00	950.00	950.00	N	0.00	950.00	Statutory	0.0%	0.00
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%	0.00
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%	0.00
<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.	Statutory		N	0.00	0.00	0.00	N	0.00	0.00	Statutory		0.00
Application Fee: New Application	Statutory	3,500.00	N	0.00	3,500.00	3,500.00	N	0.00	3,500.00	Statutory	0.0%	0.00
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%	0.00
Application to vary	Statutory	1,750.00	N	0.00	1,750.00	1,750.00	N	0.00	1,750.00	Statutory	0.0%	0.00
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%	0.00
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%	0.00
Application for provisional statement	Statutory	3,500.00	N	0.00	3,500.00	3,500.00	N	0.00	3,500.00	Statutory	0.0%	0.00
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%	0.00
<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%	0.00
Annual Fee	Statutory	15,000.00	N	0.00	15,000.00	15,000.00	N	0.00	15,000.00	Statutory	0.0%	0.00
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%	0.00
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%	0.00
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%	0.00
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%	0.00
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%	0.00
<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%	0.00
Annual Fee	Statutory	15,000.00	N	0.00	15,000.00	15,000.00	N	0.00	15,000.00	Statutory	0.0%	0.00
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%	0.00
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%	0.00
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%	0.00
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%	0.00
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%	0.00
Application Fee	Statutory	8,000.00	N	0.00	8,000.00	8,000.00	N	0.00	8,000.00	Statutory	0.0%	0.00
Annual Fee	Statutory	5,000.00	N	0.00	5,000.00	5,000.00	N	0.00	5,000.00	Statutory	0.0%	0.00
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%	0.00
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%	0.00
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%	0.00
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%	0.00
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%	0.00
Application for FEC Gaming Machine Permit	Statutory	300.00	N	0.00	300.00	300.00	N	0.00	300.00	Statutory	0.0%	0.00
Renewal Fee every 10 years	Statutory	300.00	N	0.00	300.00	300.00	N	0.00	300.00	Statutory	0.0%	0.00
Fee for Change of Name	Statutory	25.00	N	0.00	25.00	25.00	N	0.00	25.00	Statutory	0.0%	0.00
Fee for Copy of Permit	Statutory	15.00	N	0.00	15.00	15.00	N	0.00	15.00	Statutory	0.0%	0.00
Temporary Use Notice	Statutory	470.00	N	0.00	470.00	470.00	N	0.00	470.00	Statutory	0.0%	0.00
Replacement of Endorsed copy of Notice	Statutory	25.00	N	0.00	25.00	25.00	N	0.00	25.00	Statutory	0.0%	0.00
Occasional Use Notice	Statutory		N	0.00	0.00	0.00	N	0.00	0.00	Statutory		0.00
Copy of the Premises Licence	Statutory	25.00	N	0.00	25.00	25.00	N	0.00	25.00	Statutory	0.0%	0.00
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%	0.00
Application for Prize Gaming Permit	Statutory	300.00	N	0.00	300.00	300.00	N	0.00	300.00	Statutory	0.0%	0.00
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%	0.00
Renewal of Prize gaming Permit	Statutory	300.00	N	0.00	300.00	300.00	N	0.00	300.00	Statutory	0.0%	0.00
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%	0.00
Copy of Prize gaming Permit	Statutory	15.00	N	0.00	15.00	15.00	N	0.00	15.00	Statutory	0.0%	0.00
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%	0.00
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%	0.00

Description of Fee	Statutory or Non-Statutory	2021/22 Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2021/22 Total (inc VAT) £	2022/23 Proposed Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2022/23 Total (inc VAT) £	Basis of 22/23 Increase	2022/23 % Changes (to 1 d.p.)	2022/23 £ Changes
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%	0.00
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%	0.00
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%	0.00
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%	0.00
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%	0.00
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%	0.00
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%	0.00
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%	0.00
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%	0.00
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%	0.00
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%	0.00
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%	0.00
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%	0.00
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%	0.00
Registration	Statutory	40.00	N	0.00	40.00	40.00	N	0.00	40.00	Statutory	0.0%	0.00
Renewal	Statutory	20.00	N	0.00	20.00	20.00	N	0.00	20.00	Statutory	0.0%	0.00
<b>Business Compliance</b>												
Buy with Confidence - No. of Employees 1-5	Non-Statutory	103.00	N	0.00	103.00	107.00	N	0.00	107.00	Inflation	3.9%	4.00
Buy with Confidence - No. of Employees 6-20	Non-Statutory	205.00	N	0.00	205.00	212.00	N	0.00	212.00	Inflation	3.4%	7.00
Buy with Confidence - No. of Employees 21-49	Non-Statutory	308.00	N	0.00	308.00	318.00	N	0.00	318.00	Inflation	3.2%	10.00
Export Certificates (per hour)	Non-Statutory	81.00	N	0.00	81.00	84.00	N	0.00	84.00	Inflation	3.7%	3.00
Pre-Inspection	Non-Statutory	125.00	Y	25.00	150.00	129.00	Y	25.80	154.80	Inflation	3.2%	4.80
FHRS Re-rating Inspection	Non-Statutory	175.00	N	0.00	175.00	181.00	N	0.00	181.00	Inflation	3.4%	6.00
Food Safety Advice (per hour)	Non-Statutory	81.00	N	0.00	81.00	84.00	N	0.00	84.00	Inflation	3.7%	3.00
Primary Authority Partnership (per hour)	Non-Statutory	95.00	N	0.00	95.00	98.00	N	0.00	98.00	Inflation	3.2%	3.00
Food Safety and Health and Safety Training (per person)	Non-Statutory	45.00	N	0.00	45.00	47.00	N	0.00	47.00	Inflation	4.4%	2.00
Weights and Measures Verification and Testing (per hour)	Non-Statutory	79.00	N	0.00	79.00	82.00	N	0.00	82.00	Inflation	3.8%	3.00
Trading Standards Advice (per hour)	Non-Statutory	81.00	N	0.00	81.00	84.00	N	0.00	84.00	Inflation	3.7%	3.00
<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%	0.00
Dog Exclusion Fixed Penalty Notice	Statutory	80.00	N	0.00	80.00	80.00	N	0.00	80.00	Statutory	0.0%	0.00
Dog off Lead Fixed Penalty Notice	Statutory	80.00	N	0.00	80.00	80.00	N	0.00	80.00	Statutory	0.0%	0.00
Fly Tipping Fixed Penalty Notice	Statutory	80.00	N	0.00	80.00	80.00	N	0.00	80.00	Statutory	0.0%	0.00
Litter Fixed Penalty Notice	Statutory	80.00	N	0.00	80.00	80.00	N	0.00	80.00	Statutory	0.0%	0.00
New Fly Tipping Fixed Penalty Notice (To be approved)		400.00	N	0.00	400.00	400.00	N	0.00	400.00	Statutory	0.0%	0.00



Description of Fee	Statutory or Non-Statutory	2021/22 Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2021/22 Total (inc VAT) £	2022/23 Proposed Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2022/23 Total (inc VAT) £	Basis of 22/23 Increase	2022/23 % Changes (to 1 d.p.)	2022/23 £ Changes
<b>GROWTH</b>												
<b>Planning and Building Control</b>												
Planning Decision Notices, Listed Building Approvals, Enforcement Notices. Order Copies and Pay Online.	Statutory	20.00	N	0.00	20.00	20.00	N	0.00	20.00	Statutory	0.0%	0.00
Copies of Tree Preservation Orders - Whole Document. Order Copies and Pay Online.	Statutory	20.00	N	0.00	20.00	20.00	N	0.00	20.00	Statutory	0.0%	0.00
Building Regulation Approval Notices and Completion Certificates. Order Copies and Pay Online.	Statutory	20.50	N	0.00	20.50	20.50	N	0.00	20.50	Statutory	0.0%	0.00
We can supply photocopies of letters/reports etc. per page. However we cannot supply copies of submitted architects drawings or building plans. Nor can we supply copies of Ordnance Survey Plans. Both these items are the copyright property of the originator.	Statutory	0.85	Y	0.17	1.02	1.00	Y	0.20	1.20	cost recovery	17.5%	0.18
We can undertake an informal search of our records for your property and copy certain documents but there will be a charge for this service. You can Request a search of the Planning records or order a list of documents.	Statutory	17.09	Y	3.42	20.50	18.00	Y	3.60	21.60	Inflation	5.3%	1.10
You can request a manual search of the Building Regulations records by using the Building Regulations Online Form or sending a written request to Building Control. This service will take approximately 1 week for a response to be returned.	Statutory	17.09	Y	3.42	20.50	18.00	Y	3.60	21.60	Inflation	5.3%	1.10
For urgently required information a written application for information can be sent in, together with payment and a response will be provided within 3 working days from receipt of the request.	Statutory	29.90	Y	5.98	35.88	31.00	Y	6.20	37.20	Inflation	3.7%	1.32
*For more complicated or multiple record searches these will be subject to the minimum charge and additional hourly rate to be agreed before the search commences, depending upon the search complexity.	Statutory	agreed on job by job basis			agreed on job by job basis	agreed on job by job basis		0.00	agreed on job by job basis	Inflation		
Provision of late completion inspections and issue of completion certificates – please refer to the restrictions on the main Building Control pages in respect of Completion Certification. Note: Completion Certificates were not and cannot be issued on projects prior to 1st January 2000.	Statutory	76.88	N	0.00	76.88	80.00	N	0.00	80.00	Inflation	4.1%	3.13
Administration fee for building control refunds and adjustment of paperwork	Statutory	29.90	Y	5.98	35.88	31.00	Y	6.20	37.20	Inflation	3.7%	1.32
Dangerous building callout rates as each case has an individual set of circumstances and actions taken - individual charges will be due based upon the amount of time spent on the callout. All costs incurred by the council and its contractors will be recovered off the building owner:	Statutory	based on time			based on time	based on time		0.00	based on time	Inflation		
minimum callout rate (allows for up to 1hr spent on the call out) and our standard hourly rate there - after. Additional charges for contractors used to make safe the situation will also be charged	Statutory	64.06	N	0.00	64.06	67.00	N	0.00	67.00	Inflation	4.6%	2.94
Callout during normal working week hours. Minimum callout rate (allows for up to 1hr spent on the callout) and our standard out of hours hourly rate there-after.	Statutory	128.13	N	0.00	128.13	133.00	N	0.00	133.00	Inflation	3.8%	4.88
out of hours callouts. Additional charges for contractors used to make safe the situation will also be charged	Statutory	128.13	N	0.00	128.13	133.00	N	0.00	133.00	Inflation	3.8%	4.88
For the processing of Demolition Notices under Section 80 of the Building Act 1984	Statutory	76.88	N	0.00	76.88	80.00	N	0.00	80.00	Inflation	4.1%	3.13
For providing letter of Confirmation of exemption status under Building Regulations for proposed works	Non-Statutory	35.88	Y	7.18	43.05	37.00	Y	7.40	44.40	Inflation	3.1%	1.35



Description of Fee	Statutory or Non-Statutory	2021/22 Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2021/22 Total (inc VAT) £	2022/23 Proposed Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2022/23 Total (inc VAT) £	Basis of 22/23 Increase	2022/23 % Changes (to 1 d.p.)	2022/23 £ Changes
<b>Pre-planning application advice</b>												
<b>DEVELOPMENT TEAM SERVICE</b>												
Over 9,999 square metres of commercial floorspace								0.00	0.00			0.00
Over 49 dwellings								0.00	0.00			0.00
1,000 - 2,500 square metres retail floorspace								0.00	0.00			0.00
Major infrastructure projects								0.00	0.00			0.00
Sites in excess of 1.5 hectares								0.00	0.00			0.00
Drilling Operations and Wind Turbines								0.00	0.00			0.00
Meeting and written advice	Non-Statutory	833.33	Y	166.67	1,000.00	860.00	Y	172.00	1,032.00	Inflation	3.2%	32.00
Follow up meetings	Non-Statutory	416.67	Y	83.33	500.00	430.00	Y	86.00	516.00	Inflation	3.2%	16.00
Written advice only	Non-Statutory	500.00	Y	100.00	600.00	516.00	Y	103.20	619.20	Inflation	3.2%	19.20
<b>MAJOR DEVELOPMENT SERVICE</b>												
1,000 - 9,999 square metres of commercial floorspace								0.00	0.00			0.00
100 - 999 square metres retail floorspace								0.00	0.00			0.00
10 - 49 dwellings								0.00	0.00			0.00
Sites between 1 - 1.5ha								0.00	0.00			0.00
Meeting and written advice	Non-Statutory	625.00	Y	125.00	750.00	645.00	Y	129.00	774.00	Inflation	3.2%	24.00
Follow up meetings	Non-Statutory	312.50	Y	62.50	375.00	323.00	Y	64.60	387.60	Inflation	3.4%	12.60
Written advice only	Non-Statutory	333.33	Y	66.67	400.00	344.00	Y	68.80	412.80	Inflation	3.2%	12.80
<b>MINOR ADVICE SERVICE</b>												
100 - 999 square metres of commercial floorspace								0.00	0.00			0.00
Upto 100 square metres of retail floorspace								0.00	0.00			0.00
1 - 9 dwellings								0.00	0.00			0.00
Telecommunications developments								0.00	0.00			0.00
s73 -Variation of conditions (excluding retail with floorspace over 1000 square metres)								0.00	0.00			0.00
Public realm / engineering works								0.00	0.00			0.00
Minerals, waste and energy projects (on sites up to 1 hectare)								0.00	0.00			0.00
Small scale proposals not within above categories								0.00	0.00			0.00
Meeting and written advice	Non-Statutory	208.33	Y	41.67	250.00	215.00	Y	43.00	258.00	Inflation	3.2%	8.00
Follow up meetings	Non-Statutory	104.17	Y	20.83	125.00	108.00	Y	21.60	129.60	Inflation	3.7%	4.60
Written advice only	Non-Statutory	125.00	Y	25.00	150.00	129.00	Y	25.80	154.80	Inflation	3.2%	4.80
<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 £103 for a Principal Planning Officer involvement.	Non-Statutory	83.33	Y	16.67	100.00	86.00	Y	17.20	103.20	Inflation	3.2%	3.20
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>												
Operations												
The erection of dwelling-houses (other than development in category 6): where the application is for outline planning permission and the site does not exceed 2.5 hectares, for each 0.1 hectare of the site area	Statutory	462.00	N	0.00	462.00	462.00	N	0.00	462.00	Statutory	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	Statutory	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	Statutory	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	Statutory	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	Statutory	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	Statutory	0.0%	0.00
The erection of buildings (other than buildings in categories 1,3,4,5 or 7):												



Description of Fee	Statutory or Non-Statutory	2021/22 Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2021/22 Total (inc VAT) £	2022/23 Proposed Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2022/23 Total (inc VAT) £	Basis of 22/23 Increase	2022/23 % Changes (to 1 d.p.)	2022/23 £ Changes
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	Statutory	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	Statutory	0.0%	0.00
The carrying out of any operations connected with explanatory drilling for oil or natural gas: 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	Statutory	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	Statutory	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	Statutory	0.0%	0.00
The carrying out of any operations not coming within any of the above categories: 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	Statutory	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	Statutory	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	Statutory	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	Statutory	0.0%	0.00
<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	Statutory	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	Statutory	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	Statutory	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	Statutory	0.0%	0.00
In all other cases 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	Statutory	0.0%	0.00
additional for each dwelling-house in excess of 50 dwelling-houses subject to a maximum in total of £250k	Statutory	138.00	N	0.00	138.00	138.00	N	0.00	138.00	Statutory	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	Statutory	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	Statutory	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	Statutory	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	Statutory	0.0%	0.00
<b>ADVERTISEMENTS</b>												

Description of Fee	Statutory or Non-Statutory	2021/22 Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2021/22 Total (inc VAT) £	2022/23 Proposed Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2022/23 Total (inc VAT) £	Basis of 22/23 Increase	2022/23 % Changes (to 1 d.p.)	2022/23 £ Changes
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	Statutory	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	Statutory	0.0%	0.00
c) all other advertisements ALL OTHER APPLICATIONS Lawful Development Certificates	Statutory	462.00	N	0.00	462.00	462.00	N	0.00	462.00	Statutory	0.0%	0.00
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	Statutory	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	Statutory	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	Statutory	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	Statutory	0.0%	0.00
Prior Approval Applications:	Statutory											
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	Statutory	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	Statutory	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	Statutory	0.0%	0.00
d) part 31, demolition of buildings	Statutory	96.00	N	0.00	96.00	96.00	N	0.00	96.00	Statutory	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	Statutory	0.0%	0.00
Variation of condition:	Statutory											
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	Statutory	0.0%	0.00
Discharge of condition	Statutory											
request for confirmation that one or more planning confirmation that one or more planning conditions have been complied with -	Statutory	34.00	N	0.00	34.00	34.00	N	0.00	34.00	Statutory	0.0%	0.00
householder application per request	Statutory	116.00	N	0.00	116.00	116.00	N	0.00	116.00	Statutory	0.0%	0.00
other applications per request	Statutory											
Application for a non-material amendment following a grant of planning permission-	Statutory											
a) if the application is a householder application	Statutory	34.00	N	0.00	34.00	34.00	N	0.00	34.00	Statutory	0.0%	0.00
b) in any other case	Statutory	234.00	N	0.00	234.00	234.00	N	0.00	234.00	Statutory	0.0%	0.00
<b>Land Charges</b>												
Con 29 Residential	Statutory	37.90	Y	7.58	45.48	37.90	Y	7.58	45.48	Fee Review Decision To Follow	0.0%	0.00
Con 29 Commercial	Statutory	37.90	Y	7.58	45.48	37.90	Y	7.58	45.48	Fee Review Decision To Follow	0.0%	0.00
Con 29 R Extra parcel of land	Statutory	10.00	Y	2.00	12.00	10.00	Y	2.00	12.00	Fee Review Decision To Follow	0.0%	0.00
Con 29 O Per Question (except Q22)	Statutory	12.00	Y	2.40	14.40	12.00	Y	2.40	14.40	Fee Review Decision To Follow	0.0%	0.00
Con 29 O Q22 only	Statutory	12.00	Y	2.40	14.40	12.00	Y	2.40	14.40	Fee Review Decision To Follow	0.0%	0.00

Description of Fee	Statutory or Non-Statutory	2021/22 Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2021/22 Total (inc VAT) £	2022/23 Proposed Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2022/23 Total (inc VAT) £	Basis of 22/23 Increase	2022/23 % Changes (to 1 d.p.)	2022/23 £ Changes
<b>Building Control</b>												
Plan Charge for - Single storey extension floor area not exceeding 10m2	Non-Statutory	308.00	Y	61.60	369.60	325.00	Y	65.00	390.00	Inflation	5.5%	20.40
Building Notice Charge for - Single storey extension floor area not exceeding 10m2	Non-Statutory	363.00	Y	72.60	435.60	384.00	Y	76.80	460.80	Inflation	5.8%	25.20
Plan Charge for - Single storey extension floor area exceeding 10m2 but not exceeding 40m2	Non-Statutory	165.00	Y	33.00	198.00	174.00	Y	34.80	208.80	Inflation	5.5%	10.80
Inspection Charge for - Single storey extension floor area exceeding 10m2 but not exceeding 40m2	Non-Statutory	264.00	Y	52.80	316.80	279.00	Y	55.80	334.80	Inflation	5.7%	18.00
Building Notice Charge for - Single storey extension floor area exceeding 10m2 but not exceeding 40m2	Non-Statutory	484.00	Y	96.80	580.80	511.00	Y	102.20	613.20	Inflation	5.6%	32.40
Plan Charge for - Single storey extension floor area exceeding 40m2 but not exceeding 80m2	Non-Statutory	165.00	Y	33.00	198.00	174.00	Y	34.80	208.80	Inflation	5.5%	10.80
Inspection Charge for - Single storey extension floor area exceeding 40m2 but not exceeding 80m2	Non-Statutory	330.00	Y	66.00	396.00	349.00	Y	69.80	418.80	Inflation	5.8%	22.80
Building Notice Charge for - Single storey extension floor area exceeding 40m2 but not exceeding 80m2	Non-Statutory	550.00	Y	110.00	660.00	581.00	Y	116.20	697.20	Inflation	5.6%	37.20
Plan Charge for - Two storey extension floor area not exceeding 40m2	Non-Statutory	165.00	Y	33.00	198.00	174.00	Y	34.80	208.80	Inflation	5.5%	10.80
Inspection Charge for - Two storey extension floor area not exceeding 40m2	Non-Statutory	330.00	Y	66.00	396.00	349.00	Y	69.80	418.80	Inflation	5.8%	22.80
Building Notice Charge for - Two storey extension floor area not exceeding 40m2	Non-Statutory	550.00	Y	110.00	660.00	581.00	Y	116.20	697.20	Inflation	5.6%	37.20
Plan Charge for - Two storey extension floor area exceeding 40m2 but not exceeding 100m2	Non-Statutory	165.00	Y	33.00	198.00	174.00	Y	34.80	208.80	Inflation	5.5%	10.80
Inspection Charge for - Two storey extension floor area exceeding 40m2 but not exceeding 100m2	Non-Statutory	369.00	Y	73.80	442.80	390.00	Y	78.00	468.00	Inflation	5.7%	25.20
Building Notice Charge for - Two storey extension floor area exceeding 40m2 but not exceeding 100m2	Non-Statutory	589.00	Y	117.80	706.80	622.00	Y	124.40	746.40	Inflation	5.6%	39.60
Plan Charge for - Loft Conversion that does not include the construction of a dormer (max floor area 50m2)	Non-Statutory	330.00	Y	66.00	396.00	349.00	Y	69.80	418.80	Inflation	5.8%	22.80
Building Notice Charge for - Loft Conversion that does not include the construction of a dormer (max floor area 50m2)	Non-Statutory	363.00	Y	72.60	435.60	384.00	Y	76.80	460.80	Inflation	5.8%	25.20
Plan Charge for - Loft conversion that includes the construction of a dormer (max floor area 50m2)	Non-Statutory	165.00	Y	33.00	198.00	174.00	Y	34.80	208.80	Inflation	5.5%	10.80
Inspection Charge for - Loft conversion that includes the construction of a dormer (max floor area 50m2)	Non-Statutory	180.00	Y	36.00	216.00	190.00	Y	38.00	228.00	Inflation	5.6%	12.00
Building Notice Charge for - Loft conversion that includes the construction of a dormer (max floor area 50m2)	Non-Statutory	396.00	Y	79.20	475.20	418.00	Y	83.60	501.60	Inflation	5.6%	26.40
Plan Charge for - Erection of a non exempt attached single storey extension of a garage or carport up to 100m2	Non-Statutory	198.00	Y	39.60	237.60	209.00	Y	41.80	250.80	Inflation	5.6%	13.20
Building Notice Charge for - Erection or extension of a non exempt detached garage or carport up to 100m2	Non-Statutory	231.00	Y	46.20	277.20	244.00	Y	48.80	292.80	Inflation	5.6%	15.60
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	279.00	Y	55.80	334.80	Inflation	5.7%	18.00
Building Notice Charge for - Erection of a non exempt attached single storey extension of a garage or carport up to 100m2	Non-Statutory	297.00	Y	59.40	356.40	314.00	Y	62.80	376.80	Inflation	5.7%	20.40
Plan Charge for - Attached Garage Conversion to a create a habitable room / kitchen or utility space	Non-Statutory	198.00	Y	39.60	237.60	209.00	Y	41.80	250.80	Inflation	5.6%	13.20
Building Notice Charge for - Attached Garage Conversion to a create a habitable room / kitchen or utility space	Non-Statutory	231.00	Y	46.20	277.20	244.00	Y	48.80	292.80	Inflation	5.6%	15.60
Plan Charge for - Erection of a multi storey detached ancillary building upto 100m2 floor area	Non-Statutory	264.00	Y	52.80	316.80	279.00	Y	55.80	334.80	Inflation	5.7%	18.00
Building Notice Charge for - Erection of a multi storey detached ancillary building upto 100m2 floor area	Non-Statutory	297.00	Y	59.40	356.40	314.00	Y	62.80	376.80	Inflation	5.7%	20.40
Plan Charge for - Creation of a Basement up to 100m2	Non-Statutory	298.00	Y	59.60	357.60	315.00	Y	63.00	378.00	Inflation	5.7%	20.40
Building Notice Charge for - Creation of a Basement up to 100m2	Non-Statutory	331.00	Y	66.20	397.20	350.00	Y	70.00	420.00	Inflation	5.7%	22.80

Description of Fee	Statutory or Non-Statutory	2021/22 Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2021/22 Total (inc VAT) £	2022/23 Proposed Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2022/23 Total (inc VAT) £	Basis of 22/23 Increase	2022/23 % Changes (to 1 d.p.)	2022/23 £ Changes
Plan Charge for - Domestic alterations to a single building: underpinning (up to 20 linear metres)	Non-Statutory	292.00	Y	58.40	350.40	309.00	Y	61.80	370.80	Inflation	5.8%	20.40
Building Notice Charge for - Domestic alterations to a single building: underpinning (up to 20 linear metres)	Non-Statutory	292.00	Y	58.40	350.40	309.00	Y	61.80	370.80	Inflation	5.8%	20.40
Plan Charge for - Domestic alterations to a single building:Renovation of a thermal element to a single dwelling	Non-Statutory	119.00	Y	23.80	142.80	126.00	Y	25.20	151.20	Inflation	5.9%	8.40
Building Notice Charge for - Domestic alterations to a single building:Renovation of a thermal element to a single dwelling	Non-Statutory	119.00	Y	23.80	142.80	126.00	Y	25.20	151.20	Inflation	5.9%	8.40
Plan Charge for Alterations, installation of fittings (not electrical) and/or structural alterations - Estimated cost less than £2,000	Non-Statutory	169.00	Y	33.80	202.80	179.00	Y	35.80	214.80	Inflation	5.9%	12.00
Building Notice Charge for Alterations, installation of fittings (not electrical) and/or structural alterations - Estimated cost less than £2,000	Non-Statutory	169.00	Y	33.80	202.80	179.00	Y	35.80	214.80	Inflation	5.9%	12.00
Plan Charge for Alterations, installation of fittings (not electrical) and/or structural alterations - Estimated cost over £2,000 up to £5000	Non-Statutory	229.00	Y	45.80	274.80	242.00	Y	48.40	290.40	Inflation	5.7%	15.60
Building Notice Charge for Alterations, installation of fittings (not electrical) and/or structural alterations - Estimated cost over £2,000 up to £5000	Non-Statutory	229.00	Y	45.80	274.80	242.00	Y	48.40	290.40	Inflation	5.7%	15.60
Plan Charge for Alterations, installation of fittings (not electrical) and/or structural alterations - Estimated cost exceeding £5,000 up to £25,000	Non-Statutory	282.00	Y	56.40	338.40	298.00	Y	59.60	357.60	Inflation	5.7%	19.20
Building Notice Charge for Alterations, installation of fittings (not electrical) and/or structural alterations - Estimated cost exceeding £5,000 up to £25,000	Non-Statutory	282.00	Y	56.40	338.40	298.00	Y	59.60	357.60	Inflation	5.7%	19.20
Plan Charge for Alterations, installation of fittings (not electrical) and/or structural alterations - Estimated cost exceeding £25,001 and up to £50,000	Non-Statutory	118.00	Y	23.60	141.60	125.00	Y	25.00	150.00	Inflation	5.9%	8.40
Inspection Charge for Alterations, installation of fittings (not electrical) and/or structural alterations - Estimated cost exceeding £25,001 and up to £50,000	Non-Statutory	257.00	Y	51.40	308.40	272.00	Y	54.40	326.40	Inflation	5.8%	18.00
Building Notice Charge for Alterations, installation of fittings (not electrical) and/or structural alterations - Estimated cost exceeding £25,001 and up to £50,000	Non-Statutory	375.00	Y	75.00	450.00	396.00	Y	79.20	475.20	Inflation	5.6%	25.20
Plan Charge for Alterations, installation of fittings (not electrical) and/or structural alterations - Estimated cost exceeding £50,001 and up to £75,000	Non-Statutory	118.00	Y	23.60	141.60	125.00	Y	25.00	150.00	Inflation	5.9%	8.40
Inspection Charge for Alterations, installation of fittings (not electrical) and/or structural alterations - Estimated cost exceeding £50,001 and up to £75,000	Non-Statutory	351.00	Y	70.20	421.20	371.00	Y	74.20	445.20	Inflation	5.7%	24.00
Building Notice Charge for Alterations, installation of fittings (not electrical) and/or structural alterations - Estimated cost exceeding £50,001 and up to £75,000	Non-Statutory	469.00	Y	93.80	562.80	496.00	Y	99.20	595.20	Inflation	5.8%	32.40
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	198.00	Y	39.60	237.60	209.00	Y	41.80	250.80	Inflation	5.6%	13.20
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	198.00	Y	39.60	237.60	209.00	Y	41.80	250.80	Inflation	5.6%	13.20
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	264.00	Y	52.80	316.80	279.00	Y	55.80	334.80	Inflation	5.7%	18.00
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	264.00	Y	52.80	316.80	279.00	Y	55.80	334.80	Inflation	5.7%	18.00
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	165.00	Y	33.00	198.00	174.00	Y	34.80	208.80	Inflation	5.5%	10.80
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	165.00	Y	33.00	198.00	174.00	Y	34.80	208.80	Inflation	5.5%	10.80
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	281.00	Y	56.20	337.20	297.00	Y	59.40	356.40	Inflation	5.7%	19.20

Description of Fee	Statutory or Non-Statutory	2021/22 Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2021/22 Total (inc VAT) £	2022/23 Proposed Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2022/23 Total (inc VAT) £	Basis of 22/23 Increase	2022/23 % Changes (to 1 d.p.)	2022/23 £ Changes
Building Notice Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work (carried out by a non qualified person) - Any electrical works other than rewiring of a dwelling	Non-Statutory	281.00	Y	56.20	337.20	297.00	Y	59.40	356.40	Inflation	5.7%	19.20
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	374.00	Y	74.80	448.80	395.00	Y	79.00	474.00	Inflation	5.6%	25.20
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	374.00	Y	74.80	448.80	395.00	Y	79.00	474.00	Inflation	5.6%	25.20
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) - Any electrical works other than rewiring of a dwelling	Non-Statutory	220.00	Y	44.00	264.00	232.00	Y	46.40	278.40	Inflation	5.5%	14.40
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) - Any electrical works other than rewiring of a dwelling	Non-Statutory	220.00	Y	44.00	264.00	232.00	Y	46.40	278.40	Inflation	5.5%	14.40
Plan Charge for - Solid fuel appliances: Installation of a solid fuel appliance by non-competent person scheme member e.g. not HETAS registered	Non-Statutory	132.00	Y	26.40	158.40	139.00	Y	27.80	166.80	Inflation	5.3%	8.40
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	305.00	Y	61.00	366.00	322.00	Y	64.40	386.40	Inflation	5.6%	20.40
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	436.00	Y	87.20	523.20	461.00	Y	92.20	553.20	Inflation	5.7%	30.00
Plan Charge for - Domestic Window Replacements: Window replacements (non competent persons scheme member) - per installation up to 10 windows	Non-Statutory	99.00	Y	19.80	118.80	105.00	Y	21.00	126.00	Inflation	6.1%	7.20
Building Notice Charge for - Domestic Window Replacements: Window replacements (non competent persons scheme member) - per installation up to 10 windows	Non-Statutory	99.00	Y	19.80	118.80	105.00	Y	21.00	126.00	Inflation	6.1%	7.20
Plan Charge for - Domestic Window Replacements: Window replacements (non competent persons scheme member) - per installation upto 11 to 20 windows	Non-Statutory	187.00	Y	37.40	224.40	198.00	Y	39.60	237.60	Inflation	5.9%	13.20
Building Notice Charge for - Domestic Window Replacements: Window replacements (non competent persons scheme member) - per installation upto 11 to 20 windows	Non-Statutory	187.00	Y	37.40	224.40	198.00	Y	39.60	237.60	Inflation	5.9%	13.20
Plan Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 1 dwelling	Non-Statutory	251.00	Y	50.20	301.20	265.00	Y	53.00	318.00	Inflation	5.6%	16.80
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 1 dwelling	Non-Statutory	358.00	Y	71.60	429.60	378.00	Y	75.60	453.60	Inflation	5.6%	24.00
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 1 dwelling	Non-Statutory	740.00	Y	148.00	888.00	782.00	Y	156.40	938.40	Inflation	5.7%	50.40
Plan Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 2 dwellings	Non-Statutory	322.00	Y	64.40	386.40	340.00	Y	68.00	408.00	Inflation	5.6%	21.60
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 2 dwellings	Non-Statutory	501.00	Y	100.20	601.20	529.00	Y	105.80	634.80	Inflation	5.6%	33.60
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 2 dwellings	Non-Statutory	955.00	Y	191.00	1,146.00	1,009.00	Y	201.80	1,210.80	Inflation	5.7%	64.80
Plan Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 3 dwellings	Non-Statutory	394.00	Y	78.80	472.80	416.00	Y	83.20	499.20	Inflation	5.6%	26.40
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 3 dwellings	Non-Statutory	608.00	Y	121.60	729.60	643.00	Y	128.60	771.60	Inflation	5.8%	42.00
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 3 dwellings	Non-Statutory	1,133.00	Y	226.60	1,359.60	1,197.00	Y	239.40	1,436.40	Inflation	5.6%	76.80
Plan Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 4 dwellings	Non-Statutory	473.00	Y	94.60	567.60	500.00	Y	100.00	600.00	Inflation	5.7%	32.40
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 4 dwellings	Non-Statutory	715.00	Y	143.00	858.00	756.00	Y	151.20	907.20	Inflation	5.7%	49.20
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 4 dwellings	Non-Statutory	1,320.00	Y	264.00	1,584.00	1,395.00	Y	279.00	1,674.00	Inflation	5.7%	90.00
Plan Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 5 dwellings	Non-Statutory	537.00	Y	107.40	644.40	567.00	Y	113.40	680.40	Inflation	5.6%	36.00
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 5 dwellings	Non-Statutory	823.00	Y	164.60	987.60	870.00	Y	174.00	1,044.00	Inflation	5.7%	56.40
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 5 dwellings	Non-Statutory	1,491.00	Y	298.20	1,789.20	1,576.00	Y	315.20	1,891.20	Inflation	5.7%	102.00
Plan Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 6 dwellings	Non-Statutory	540.00	Y	108.00	648.00	571.00	Y	114.20	685.20	Inflation	5.7%	37.20



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Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 6 dwellings	Non-Statutory	961.00	Y	192.20	1,153.20	1,016.00	Y	203.20	1,219.20	Inflation	5.7%	66.00
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 6 dwellings	Non-Statutory	1,632.00	Y	326.40	1,958.40	1,725.00	Y	345.00	2,070.00	Inflation	5.7%	111.60
Plan Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 7 dwellings	Non-Statutory	542.00	Y	108.40	650.40	573.00	Y	114.60	687.60	Inflation	5.7%	37.20
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 7 dwellings	Non-Statutory	982.00	Y	196.40	1,178.40	1,038.00	Y	207.60	1,245.60	Inflation	5.7%	67.20
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 7 dwellings	Non-Statutory	1,657.00	Y	331.40	1,988.40	1,751.00	Y	350.20	2,101.20	Inflation	5.7%	112.80
Plan Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 8 dwellings	Non-Statutory	546.00	Y	109.20	655.20	577.00	Y	115.40	692.40	Inflation	5.7%	37.20
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 8 dwellings	Non-Statutory	1,129.00	Y	225.80	1,354.80	1,193.00	Y	238.60	1,431.60	Inflation	5.7%	76.80
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 8 dwellings	Non-Statutory	1,806.00	Y	361.20	2,167.20	1,909.00	Y	381.80	2,290.80	Inflation	5.7%	123.60
Plan Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 9 dwellings	Non-Statutory	549.00	Y	109.80	658.80	580.00	Y	116.00	696.00	Inflation	5.6%	37.20
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 9 dwellings	Non-Statutory	1,285.00	Y	257.00	1,542.00	1,358.00	Y	271.60	1,629.60	Inflation	5.7%	87.60
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 9 dwellings	Non-Statutory	1,966.00	Y	393.20	2,359.20	2,078.00	Y	415.60	2,493.60	Inflation	5.7%	134.40
Plan Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 10 dwellings	Non-Statutory	552.00	Y	110.40	662.40	583.00	Y	116.60	699.60	Inflation	5.6%	37.20
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 10 dwellings	Non-Statutory	1,431.00	Y	286.20	1,717.20	1,512.00	Y	302.40	1,814.40	Inflation	5.7%	97.20
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 10 dwellings	Non-Statutory	2,115.00	Y	423.00	2,538.00	2,235.00	Y	447.00	2,682.00	Inflation	5.7%	144.00
Plan Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 11 dwellings	Non-Statutory	556.00	Y	111.20	667.20	588.00	Y	117.60	705.60	Inflation	5.8%	38.40
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 11 dwellings	Non-Statutory	1,564.00	Y	312.80	1,876.80	1,653.00	Y	330.60	1,983.60	Inflation	5.7%	106.80
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 11 dwellings	Non-Statutory	2,252.00	Y	450.40	2,702.40	2,380.00	Y	476.00	2,856.00	Inflation	5.7%	153.60
Plan Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 12 dwellings	Non-Statutory	559.00	Y	111.80	670.80	591.00	Y	118.20	709.20	Inflation	5.7%	38.40
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 12 dwellings	Non-Statutory	1,703.00	Y	340.60	2,043.60	1,800.00	Y	360.00	2,160.00	Inflation	5.7%	116.40
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 12 dwellings	Non-Statutory	2,394.00	Y	478.80	2,872.80	2,530.00	Y	506.00	3,036.00	Inflation	5.7%	163.20
Plan Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings -13 dwellings	Non-Statutory	562.00	Y	112.40	674.40	594.00	Y	118.80	712.80	Inflation	5.7%	38.40
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings -13 dwellings	Non-Statutory	1,841.00	Y	368.20	2,209.20	1,946.00	Y	389.20	2,335.20	Inflation	5.7%	126.00
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings -13 dwellings	Non-Statutory	2,536.00	Y	507.20	3,043.20	2,680.00	Y	536.00	3,216.00	Inflation	5.7%	172.80
Plan Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 14 dwellings	Non-Statutory	565.00	Y	113.00	678.00	597.00	Y	119.40	716.40	Inflation	5.7%	38.40
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 14 dwellings	Non-Statutory	1,980.00	Y	396.00	2,376.00	2,092.00	Y	418.40	2,510.40	Inflation	5.7%	134.40
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 14 dwellings	Non-Statutory	2,677.00	Y	535.40	3,212.40	2,829.00	Y	565.80	3,394.80	Inflation	5.7%	182.40
Plan Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 15 dwellings	Non-Statutory	569.00	Y	113.80	682.80	601.00	Y	120.20	721.20	Inflation	5.6%	38.40
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 15 dwellings	Non-Statutory	2,119.00	Y	423.80	2,542.80	2,239.00	Y	447.80	2,686.80	Inflation	5.7%	144.00
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 15 dwellings	Non-Statutory	2,819.00	Y	563.80	3,382.80	2,979.00	Y	595.80	3,574.80	Inflation	5.7%	192.00
Plan Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 16 dwellings	Non-Statutory	572.00	Y	114.40	686.40	604.00	Y	120.80	724.80	Inflation	5.6%	38.40
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 16 dwellings	Non-Statutory	2,257.00	Y	451.40	2,708.40	2,385.00	Y	477.00	2,862.00	Inflation	5.7%	153.60
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 16 dwellings	Non-Statutory	2,961.00	Y	592.20	3,553.20	3,129.00	Y	625.80	3,754.80	Inflation	5.7%	201.60
Plan Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 17 dwellings	Non-Statutory	575.00	Y	115.00	690.00	608.00	Y	121.60	729.60	Inflation	5.7%	39.60
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 17 dwellings	Non-Statutory	2,396.00	Y	479.20	2,875.20	2,532.00	Y	506.40	3,038.40	Inflation	5.7%	163.20



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Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 17 dwellings	Non-Statutory	3,103.00	Y	620.60	3,723.60	3,279.00	Y	655.80	3,934.80	Inflation	5.7%	211.20
Plan Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 18 dwellings	Non-Statutory	579.00	Y	115.80	694.80	612.00	Y	122.40	734.40	Inflation	5.7%	39.60
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 18 dwellings	Non-Statutory	2,534.00	Y	506.80	3,040.80	2,678.00	Y	535.60	3,213.60	Inflation	5.7%	172.80
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 18 dwellings	Non-Statutory	3,245.00	Y	649.00	3,894.00	3,429.00	Y	685.80	4,114.80	Inflation	5.7%	220.80
Plan Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 19 dwellings	Non-Statutory	582.00	Y	116.40	698.40	615.00	Y	123.00	738.00	Inflation	5.7%	39.60
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 19 dwellings	Non-Statutory	2,673.00	Y	534.60	3,207.60	2,825.00	Y	565.00	3,390.00	Inflation	5.7%	182.40
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 19 dwellings	Non-Statutory	3,387.00	Y	677.40	4,064.40	3,579.00	Y	715.80	4,294.80	Inflation	5.7%	230.40
Plan Charge: (All Other Non-Domestic Work - Extension & New Build) for - Floor area not exceeding 10m squared: - Other residential (institution and Other)	Non-Statutory	198.00	Y	39.60	237.60	209.00	Y	41.80	250.80	Inflation	5.6%	13.20
Inspection Charge: (All Other Non-Domestic Work - Extension & New Build) for - Floor area not exceeding 10m squared: - Other residential (institution and Other)	Non-Statutory	501.00	Y	100.20	601.20	529.00	Y	105.80	634.80	Inflation	5.6%	33.60
Plan Charge: (All Other Non-Domestic Work - Extension & New Build) for - Floor area not exceeding 10m squared: - Assembly and Recreational use	Non-Statutory	198.00	Y	39.60	237.60	209.00	Y	41.80	250.80	Inflation	5.6%	13.20
Inspection Charge: (All Other Non-Domestic Work - Extension & New Build) for - Floor area not exceeding 10m squared: - Assembly and Recreational use	Non-Statutory	429.00	Y	85.80	514.80	453.00	Y	90.60	543.60	Inflation	5.6%	28.80
Plan Charge: (All Other Non-Domestic Work - Extension & New Build) for - Floor area not exceeding 10m squared: - Industrial and storage usage	Non-Statutory	198.00	Y	39.60	237.60	209.00	Y	41.80	250.80	Inflation	5.6%	13.20
Inspection Charge: (All Other Non-Domestic Work - Extension & New Build) for - Floor area not exceeding 10m squared: - Industrial and storage usage	Non-Statutory	286.00	Y	57.20	343.20	302.00	Y	60.40	362.40	Inflation	5.6%	19.20
Plan Charge: (All Other Non-Domestic Work - Extension & New Build) for - Floor area not exceeding 10m squared: - All other use classes	Non-Statutory	198.00	Y	39.60	237.60	209.00	Y	41.80	250.80	Inflation	5.6%	13.20
Inspection Charge: (All Other Non-Domestic Work - Extension & New Build) for - Floor area not exceeding 10m squared: - All other use classes	Non-Statutory	429.00	Y	85.80	514.80	453.00	Y	90.60	543.60	Inflation	5.6%	28.80
Plan Charge: (All Other Non-Domestic Work - Extension & New Build) for - Floor area exceeding 10m squared but not exceeding 40m squared: - other residential (institution and Other)	Non-Statutory	264.00	Y	52.80	316.80	279.00	Y	55.80	334.80	Inflation	5.7%	18.00
Inspection Charge: (All Other Non-Domestic Work - Extension & New Build) for - Floor area exceeding 10m squared but not exceeding 40m squared: - other residential (institution and Other)	Non-Statutory	572.00	Y	114.40	686.40	604.00	Y	120.80	724.80	Inflation	5.6%	38.40
Plan Charge: (All Other Non-Domestic Work - Extension & New Build) for - Floor area exceeding 10m squared but not exceeding 40m squared: -Assembly and Recreational use	Non-Statutory	264.00	Y	52.80	316.80	279.00	Y	55.80	334.80	Inflation	5.7%	18.00
Inspection Charge: (All Other Non-Domestic Work - Extension & New Build) for - Floor area exceeding 10m squared but not exceeding 40m squared: -Assembly and Recreational use	Non-Statutory	501.00	Y	100.20	601.20	529.00	Y	105.80	634.80	Inflation	5.6%	33.60
Plan Charge: (All Other Non-Domestic Work - Extension & New Build) for - Floor area exceeding 10m squared but not exceeding 40m squared: -Industrial and storage usage	Non-Statutory	264.00	Y	52.80	316.80	279.00	Y	55.80	334.80	Inflation	5.7%	18.00
Inspection Charge: (All Other Non-Domestic Work - Extension & New Build) for - Floor area exceeding 10m squared but not exceeding 40m squared: -Industrial and storage usage	Non-Statutory	358.00	Y	71.60	429.60	378.00	Y	75.60	453.60	Inflation	5.6%	24.00
Plan Charge: (All Other Non-Domestic Work - Extension & New Build) for -Floor area exceeding 10m squared but not exceeding 40m squared: -All other use classes	Non-Statutory	264.00	Y	52.80	316.80	279.00	Y	55.80	334.80	Inflation	5.7%	18.00

Description of Fee	Statutory or Non-Statutory	2021/22 Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2021/22 Total (inc VAT) £	2022/23 Proposed Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2022/23 Total (inc VAT) £	Basis of 22/23 Increase	2022/23 % Changes (to 1 d.p.)	2022/23 £ Changes
Inspection Charge: (All Other Non-Domestic Work - Extension & New Build) for - Floor area exceeding 10m squared but not exceeding 40m squared: -All other use classes	Non-Statutory	501.00	Y	100.20	601.20	529.00	Y	105.80	634.80	Inflation	5.6%	33.60
Plan Charge: (All Other Non-Domestic Work - Extension & New Build) for - Floor area exceeding 40m squared but not exceeding 100m squared: -other residential (institution and Other)	Non-Statutory	330.00	Y	66.00	396.00	349.00	Y	69.80	418.80	Inflation	5.8%	22.80
Inspection Charge: (All Other Non-Domestic Work - Extension & New Build) for - Floor area exceeding 40m squared but not exceeding 100m squared: -other residential (institution and Other)	Non-Statutory	644.00	Y	128.80	772.80	681.00	Y	136.20	817.20	Inflation	5.7%	44.40
Plan Charge: (All Other Non-Domestic Work - Extension & New Build) for - Floor area exceeding 40m squared but not exceeding 100m squared: -Assembly and Recreational use	Non-Statutory	264.00	Y	52.80	316.80	279.00	Y	55.80	334.80	Inflation	5.7%	18.00
Inspection Charge: (All Other Non-Domestic Work - Extension & New Build) for - Floor area exceeding 40m squared but not exceeding 100m squared: -Assembly and Recreational use	Non-Statutory	572.00	Y	114.40	686.40	604.00	Y	120.80	724.80	Inflation	5.6%	38.40
Plan Charge: (All Other Non-Domestic Work - Extension & New Build) for -Floor area exceeding 40m squared but not exceeding 100m squared: -Industrial and storage usage	Non-Statutory	264.00	Y	52.80	316.80	279.00	Y	55.80	334.80	Inflation	5.7%	18.00
Inspection Charge: (All Other Non-Domestic Work - Extension & New Build) for - Floor area exceeding 40m squared but not exceeding 100m squared: -Industrial and storage usage	Non-Statutory	429.00	Y	85.80	514.80	453.00	Y	90.60	543.60	Inflation	5.6%	28.80
Plan Charge: (All Other Non-Domestic Work - Extension & New Build) for - Floor area exceeding 40m squared but not exceeding 100m squared: -All other use classes	Non-Statutory	264.00	Y	52.80	316.80	279.00	Y	55.80	334.80	Inflation	5.7%	18.00
Inspection Charge: (All Other Non-Domestic Work - Extension & New Build) for - Floor area exceeding 40m squared but not exceeding 100m squared: -All other use classes	Non-Statutory	572.00	Y	114.40	686.40	604.00	Y	120.80	724.80	Inflation	5.6%	38.40
Plan Charge: (All Other Non-Domestic Work - Alterations) for - Underpinning: -estimated cost up to £50k	Non-Statutory	290.00	Y	58.00	348.00	306.00	Y	61.20	367.20	Inflation	5.5%	19.20
Plan Charge: (All Other Non-Domestic Work - Alterations) for - Underpinning: -estimated cost exceeding £50k and up to £100k	Non-Statutory	94.00	Y	18.80	112.80	99.00	Y	19.80	118.80	Inflation	5.3%	6.00
Inspection Charge: (All Other Non-Domestic Work - Alterations) for - Underpinning: - estimated cost exceeding £50k and up to £100k	Non-Statutory	281.00	Y	56.20	337.20	297.00	Y	59.40	356.40	Inflation	5.7%	19.20
Plan Charge: (All Other Non-Domestic Work - Alterations) for - Underpinning: -estimated cost exceeding £100k and up to £250k	Non-Statutory	141.00	Y	28.20	169.20	149.00	Y	29.80	178.80	Inflation	5.7%	9.60
Inspection Charge: (All Other Non-Domestic Work - Alterations) for - Underpinning: - estimated cost exceeding £100k and up to £250k	Non-Statutory	328.00	Y	65.60	393.60	347.00	Y	69.40	416.40	Inflation	5.8%	22.80
Plan Charge (All Other Non-Domestic Work - Alterations) Window replacement (non competent persons scheme) including shop fronts but excluding associated works. Per installation up to 20 windows	Non-Statutory	99.00	Y	19.80	118.80	105.00	Y	21.00	126.00	Inflation	6.1%	7.20
Plan Charge (All Other Non-Domestic Work - Alterations) Window replacement (non competent persons scheme) including shop fronts but excluding associated works. Per installation over 20 windows up to 50 windows	Non-Statutory	187.00	Y	37.40	224.40	198.00	Y	39.60	237.60	Inflation	5.9%	13.20
Plan Charge: (All Other Non-Domestic Work - Alterations) Renovation of a thermal element Estimated cost up to £50,000	Non-Statutory	160.00	Y	32.00	192.00	169.00	Y	33.80	202.80	Inflation	5.6%	10.80
Plan Charge: (All Other Non-Domestic Work - Alterations) Renovation of a thermal element Estimated cost exceeding £50,000 and up to £100,000	Non-Statutory	193.00	Y	38.60	231.60	204.00	Y	40.80	244.80	Inflation	5.7%	13.20
Plan Charge: (All Other Non-Domestic Work - Alterations) Renovation of a thermal element Estimated cost exceeding £100,000 and up to £250,000	Non-Statutory	281.00	Y	56.20	337.20	297.00	Y	59.40	356.40	Inflation	5.7%	19.20
Plan Charge : (All Other Non-Domestic Work - Alterations) - Alterations not described elsewhere including structural alterations and installation of controlled fittings estimated cost up to £5,000	Non-Statutory	143.00	Y	28.60	171.60	151.00	Y	30.20	181.20	Inflation	5.6%	9.60
Plan Charge : (All Other Non-Domestic Work - Alterations) - Alterations not described elsewhere including structural alterations and installation of controlled fittings estimated cost exceeding £5,000 and up to £25,000	Non-Statutory	193.00	Y	38.60	231.60	204.00	Y	40.80	244.80	Inflation	5.7%	13.20
Plan Charge : (All Other Non-Domestic Work - Alterations) - Plan Charge - Alterations not described elsewhere including structural alterations and installation of controlled fittings estimated cost exceeding £25,000 and up to £50,000	Non-Statutory	160.00	Y	32.00	192.00	169.00	Y	33.80	202.80	Inflation	5.6%	10.80

Description of Fee	Statutory or Non-Statutory	2021/22 Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2021/22 Total (inc VAT) £	2022/23 Proposed Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2022/23 Total (inc VAT) £	Basis of 22/23 Increase	2022/23 % Changes (to 1 d.p.)	2022/23 £ Changes
Inspection Charge : (All Other Non-Domestic Work - Alterations) - Inspection Charge - Alterations not described elsewhere including structural alterations and installation of controlled fittings estimated cost exceeding £25,000 and up to £50,000	Non-Statutory	220.00	Y	44.00	264.00	232.00	Y	46.40	278.40	Inflation	5.5%	14.40
Plan Charge : (All Other Non-Domestic Work - Alterations) - Plan Charge - Alterations not described elsewhere including structural alterations and installation of controlled fittings estimated cost exceeding £50,000 and up to £100,000	Non-Statutory	160.00	Y	32.00	192.00	169.00	Y	33.80	202.80	Inflation	5.6%	10.80
Inspection Charge : (All Other Non-Domestic Work - Alterations) - 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	292.00	Y	58.40	350.40	309.00	Y	61.80	370.80	Inflation	5.8%	20.40
Plan Charge : (All Other Non-Domestic Work - Alterations) - Plan Charge for - Alterations not described elsewhere including structural alterations and installation of controlled fittings -estimated cost exceeding £100k and up to £150k	Non-Statutory	160.00	Y	32.00	192.00	169.00	Y	33.80	202.80	Inflation	5.6%	10.80
Inspection Charge : (All Other Non-Domestic Work - Alterations) - 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	409.00	Y	81.80	490.80	432.00	Y	86.40	518.40	Inflation	5.6%	27.60
Plan Charge: (All Other Non-Domestic Work - Alterations) for - Installation of Mezzanine floor up to 250m squared	Non-Statutory	249.00	Y	49.80	298.80	263.00	Y	52.60	315.60	Inflation	5.6%	16.80
Inspection Charge: (All Other Non-Domestic Work - Alterations) for - Installation of Mezzanine floor up to 250m squared	Non-Statutory	454.00	Y	90.80	544.80	480.00	Y	96.00	576.00	Inflation	5.7%	31.20
Plan Charge: (All Other Non-Domestic Work - Alterations) for - office or shop fit out up to 250m squared	Non-Statutory	160.00	Y	32.00	192.00	169.00	Y	33.80	202.80	Inflation	5.6%	10.80
Inspection Charge: (All Other Non-Domestic Work - Alterations) for - office or shop fit out up to 250m squared	Non-Statutory	315.00	Y	63.00	378.00	333.00	Y	66.60	399.60	Inflation	5.7%	21.60
Plan Charge: (All Other Non-Domestic Work - Alterations) for - office or shop fit out over 250m squared up to 2000m squared	Non-Statutory	270.00	Y	54.00	324.00	285.00	Y	57.00	342.00	Inflation	5.6%	18.00
Inspection Charge: (All Other Non-Domestic Work - Alterations) for - office or shop fit out over 250m squared up to 2000m squared	Non-Statutory	438.00	Y	87.60	525.60	463.00	Y	92.60	555.60	Inflation	5.7%	30.00
Additional charge for the change of use of a building (All Other Non-Domestic Work) (Fixed Price - All associated building work will be subject to the additional charges detailed above. This additional charge does not apply in relation to a building used for residential purposes that is altered to create more or fewer dwellings)	Non-Statutory	281.00	Y	56.20	337.20	297.00	Y	59.40	356.40	Inflation	5.7%	19.20
<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	Marginal Cost	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	Marginal Cost	0.0%	0.00
<b>Housing Services/Adaptions</b>												
Plan Drawing charge - Non Adaptation Housing Assistance - general improvement costing up to £10,000	Non-Statutory	170.00	Y	34.00	204.00	180.00	Y	36.00	216.00	Inflation	5.9%	12.00
Plan Drawing charge - Non Adaptation Housing Assistance - general improvements costing over £10,000	Non-Statutory	750.00	Y	150.00	900.00	780.00	Y	156.00	936.00	Inflation	4.0%	36.00

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<b>Corporate Landlord</b>												
External Room Hire - Ashton Town Hall - Civic Hall - Weekday	Non-Statutory	45.00	N	0.00	45.00	47.00	N	0.00	47.00	Inflation	4.4%	2.00
External Room Hire - Ashton Town Hall - Civic Hall - Evening/Saturday	Non-Statutory	60.00	N	0.00	60.00	62.00	N	0.00	62.00	Inflation	3.3%	2.00
External Room Hire - Ashton Town Hall - Civic Hall - Sunday	Non-Statutory	80.00	N	0.00	80.00	83.00	N	0.00	83.00	Inflation	3.8%	3.00
External Room Hire - Ashton Town Hall - Medlock Suite - Weekday	Non-Statutory	30.00	N	0.00	30.00	31.00	N	0.00	31.00	Inflation	3.3%	1.00
External Room Hire - Ashton Town Hall - Medlock Suite - Evening/Saturday	Non-Statutory	50.00	N	0.00	50.00	52.00	N	0.00	52.00	Inflation	4.0%	2.00
External Room Hire - Ashton Town Hall - Medlock Suite - Sunday	Non-Statutory	70.00	N	0.00	70.00	73.00	N	0.00	73.00	Inflation	4.3%	3.00
External Room Hire - Ashton Town Hall - Etherow Lounge - Weekday	Non-Statutory	30.00	N	0.00	30.00	31.00	N	0.00	31.00	Inflation	3.3%	1.00
External Room Hire - Ashton Town Hall - Etherow Lounge - Evening/Saturday	Non-Statutory	45.00	N	0.00	45.00	47.00	N	0.00	47.00	Inflation	4.4%	2.00
External Room Hire - Ashton Town Hall - Etherow Lounge - Sunday	Non-Statutory	65.00	N	0.00	65.00	68.00	N	0.00	68.00	Inflation	4.6%	3.00
External Room Hire - Denton Festival Hall - Main Hall - Weekday	Non-Statutory	35.00	N	0.00	35.00	37.00	N	0.00	37.00	Inflation	5.7%	2.00
External Room Hire - Denton Festival Hall - Main Hall - Evening/Saturday	Non-Statutory	45.00	N	0.00	45.00	47.00	N	0.00	47.00	Inflation	4.4%	2.00
External Room Hire - Denton Festival Hall - Main Hall - Sunday	Non-Statutory	65.00	N	0.00	65.00	68.00	N	0.00	68.00	Inflation	4.6%	3.00
External Room Hire - Denton Festival Hall - Community Room - Weekday	Non-Statutory	25.00	N	0.00	25.00	26.00	N	0.00	26.00	Inflation	4.0%	1.00
External Room Hire - Denton Festival Hall - Community Room - Evening/Saturday	Non-Statutory	35.00	N	0.00	35.00	37.00	N	0.00	37.00	Inflation	5.7%	2.00
External Room Hire - Denton Festival Hall - Community Room - Sunday	Non-Statutory	60.00	N	0.00	60.00	62.00	N	0.00	62.00	Inflation	3.3%	2.00
External Room Hire - Denton Festival Hall - Pennine Lounge - Weekday	Non-Statutory	20.00	N	0.00	20.00	21.00	N	0.00	21.00	Inflation	5.0%	1.00
External Room Hire - Denton Festival Hall - Pennine Lounge - Evening/Saturday	Non-Statutory	30.00	N	0.00	30.00	31.00	N	0.00	31.00	Inflation	3.3%	1.00
External Room Hire - Denton Festival Hall - Pennine Lounge - Sunday	Non-Statutory	60.00	N	0.00	60.00	62.00	N	0.00	62.00	Inflation	3.3%	2.00
External Room Hire - Dukinfield Town Hall - Jubilee Hall - Weekday	Non-Statutory	45.00	N	0.00	45.00	47.00	N	0.00	47.00	Inflation	4.4%	2.00
External Room Hire - Dukinfield Town Hall - Jubilee Hall - Evening/Saturday	Non-Statutory	60.00	N	0.00	60.00	62.00	N	0.00	62.00	Inflation	3.3%	2.00
External Room Hire - Dukinfield Town Hall - Jubilee Hall - Sunday	Non-Statutory	80.00	N	0.00	80.00	83.00	N	0.00	83.00	Inflation	3.8%	3.00
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	31.00	N	0.00	31.00	Inflation	3.3%	1.00
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	52.00	N	0.00	52.00	Inflation	4.0%	2.00
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	73.00	N	0.00	73.00	Inflation	4.3%	3.00
External Room Hire - Dukinfield Town Hall - Lesser Hall 1, Lesser Hall 2 or the Gallery - Weekday	Non-Statutory	30.00	N	0.00	30.00	31.00	N	0.00	31.00	Inflation	3.3%	1.00
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	47.00	N	0.00	47.00	Inflation	4.4%	2.00
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	68.00	N	0.00	68.00	Inflation	4.6%	3.00
External Room Hire - Dukinfield Town Hall - Conference Rooms - Weekday	Non-Statutory	15.00	N	0.00	15.00	16.00	N	0.00	16.00	Inflation	6.7%	1.00
External Room Hire - Dukinfield Town Hall - Conference Rooms - Evening/Saturday	Non-Statutory	30.00	N	0.00	30.00	31.00	N	0.00	31.00	Inflation	3.3%	1.00
External Room Hire - Dukinfield Town Hall - Conference Rooms - Sunday	Non-Statutory	45.00	N	0.00	45.00	47.00	N	0.00	47.00	Inflation	4.4%	2.00
External Room Hire - George Lawton Hall - Main Hall - Weekday	Non-Statutory	40.00	N	0.00	40.00	42.00	N	0.00	42.00	Inflation	5.0%	2.00
External Room Hire - George Lawton Hall - Main Hall - Evening/Saturday	Non-Statutory	60.00	N	0.00	60.00	62.00	N	0.00	62.00	Inflation	3.3%	2.00
External Room Hire - George Lawton Hall - Main Hall - Sunday	Non-Statutory	80.00	N	0.00	80.00	83.00	N	0.00	83.00	Inflation	3.8%	3.00
External Room Hire - George Lawton Hall - Community Room - Weekday	Non-Statutory	25.00	N	0.00	25.00	26.00	N	0.00	26.00	Inflation	4.0%	1.00
External Room Hire - George Lawton Hall - Community Room - Evening/Saturday	Non-Statutory	35.00	N	0.00	35.00	37.00	N	0.00	37.00	Inflation	5.7%	2.00
External Room Hire - George Lawton Hall - Community Room - Sunday	Non-Statutory	45.00	N	0.00	45.00	47.00	N	0.00	47.00	Inflation	4.4%	2.00
External Room Hire - Hyde Town Hall - Hyde Hall - Weekday	Non-Statutory	40.00	N	0.00	40.00	42.00	N	0.00	42.00	Inflation	5.0%	2.00
External Room Hire - Hyde Town Hall - Hyde Hall - Evening/Saturday	Non-Statutory	55.00	N	0.00	55.00	57.00	N	0.00	57.00	Inflation	3.6%	2.00
External Room Hire - Hyde Town Hall - Hyde Hall - Sunday	Non-Statutory	75.00	N	0.00	75.00	78.00	N	0.00	78.00	Inflation	4.0%	3.00
External Room Hire - Hyde Town Hall - Rutherford Suite - Weekday	Non-Statutory	30.00	N	0.00	30.00	31.00	N	0.00	31.00	Inflation	3.3%	1.00
External Room Hire - Hyde Town Hall - Rutherford Suite - Evening/Saturday	Non-Statutory	45.00	N	0.00	45.00	47.00	N	0.00	47.00	Inflation	4.4%	2.00
External Room Hire - Hyde Town Hall - Rutherford Suite - Sunday	Non-Statutory	65.00	N	0.00	65.00	68.00	N	0.00	68.00	Inflation	4.6%	3.00
External Room Hire - Hyde Town Hall - Newton Suite - Weekday	Non-Statutory	30.00	N	0.00	30.00	31.00	N	0.00	31.00	Inflation	3.3%	1.00
External Room Hire - Hyde Town Hall - Newton Suite - Evening/Saturday	Non-Statutory	45.00	N	0.00	45.00	47.00	N	0.00	47.00	Inflation	4.4%	2.00
External Room Hire - Hyde Town Hall - Newton Suite - Sunday	Non-Statutory	65.00	N	0.00	65.00	68.00	N	0.00	68.00	Inflation	4.6%	3.00
External Room Hire - Ryecroft Hall - Ball Room - Evening/Saturday/Sunday	Non-Statutory	50.00	N	0.00	50.00	52.00	N	0.00	52.00	Inflation	4.0%	2.00
External Room Hire - Ryecroft Hall - Banquet Room - Evening/Saturday/Sunday	Non-Statutory	40.00	N	0.00	40.00	42.00	N	0.00	42.00	Inflation	5.0%	2.00
External Room Hire - Ryecroft Hall - Lounge - Evening/Saturday/Sunday	Non-Statutory	40.00	N	0.00	40.00	42.00	N	0.00	42.00	Inflation	5.0%	2.00
External Room Hire - Ryecroft Hall - Conference Room (ceremonies) - Evening/Saturday/Sunday	Non-Statutory	50.00	N	0.00	50.00	52.00	N	0.00	52.00	Inflation	4.0%	2.00
External Room Hire - Stalybridge Civic Hall - DA Room - Weekday	Non-Statutory	30.00	N	0.00	30.00	31.00	N	0.00	31.00	Inflation	3.3%	1.00

Description of Fee	Statutory or Non-Statutory	2021/22 Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2021/22 Total (inc VAT) £	2022/23 Proposed Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2022/23 Total (inc VAT) £	Basis of 22/23 Increase	2022/23 % Changes (to 1 d.p.)	2022/23 £ Changes
External Room Hire - Stalybridge Civic Hall - DA Room - Evening/Saturday	Non-Statutory	45.00	N	0.00	45.00	47.00	N	0.00	47.00	Inflation	4.4%	2.00
External Room Hire - Stalybridge Civic Hall - DA Room - Sunday	Non-Statutory	65.00	N	0.00	65.00	68.00	N	0.00	68.00	Inflation	4.6%	3.00
External Room Hire - Stalybridge Civic Hall - Community Rooms - Weekday	Non-Statutory	30.00	N	0.00	30.00	31.00	N	0.00	31.00	Inflation	3.3%	1.00
External Room Hire - Stalybridge Civic Hall - Community Rooms - Evening/Saturday	Non-Statutory	45.00	N	0.00	45.00	47.00	N	0.00	47.00	Inflation	4.4%	2.00
External Room Hire - Stalybridge Civic Hall - Community Rooms - Sunday	Non-Statutory	65.00	N	0.00	65.00	68.00	N	0.00	68.00	Inflation	4.6%	3.00
External Room Hire - Stalybridge Civic Hall - Victoria Market Hall - Weekday	Non-Statutory	40.00	N	0.00	40.00	42.00	N	0.00	42.00	Inflation	5.0%	2.00
External Room Hire - Stalybridge Civic Hall - Victoria Market Hall - Evening/Saturday	Non-Statutory	55.00	N	0.00	55.00	57.00	N	0.00	57.00	Inflation	3.6%	2.00
External Room Hire - Stalybridge Civic Hall - Victoria Market Hall - Sunday	Non-Statutory	75.00	N	0.00	75.00	78.00	N	0.00	78.00	Inflation	4.0%	3.00
External Room Hire - Stamford Park or Dukinfield Park - Function Room - Weekday	Non-Statutory	25.00	N	0.00	25.00	26.00	N	0.00	26.00	Inflation	4.0%	1.00
External Room Hire - Stamford Park or Dukinfield Park - Function Room - Weekend	Non-Statutory	25.00	N	0.00	25.00	26.00	N	0.00	26.00	Inflation	4.0%	1.00

Description of Fee	Statutory or Non-Statutory	2021/22 Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2021/22 Total (inc VAT) £	2022/23 Proposed Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2022/23 Total (inc VAT) £	Basis of 22/23 Increase	2022/23 % Changes (to 1 d.p.)	2022/23 £ Changes
<b>GOVERNANCE</b>												
<b>Registrars</b>												
Approved Premises Marriage fees	Non-Statutory	311.60	N	0.00	311.60	321.26	N	0.00	321.26	Inflation	3.1%	9.66
Private Citizenship ceremony	Non-Statutory	104.96	N	0.00	104.96	108.21	N	0.00	108.21	Inflation	3.1%	3.25
Postage	Statutory	2.00	N	0.00	2.00	2.00	N	0.00	2.00	Not applicable	0.0%	0.00
S38/S106/S278 Legal Fees	Statutory	0.00	N	0.00	0.00	0.00	N	0.00	0.00	Not applicable	0.0%	0.00
SR certificate	Statutory	11.00	N	0.00	11.00	11.00	N	0.00	11.00	Not applicable	0.0%	0.00
Registrar certificate	Statutory	11.00	N	0.00	11.00	11.00	N	0.00	11.00	Not applicable	0.0%	0.00
Registrar certificate (after reg)	Statutory	11.00	N	0.00	11.00	11.00	N	0.00	11.00	Not applicable	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	Not applicable	0.0%	0.00
SR notice of marriage	Statutory	35.00	N	0.00	35.00	35.00	N	0.00	35.00	Not applicable	0.0%	0.00
SR notice for RG licence	Statutory	3.00	N	0.00	3.00	3.00	N	0.00	3.00	Not applicable	0.0%	0.00
Attending marriage housbound	Statutory	84.00	N	0.00	84.00	84.00	N	0.00	84.00	Not applicable	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	Not applicable	0.0%	0.00
Attending marriage RO	Statutory	46.00	N	0.00	46.00	46.00	N	0.00	46.00	Not applicable	0.0%	0.00
Attending marriage at registered building	Statutory	84.00	N	0.00	84.00	84.00	N	0.00	84.00	Not applicable	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	Not applicable	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	Not applicable	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	Not applicable	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	Not applicable	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	Not applicable	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	Not applicable	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	Not applicable	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	Not applicable	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	Not applicable	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	Not applicable	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	Not applicable	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	Not applicable	0.0%	0.00
<b>Legal Services</b>												
Development Agreement	Non-Statutory		N	0.00	0.00		N	0.00	0.00	Not applicable		0.00
Freehold sale – above the value of £10,000	Non-Statutory		N	0.00	0.00		N	0.00	0.00	Not applicable		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	N	0.00	300.00	Not applicable	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	N	0.00	300.00	Not applicable	0.0%	0.00
Freehold purchase	Non-Statutory		N	0.00	0.00		N	0.00	0.00	Not applicable		0.00
Agreement for Lease	Non-Statutory	600.00	N	0.00	600.00	600.00	N	0.00	600.00	Not applicable	0.0%	0.00
Lease	Non-Statutory	900.00	N	0.00	900.00	900.00	N	0.00	900.00	Not applicable	0.0%	0.00
Licence to Assign	Non-Statutory	300.00	N	0.00	300.00	300.00	N	0.00	300.00	Not applicable	0.0%	0.00
Authorise Guarantee Agreement	Non-Statutory	250.00	N	0.00	250.00	250.00	N	0.00	250.00	Not applicable	0.0%	0.00
Licence to Sublet	Non-Statutory	600.00	N	0.00	600.00	600.00	N	0.00	600.00	Not applicable	0.0%	0.00
Licence for Alterations	Non-Statutory	300.00	N	0.00	300.00	300.00	N	0.00	300.00	Not applicable	0.0%	0.00
Licence to Occupy	Non-Statutory	300.00	N	0.00	300.00	300.00	N	0.00	300.00	Not applicable	0.0%	0.00
Agreement to extend or vary licence	Non-Statutory	150.00	N	0.00	150.00	150.00	N	0.00	150.00	Not applicable	0.0%	0.00
Deed of Release	Non-Statutory	300.00	N	0.00	300.00	300.00	N	0.00	300.00	Not applicable	0.0%	0.00
Deed of Variation	Non-Statutory	300.00	N	0.00	300.00	300.00	N	0.00	300.00	Not applicable	0.0%	0.00
Easement	Non-Statutory	600.00	N	0.00	600.00	600.00	N	0.00	600.00	Not applicable	0.0%	0.00
Deed of Covenant (Surveyor Fee)	Non-Statutory	50.00	N	0.00	50.00	50.00	N	0.00	50.00	Not applicable	0.0%	0.00
Other	Non-Statutory		N	0.00	0.00		N	0.00	0.00	Not applicable		0.00
S278 Minor Agreement	Non-Statutory	500.00	N	0.00	500.00	500.00	N	0.00	500.00	Not applicable	0.0%	0.00
S38/S106/S278 Agreement	Non-Statutory	1,000.00	N	0.00	1,000.00	1,000.00	N	0.00	1,000.00	Not applicable	0.0%	0.00

Description of Fee	Statutory or Non-Statutory	2021/22 Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2021/22 Total (inc VAT) £	2022/23 Proposed Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2022/23 Total (inc VAT) £	Basis of 22/23 Increase	2022/23 % Changes (to 1 d.p.)	2022/23 £ Changes
<b>Exchequer</b>												
Cost of Summons/Liability Order - CTAX	Non-Statutory	86.00	N	0.00	86.00	86.00	N	0.00	86.00	Not applicable	0.0%	0.00
Cost of Summons/Liability Order - NNDR	Non-Statutory	129.00	N	0.00	129.00	129.00	N	0.00	129.00	Not applicable	0.0%	0.00
Deputyship Fee (greater than 16k assets) - Set up fee	Statutory	775.00	N	0.00	775.00	775.00	N	0.00	775.00	Not applicable	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	N	0.00	650.00	Not applicable	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	N	0.00	216.00	Not applicable	0.0%	0.00
Deputyship Fee (less than 16k assets) cannot charge greater than 3.5% of net assets	Statutory	0.00	N	0.00	0.00	0.00	N	0.00	0.00	Not applicable		0.00
Appointeeship Fee - per week	Non-Statutory	10.25	N	0.00	10.25	10.60	N	0.00	10.60	Inflation	3.4%	0.35
County Court Fees	Statutory	various	N	0.00	various	various	N	0.00	various	Not applicable		0.00
Deferred Payment Admin Fee	Non-Statutory	768.75	N	0.00	768.75	768.75	N	0.00	768.75	Not applicable	0.0%	0.00

Description of Fee	Statutory or Non-Statutory	2021/22 Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2021/22 Total (inc VAT) £	2022/23 Proposed Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2022/23 Total (inc VAT) £	Basis of 22/23 Increase	2022/23 % Changes (to 1 d.p.)	2022/23 £ 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	Not applicable	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	Not applicable	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	Not applicable	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	Not applicable	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	Not applicable	0.0%	0.00
Dark fibre rental (Charge per metre per year)	Non-Statutory	0.13	N	0.00	0.13	0.01	N	0.00	0.01	Market Benchmarking	-91.2%	-0.11



Description of Fee	Statutory or Non-Statutory	2021/22 Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2021/22 Total (inc VAT) £	2022/23 Proposed Charge (Excl VAT) £	Subject to VAT (Y/N)	VAT £	2022/23 Total (inc VAT) £	Basis of 22/23 Increase	2022/23 % Changes (to 1 d.p.)	2022/23 £ Changes
<b>ADULTS SERVICES</b>												
Day Care Meals - per day	Non-Statutory	3.32	N	0.00	3.32	3.42	N	0.00	3.42	Inflation	3.0%	0.10
Day Care Drinks - per day	Non-Statutory	1.03	N	0.00	1.03	1.06	N	0.00	1.06	Inflation	2.9%	0.03
Day Care Attendance - per day	Non-Statutory	2.70	N	0.00	2.70	2.78	N	0.00	2.78	Inflation	3.0%	0.08
Day Care Transport- per journey	Non-Statutory	1.89	N	0.00	1.89	1.95	N	0.00	1.95	Inflation	3.2%	0.06
Direct Payments - Personal Assistant - per hour	Non-Statutory	11.90	N	0.00	11.90	12.27	N	0.00	12.27	Inflation	3.1%	0.37
Direct Payments - Care Provider Rate - per hour	Non-Statutory	16.70	N	0.00	16.70	17.22	N	0.00	17.22	Inflation	3.1%	0.52
Direct Payments - sleep in	Non-Statutory	62.07	N	0.00	62.07	63.99	N	0.00	63.99	Inflation	3.1%	1.92
Direct Payments - night Sit	Non-Statutory	105.49	N	0.00	105.49	108.76	N	0.00	108.76	Inflation	3.1%	3.27
Direct Payments Care Provider Rate - sleep-in	Non-Statutory	110.63	N	0.00	110.63	114.06	N	0.00	114.06	Inflation	3.1%	3.43
Direct Payments Care Provider Rate - night sit	Non-Statutory	147.48	N	0.00	147.48	152.05	N	0.00	152.05	Inflation	3.1%	4.57
Direct Payments Managed Account - weekly	Non-Statutory	30.81	N	0.00	30.81	31.77	N	0.00	31.77	Inflation	3.1%	0.96
Direct Payments Hydrotherapy - session	Non-Statutory	45.04	N	0.00	45.04	46.44	N	0.00	46.44	Inflation	3.1%	1.40
Direct Payments Day Care - day rate	Non-Statutory	33.68	N	0.00	33.68	34.72	N	0.00	34.72	Inflation	3.1%	1.04
Direct Payments Day Care - additional hour	Non-Statutory	11.79	N	0.00	11.79	12.16	N	0.00	12.16	Inflation	3.1%	0.37
Direct Payments Respite - weekly rate	Non-Statutory	466.10	N	0.00	466.10	480.55	N	0.00	480.55	Inflation	3.1%	14.45
Community Alarm - per week	Non-Statutory	6.81	N	0.00	6.81	7.02	N	0.00	7.02	Inflation	3.1%	0.21
Respite Care – Cumberland St - per bed weekly	Non-Statutory	135.50	N	0.00	135.50	144.47	N	0.00	144.47	Inflation	6.6%	8.97
Support at home - per hour	Non-Statutory	14.95	N	0.00	14.95	15.58	N	0.00	15.58	Inflation	4.2%	0.63
Homecare - Off Framework - per hour	Non-Statutory	14.95	N	0.00	14.95	15.58	N	0.00	15.58	Inflation	4.2%	0.63
Homecare - sleep in	Non-Statutory	52.74	N	0.00	52.74	54.96	N	0.00	54.96	Inflation	4.2%	2.22
Homecare - night sit	Non-Statutory	89.68	N	0.00	89.68	93.45	N	0.00	93.45	Inflation	4.2%	3.77
Homecare - standard disregard	Non-Statutory	14.98	N	0.00	14.98	15.61	N	0.00	15.61	Inflation	4.2%	0.63
Extra care - per hour	Non-Statutory	14.95	N	0.00	14.95	15.58	N	0.00	15.58	Inflation	4.2%	0.63
Supported accommodation - per hour	Non-Statutory	14.95	N	0.00	14.95	15.58	N	0.00	15.58	Inflation	4.2%	0.63
Supported Accommodation- sleep in	Non-Statutory	52.74	N	0.00	52.74	54.96	N	0.00	54.96	Inflation	4.2%	2.22
Supported Accommodation - Night Sit	Non-Statutory	89.68	N	0.00	89.68	93.45	N	0.00	93.45	Inflation	4.2%	3.77
Maximum Charge - maximum weekly charge for non-residential services	Non-Statutory	474.05	N	0.00	474.05	488.75	N	0.00	488.75	Inflation	3.1%	14.70
Shared Lives - Respite - per night	Non-Statutory	30.08	N	0.00	30.08	32.07	N	0.00	32.07	Inflation	6.6%	1.99
Shared Lives - Long Term - per week	Non-Statutory	210.61	N	0.00	210.61	224.55	N	0.00	224.55	Inflation	6.6%	13.94
Shared Lives - Long Term Complex Needs - per week	Non-Statutory	0.00	N	0.00	0.00	487.81	N	0.00	487.81	Inflation		487.81
Shared Lives - Day Support - per hour	Non-Statutory	6.27	N	0.00	6.27	6.69	N	0.00	6.69	Inflation	6.7%	0.42
Residential & Dementia - standard	Non-Statutory	552.00	N	0.00	552.00	580.00	N	0.00	580.00	Inflation	5.1%	28.00
Residential & Dementia - enhanced	Non-Statutory	590.64	N	0.00	590.64	620.60	N	0.00	620.60	Inflation	5.1%	29.96
Residential - shared	Non-Statutory	496.29	N	0.00	496.29	521.46	N	0.00	521.46	Inflation	5.1%	25.17
Specialist dementia - standard	Non-Statutory	602.00	N	0.00	602.00	633.00	N	0.00	633.00	Inflation	5.1%	31.00
Specialist dementia - enhanced	Non-Statutory	644.14	N	0.00	644.14	677.31	N	0.00	677.31	Inflation	5.1%	33.17
Nursing - standard	Non-Statutory	773.00	N	0.00	773.00	815.00	N	0.00	815.00	Inflation	5.4%	42.00
Nursing - enhanced	Non-Statutory	827.11	N	0.00	827.11	872.05	N	0.00	872.05	Inflation	5.4%	44.94
Nursing - shared	Non-Statutory	681.61	N	0.00	681.61	718.64	N	0.00	718.64	Inflation	5.4%	37.03
Nursing & dementia - standard	Non-Statutory	835.00	N	0.00	835.00	882.00	N	0.00	882.00	Inflation	5.6%	47.00
Nursing & dementia - enhanced	Non-Statutory	893.45	N	0.00	893.45	943.74	N	0.00	943.74	Inflation	5.6%	50.29

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## STANDARDS COMMITTEE

14 December 2021

**Commenced:** 16:00

**Terminated:** 17:30

**Present:** Mrs Bracken (Chair) and Mrs Barnes

Councillors Dickinson, Ricci and Parish Councillor Travis

**In Attendance:** Sandra Stewart Director of Governance and Pensions  
(Monitoring Officer)

**Apologies for Absence:** Councillors Boyle, McNally, Homer, Smith and Councillor Kitchen who attended virtually

### 1 DECLARATIONS OF INTEREST

There were no declarations of interest submitted by Members of the Standards Committee.

### 2 MINUTES

The minutes of the Standards Committee meeting on the 17 November 2020 were approved as a correct record.

### 3 UPDATE RE: MEMBER CODE OF CONDUCT

Consideration was given to a report of the Director of Governance and Pensions (Monitoring Officer). The report set out the latest version of the Model Code of Conduct and recommended the adoption of the code.

Members of the Committee were advised that the purpose of the Code of Conduct was to assist councillors in modelling the behaviour that was expected of them, to provide a personal check and balance, and to set out the type of conduct against which appropriate action could be taken. Further, it was also to protect councillors, the public, fellow councillors, council officers and the reputation of local government. It set out the conduct expected of all members and a minimum set of obligations relating to conduct.

The Director of Governance and Pensions explained that the Code of Conduct applied to a councillor when they were acting or claiming or giving the impression that they were acting, in public, or in their capacity as a member or representative of the Council. In addition, councillors were expected to uphold high standards of conduct and show leadership at all times.

The Code applied to all forms of member communication and interaction, including written, verbal, non-verbal, electronic and via social media, including where a councillor could be deemed to be representing your council or if there were potential implications for the council's reputation. Model conduct and expectations was for guidance only, whereas the specific obligations set out instances where action would be taken.

It was stated that everyone in public office at all levels ministers, civil servants, members, council officers – all who served the public or deliver public services should uphold the seven principles of public life. This Code had been developed in line with these seven principles of public life.

It was explained that following the Committee's recommendation Tameside Council adopted the LGA Model Code of Conduct on the 12 January 2021 effective from the 2021/2022 Municipal Year. This Code of Conduct was attached at Appendix 1 to the report.

Additional guidance was expected to be released intended to aid Local Authorities with interpretation and implementation of the Model Code. However, owing to Covid there was a delay in the publication of the LGA Guidance and was not published until July 2021 and was attached to the report at Appendix 2 to the report.

The Director of Governance and Pensions further explained that since its issue, the LGA code had now been updated twice by the LGA to clarify issues that were not fully covered in the earlier versions. The latest version of the LGA code was attached at Appendix 3 to the report. It was because of the number of changes and the fact that the Model Code still seemed unsettled whilst we worked through the Covid Pandemic that only 2 of the GM Authorities had adopted the Code so far.

The report set out that because the Model Code, together with the Guidance, had been designed to protect the democratic role, encourage good conduct, and safeguard the public's trust and confidence in the role of councillor in local government it was recommended to elected members that they adopt the latest version to ensure that the Code of Conduct for Councillors was fit for purpose, provided clarity on expected behaviours and manages and reflected public expectation.

Further guidance was issued on the 21 September 2021 on the Member Model Code of Conduct Complaints Handling attached at Appendix 4 to the report.

This guidance was intended together with the guidance prepared for councillors to help them understand and follow the revised Local Government Association (LGA) Code of Conduct. It is designed to assist monitoring officers, and anyone nominated by a monitoring officer to carry out investigations on their behalf and to assist councillors in understanding the process. It was recommended that this guidance and the Council's current process agreed across GM were reviewed to ensure they were fully aligned and achieved fairness, proportionality, transparency and impartiality.

## **RESOLVED**

**That the Standards Committee:**

- (i) note the update of the LGA Model Code of Conduct, which has been revised twice since the Council adopted, the original draft Model Code on the 12 January 2021 (Appendix 1) and recommends that the Council adopts the final updated version of the Model Code issued on the 17 May 2021 (Appendix 2);**
- (ii) agrees that the Monitoring Officer puts in place the necessary training and development for elected members taking into account the guidance (Appendix 3); and**
- (iii) reviews the Guidance on Member Model Code of Conduct Complaints Handling (Appendix 4) with the current procedures and brings back a report setting out any changes recommended..**

## **4 CIVILITY IN PUBLIC LIFE**

Consideration was given to a report of the Director of Governance and Pensions (Monitoring Officer). The report detailed training provided to Members for their safety and recommended a bullying and harassment statement and a Member's pledge.

The report explained that the LGA recognised the growing need among councillors for support related to intimidation, and had jointly developed a resource following advice from both councils, councillors, other council representative organisations, as well as national organisations such as the Suzy Lamplugh Trust and National Counter Terrorism Security Organisation. The guide covered topics such as how to handle abuse, both face-to-face, letters or online, and the legal and practical

remedies, including the nature of the criminal offences involved and will be continuously updated with the latest advice and information available.

It was stated that the LGA had been developing and launched a call for evidence of abuse and intimidation of councillors. The call for evidence was an ongoing part of the LGA Civility in Public Life Programme, which captured elected members' experiences and emerging trends around abuse and intimidation from the public. The evidence gathered would help the LGA develop a body of evidence to support LGA calls for legislative and systemic change and develop support for elected members.

The Director of Governance and Pensions reported that in light of some of these issues, the Council's Organisational Development team with support of CMA Training a specialist training company offering training and consultancy in personal safety and crime prevention provided elected members with a development session on the 22 November 2021, which was very well attended by over 90% of Councillors. A copy of the training materials were attached to the report at Appendix 1 to the report.

It was explained that as a first step in the promotion of civility and respect, councils were recommended to add a statement to their websites stating that bullying, harassment and intimidation would not be tolerated. The Bullying and Harassment Statement recommended by the LGA was set out in the report.

Members of the Standards Committee were reminded at the last Standard Committee Members proposed that Tameside Council Members from across the political spectrum were asked to agree on a pledge that would set a tone of civility and respect that could be mirrored by everyone. A suggested Member pledge was detailed within the report.

#### **RESOLVED**

**That the Committee consider the report and note the training undertaken and make final recommendations in respect of the proposed (1) bullying & harassment statement and (2) member's pledge to support civility in public life.**

### **5 ETHICAL UPDATE - HELPING TO PROMOTE HIGH STANDARDS OF CONDUCT**

Consideration was given to a report of the Director of Governance and Pensions (Monitoring Officer), which briefed Members on any developments and new on matters of local government ethics.

Members were advised that the Information Commissioner's Office had launched an investigation into the use of private correspondence channels at the Department of Health and Social Care. The ICO's investigation would establish if private correspondence channels had been used, and if their use had led to breaches of freedom of information or data protection law. The Commissioner also highlighted the public concern about a lack of transparency about decisions that affected individuals and their families.

It was explained that the use of private correspondence channels for official government business did not break freedom of information law, but information in private emails and messages could be forgotten or otherwise not considered when a freedom of information request is later received. This could frustrate the freedom of information process, and put at risk the preservation of official records of decision-making.

It was reported that in September 2021, Maldon District Council upheld six complaints against a member who was found to have failed to treat others with respect; bullied officers and other members; to have disclosed confidential information about another member on social media; and had deliberately attempted to undermine the Council's Code of Conduct process, bringing his office and the Council into disrepute.

It was stated that the Councillor was censured after complaints upheld from officers and other members. As well as the decision to formally censure the member, the Chair of the Joint Standards Committee also recommended that the member be removed from committee meetings and working groups; that access to ICT and email to be restricted until May 2022; and that the member is provided with training on conflict management and resolving disputes.

The report also detailed how an Allerdale councillor had been sentenced to six weeks in prison after pleading guilty to sending a threatening email to his local MP and the borough council's chief executive.

The Director of Governance and Pensions reminded Members that they were required to complete their register within the 28 day period of being elected and within 28 days of a change in circumstances relating to their interests, change of job, additional interest group. The Register of Interest was a live documents and therefore needs to be reviewed regularly to ensure it is up to date. Failure to keep councillor Register of Interests up to date could lead to a complaint being received that it was not accurate and also misleading.

Members of the Committee were advised that Monitoring Officer would write to all Members reminding them of the requirement to submit a written request for a dispensation for the February 2022 Council budget meeting.

#### **RESOLVED**

**That the report be noted.**

### **6 INDEPENDENT PERSON(S)**

Consideration was given to a report of the Director of Governance and Pensions (Monitoring Officer). The report concerned the recruitment and appointment of Independent Persons who would work with the Monitoring Officer on standards matters in accordance with the Localism Act 2011 and the Council's Code of Conduct.

The Director of Governance and Pensions reported that the Council had been very well served by Valerie Bracken as Chair of the Standards Panel and supported by Judith Barnes who had through their dedication and commitment supported and maintained high standards of integrity and conduct at the Council. The intention was that they would serve two terms of four years. However, the impact and uncertainty of the Covid Pandemic meant that it was an inappropriate time to seek a new Chair and Deputy and both kindly agreed to support the Council by extending their tenure. However, it was now felt appropriate and in line with good corporate governance to recruit two independent persons to act as Chair and Deputy of the Standards Committee seeing their guidance and support to recruit to the roles.

In response both Valerie Bracken as Chair of the Standards Panel and supported by Judith Barnes had said they were very proud to serve the Borough and maintain high standards of conduct and civility.

It was explained that the Committee would lose a lot of experience and knowledge it was thought useful if an Independent Person protocol was drafted to help clarify the role. The Independent Person protocol was attached at Appendix A to the report.

It was stated that Individuals appointed as Independent Persons must be recruited through a formal procedure. As a result, in accordance with the Act, a public advertisement campaign was recommended. A copy of the proposed advert and candidate information pack was attached at Appendix B to the report.

#### **RESOLVED**

**That the Standards Committee:**

- (i) **Acknowledge the tremendous work undertaken by the Chair - Valerie Bracken and Deputy – Judith Barnes over the last decade which has maintained high standards of conduct and thank them for agreeing to cover the pandemic period;**
- (ii) **Approve the Independent Person Protocol attached at Appendix A; and**
- (iii) **Authorise the Monitoring Officer to undertake a recruitment process to appoint two Independent Persons in the capacity as Chair and Deputy of the Standards Committee for a term of 4 years (from the start of the 2022/23 Municipal Year until the end of the 2025/26 Municipal Year - with such term of office being extended to a maximum of 8 years.**

## **7 WORK PROGRAMME UPDATE**

Consideration was given to a verbal report of the Monitoring Officer. Members were advised that a Work Programme would be put together of guidance and protocols to ensure they were relevant and updated.

Members of the Committee discussed the contents of the programme it was explained that the rolling programme would include the planning protocol, protocol on gifts and hospitality, register of interest, social media guidance and Member relationship protocol. This programme would be considered at future meetings of the Committee. Further, it was stated that a training programme would set out the training for officers and Members.

### **RESOLVED**

**That the information provided be noted.**

## **8 REGISTER OF INTERESTS AND GIFTS AND HOSPITALITY**

The Register of Interests and Register of Gifts and Hospitality were available online for inspection.

## **9 URGENT ITEMS**

There were no urgent items.

## **10 DATE OF NEXT MEETING**

The date of the next meeting was scheduled for the 29 March 2022.

## **11 DISCUSSION PERIOD FOR MEMBERS TO RAISE ISSUES (IF ANY)**

No items were raised during the discussion period.

**CHAIR**

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# Local Government Association Model Member Code of Conduct

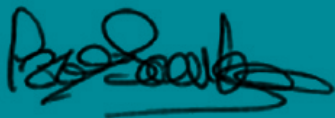
# Introduction

The Local Government Association (LGA) is providing this Model Member Code of Conduct as part of its work on supporting the sector to continue to aspire to high standards of leadership and performance.

The role of councillor in all tiers of local government is a vital part of our country's system of democracy. In voting for a local councillor, the public is imbuing that person and position with their trust. As such, it is important that as councillors we can be held accountable and all adopt the behaviours and responsibilities associated with the role. The conduct of an individual councillor affects the reputation of all councillors. We want the role of councillor to be one that people aspire to and want to participate with. We want to continue to attract individuals from a range of backgrounds and circumstances who understand the responsibility they take on and are motivated to make a positive difference to their local communities.

All councils are required to have a local Member Code of Conduct. This Model Member Code of Conduct has been developed in consultation with the sector and is offered as a template for councils to adopt in whole and/or with local amendments. The LGA will undertake an annual review of the Code to ensure it continues to be fit-for-purpose, particularly with respect to advances in technology, social media and any relevant changes in legislation. The LGA can also offer support, training and mediation to councils and councillors on the application of the Code, whilst the National Association of Local Councils (NALC) and the county associations of local councils can offer advice and support to town and parish councils.

As a councillor we all represent local residents, work to develop better services and deliver local change. The public have high expectations of us and entrust us to represent everyone (in our ward/town/parish), taking decisions fairly, openly, transparently and with civility. Councillors should also be treated with civility by members of the public, other councillors and council employees. Members have both individual and collective responsibility to maintain these standards, support expected behaviour and challenge behaviour which falls below expectations. This Code, therefore, has been designed to protect our democratic role, encourage good conduct and safeguard the public's trust in local government.



**Councillor Izzie Seccombe OBE**  
Leader, LGA Conservative Group



**Councillor Nick Forbes CBE**  
Leader, LGA Labour Group



**Councillor Howard Sykes MBE**  
Leader, LGA Liberal Democrats Group



**Councillor Marianne Overton MBE**  
Leader, LGA independent Group

## Purpose

The purpose of this Code of Conduct is to assist councillors in modelling the behaviour that is expected of them, to provide a personal check and balance, and to set out the type of conduct against which appropriate action may be taken. It is also to protect yourself, the public, fellow councillors, council officers and the reputation of local government. It sets out the conduct expected of all members and a minimum set of obligations relating to conduct. The overarching aim is to create and maintain public confidence in the role of member and local government.

## Application of the Code

The Code of Conduct applies to you when you are acting [or claiming or giving the impression that you are acting]<sup>1</sup> in [public or in]<sup>2</sup> your capacity as a member or representative of your council, although you are expected to uphold high standards of conduct and show leadership at all times. The Code applies to all forms of member communication and interaction, including written, verbal, non-verbal, electronic and via social media, [including where you could be deemed to be representing your council or if there are potential implications for the council's reputation.] Model conduct and expectations is for guidance only, whereas the specific obligations set out instances where action will be taken.

## The seven principles of public life

Everyone in public office at all levels – ministers, civil servants, members, council officers – all who serve the public or deliver public services should uphold the seven principles of public life. This Code has been developed in line with these seven principles of public life, which are set out in appendix A.

## Model member conduct

In accordance with the public trust placed in me, on all occasions I will:

- act with integrity and honesty
- act lawfully
- treat all persons with civility; and
- lead by example and act in a way that secures public confidence in the office of councillor

In undertaking my role, I will:

- impartially exercise my responsibilities in the interests of the local community
- not improperly seek to confer an advantage, or disadvantage, on any person
- avoid conflicts of interest
- exercise reasonable care and diligence; and
- ensure that public resources are used prudently and in the public interest

## Specific obligations of general conduct

This section sets out the minimum requirements of member conduct. Guidance is included to help explain the reasons for the obligations and how they should be followed. These obligations must be observed in all situations where you act [or claim or give the impression that you are acting] as a councillor [or in public], including representing your council on official business and when using social media.

**As a councillor I commit to:**

## Civility

- 1. Treating other councillors and members of the public with civility.**
- 2. Treating council employees, employees and representatives of partner organisations and those volunteering for the councils with civility and respecting the role that they play.**

Civility means politeness and courtesy in behaviour, speech, and in the written word. Debate and having different views are all part of a healthy democracy. As a councillor you can express, challenge, criticise and disagree with views, ideas, opinions and policies in a civil manner. You should not subject individuals, groups of people or organisations to unreasonable or excessive personal attack.

In your contact with the public you should treat them courteously. Rude and offensive behaviour lowers the public's expectations and confidence in its elected representatives.

In return you have a right to expect courtesy from the public. If members of the public are being abusive, threatening or intimidatory you are entitled to close down any conversation in person or online, refer them to the council, any social media provider or if necessary, the police. This also applies to members, where action could then be taken under the Member Code of Conduct.

## Bullying and harassment

- 3. Not bullying or harassing any person.**

Bullying may be characterised as offensive, intimidating, malicious or insulting behaviour, an abuse or misuse of power through means that undermine, humiliate, denigrate or injure the recipient. The bullying might be a regular pattern of behaviour or a one-off incident, happen face-to-face, on social media, in emails or phone calls, happen in the workplace or at work social events and not always be obvious or noticed by others.

The Equality Act 2010 defines harassment as 'unwanted conduct related to a relevant protected characteristic, which has the purpose or effect of violating an individual's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that individual'. The relevant protected characteristics are age, disability, gender reassignment, race, religion or belief, sex, and sexual orientation.

## Impartiality of officers of the council

- 4. Not compromising, or attempting to compromise, the impartiality of anyone who works for, or on behalf of, the council.**

Officers work for the council as a whole and must be politically neutral (unless they are political assistants). They should not be coerced or persuaded to act in a way that would undermine their neutrality. Although you can question officers in order to understand, for example, their reasons for proposing to act in a particular way, or the content of a report that they have written, you must not try and force them to act differently, change their advice, or alter the content of that report, if doing so would prejudice their professional integrity.

## Confidentiality and access to information

- 5. Not disclosing information given to me in confidence or disclosing information acquired by me which I believe is of a confidential nature, unless I have received the consent of a person authorised to give it or I am required by law to do so.**
- 6. Not preventing anyone getting information that they are entitled to by law.**

Local authorities must work openly and transparently, and their proceedings and

printed materials are open to the public except in certain circumstances. You should work on this basis but there will be times when it is required by law that discussions, documents and other information relating to or held by the council are treated in a confidential manner. Examples include personal data relating to individuals or information relating to ongoing negotiations.

## Disrepute

### **7. Not bringing my role or council into disrepute.**

Behaviour that is considered dishonest and/or deceitful can bring your council into disrepute. As a member you have been entrusted to make decisions on behalf of your community and your actions and behaviour are subject to greater scrutiny than that of ordinary members of the public. You should be aware that your actions might have an adverse impact on other councillors and/or your council.

## Your position

### **8. Not using, or attempting to use, my position improperly to the advantage or disadvantage of myself or anyone else.**

Your position as a member of the council provides you with certain opportunities, responsibilities and privileges. However, you should not take advantage of these opportunities to further private interests.

## Use of council resources and facilities

### **9. Not misusing council resources.**

You may be provided with resources and facilities by the council to assist you in carrying out your duties as a councillor. Examples include office support, stationery and equipment such as phones, and computers and transport. These are given

to you to help you carry out your role as a councillor more effectively and not to benefit you personally.

## Interests

### **10. Registering and declaring my interests.**

You need to register your interests so that the public, council employees and fellow members know which of your interests might give rise to a conflict of interest. The register is a document that can be consulted when (or before) an issue arises, and so allows others to know what interests you have, and whether they might give rise to a possible conflict of interest. The register also protects you. You are responsible for deciding whether or not you should declare an interest in a meeting, but it can be helpful for you to know early on if others think that a potential conflict might arise.

It is also important that the public know about any interest that might have to be declared by you or other members, so that decision making is seen by the public as open and honest. This helps to ensure that public confidence in the integrity of local governance is maintained. Discuss the registering and declaration of interests with your Monitoring Officer/Town or Parish Clerk and more detail is set out in appendix B.

## Gifts and hospitality

### **11. Not accepting significant gifts or hospitality from persons seeking to acquire, develop or do business with the council or from persons who may apply to the council for any permission, licence or other significant advantage.**

### **12. Registering with the monitoring officer any gift or hospitality with an estimated value of at least £25 within 28 days of its receipt.**

You should exercise caution in accepting any gifts or hospitality which are (or which you reasonably believe to be) offered to you

because you are a member. However, you do not need to register gifts and hospitality which are not related to your role as a member, such as Christmas gifts from your friends and family, or gifts which you do not accept. However, you may wish to notify your monitoring officer of any significant gifts you are offered but refuse which you think may have been offered to influence you.

Note – items in square brackets [x] refer to recommendations made by the Committee on Standards in Public Life and may be part of a future Government consultation. This includes possible future sanctions and appeals processes.

## Breaches of the Code of Conduct

Most councillors conduct themselves appropriately and in accordance with these standards. Members have both individual and collective responsibility to maintain these standards, support expected behaviour and challenge behaviour which falls below expectations.

Section 27 of the Localism Act 2011 requires relevant authorities to promote and maintain high standards of conduct by members and co-opted members of the authority. Each local authority must publish a code of conduct, and it must cover the registration of pecuniary interests, the role of an 'independent person', and sanctions to be imposed on any councillors who breach the Code.

The 2011 Act also requires local authorities to have mechanisms in place to investigate allegations that a member has not complied with the Code of Conduct, and arrangements under which decisions on allegation may be made.

Failure to comply with the requirements to register or declare disclosable pecuniary interests is a criminal offence. Taking part in a meeting or voting, when prevented from doing so by a conflict caused by disclosable pecuniary interests, is also a criminal offence.

Political parties may have its own internal standards and resolution procedures in addition to the Member Code of Conduct that members should be aware of.

# Example

## LGA guidance and recommendations

### Internal resolution procedure

Councils must have in place an internal resolution procedure to address conduct that is in breach of the Member Code of Conduct. The internal resolution process should make it clear how allegations of breaches of the Code of Conduct are to be handled, including the role of an Independent Person, the appeals process and can also include a local standards committee. The internal resolution procedure should be proportionate, allow for members to appeal allegations and decisions, and allow for an escalating scale of intervention. The procedure should be voted on by the council as a whole.

In the case of a non-criminal breach of the Code, the following escalating approach can be undertaken.

If the breach is confirmed and of a serious nature, action can be automatically escalated.

1. an informal discussion with the monitoring officer or appropriate senior officer
2. an informal opportunity to speak with the affected party/ies
3. a written apology
4. mediation
5. peer support
6. requirement to attend relevant training
7. where of a serious nature, a bar on chairing advisory or special committees for up to two months
8. where of a serious nature, a bar on attending committees for up to two months.

Where serious misconduct affects an employee, a member may be barred from contact with that individual; or if it relates to a specific responsibility of the council, barred from participating in decisions or information relating to that responsibility.



## Endnotes

1. CSPL recommend that “Section 27(2) of the Localism Act 2011 should be amended to state that a local authority’s code of conduct applies to a member when they claim to act, or give the impression they are acting, in their capacity as a member or as a representative of the local authority”.
2. CSPL recommend that “councillors should be presumed to be acting in an official capacity in their public conduct, including statements on publicly accessible social media. Section 27(2) of the Localism Act 2011 should be amended to permit local authorities to presume so when deciding upon code of conduct breaches.”
3. Subject to footnotes 1 and 2 above
4. See CSPL website for further details [www.gov.uk/government/news/the-principles-of-public-life-25-years](http://www.gov.uk/government/news/the-principles-of-public-life-25-years)
5. ACAS’s definition of bullying



# Appendices

## Code Appendix A

The principles are :

### **Selflessness**

Holders of public office should act solely in terms of the public interest.

### **Integrity**

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

### **Objectivity**

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

### **Accountability**

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

### **Openness**

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

### **Honesty**

Holders of public office should be truthful.

### **Leadership**

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

## Code Appendix B

### **Registering interests**

1. Within 28 days of this Code of Conduct being adopted by the council or your election or appointment to office (where that is later) you must register with the Monitoring Officer the interests which fall within the categories set out in Table 1 (Disclosable Pecuniary Interests) and Table 2 (Other Registerable Interests).
2. You must ensure that your register of interests is kept up-to-date and within 28 days of becoming aware of any new interest in Table 1 or 2, or of any change to a registered interest, notify the Monitoring Officer.

### **Declaring interests**

3. Where a matter arises at a meeting which directly relates to an interest in Table 1, you must declare the interest, not participate in any discussion or vote on the matter and must not remain in the room unless granted a dispensation. If it is a 'sensitive interest', you do not have to declare the nature of the interest.
4. Where a matter arises at a meeting which directly relates to an interest in Table 2, you must declare the interest. You may speak on the matter only if members of the public are also allowed to speak at the meeting but otherwise must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation. If it is a 'sensitive interest', you do not have to declare the nature of the interest.

5. Where a matter arises at a meeting which directly relates to your financial interest or well-being (and is not a Disclosable Pecuniary Interest) or a financial interest or well-being of a relative or close associate, you must declare the interest. You may speak on the matter only if members of the public are also allowed to speak at the meeting but otherwise must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation. If it is a 'sensitive interest', you do not have to declare the nature of the interest.
6. Where a matter arises at a meeting which affects –
  - a. your own financial interest or well-being;
  - b. a financial interest or well-being of a friend, relative, close associate; or
  - c. a body covered by table 1 below

you must disclose the interest.

7. Where the matter affects the financial interest or well-being to a greater extent than it affects the financial interests of the majority of inhabitants of the ward affected by the decision and a reasonable member of the public knowing all the facts would believe that it would affect your view of the wider public interest you must declare the interest. You may speak on the matter only if members of the public are also allowed to speak at the meeting but otherwise must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation. If it is a 'sensitive interest', you do not have to declare the nature of the interest.

**Table 1: Disclosable Pecuniary Interests**

Subject	Description
<b>Employment, office, trade, profession or vocation</b>	Any employment, office, trade, profession or vocation carried on for profit or gain.  [Any unpaid directorship.]
<b>Sponsorship</b>	Any payment or provision of any other financial benefit (other than from the council) made to the councillor during the previous 12-month period for expenses incurred by him/her in carrying out his/her duties as a councillor, or towards his/her election expenses.  This includes any payment or financial benefit from a trade union within the meaning of the <b>Trade Union and Labour Relations (Consolidation) Act 1992</b> .
<b>Contracts</b>	Any contract made between the councillor or his/her spouse or civil partner or the person with whom the councillor is living as if they were spouses/civil partners (or a firm in which such person is a partner, or an incorporated body of which such person is a director* or a body that such person has a beneficial interest in the securities of*) and the council —  (a) under which goods or services are to be provided or works are to be executed; and
	(b) which has not been fully discharged.
<b>Land and Property</b>	Any beneficial interest in land which is within the area of the council.  ‘Land’ excludes an easement, servitude, interest or right in or over land which does not give the councillor or his/her spouse or civil partner or the person with whom the councillor is living as if they were spouses/civil partners (alone or jointly with another) a right to occupy or to receive income.
<b>Licences</b>	Any licence (alone or jointly with others) to occupy land in the area of the council for a month or longer.
<b>Corporate tenancies</b>	Any tenancy where (to the councillor’s knowledge)—  (a) the landlord is the council; and  (b) the tenant is a body that the councillor, or his/her spouse or civil partner or the person with whom the councillor is living as if they were spouses/civil partners is a partner of or a director* of or has a beneficial interest in the securities* of.
<b>Securities</b>	Any beneficial interest in securities* of a body where—  (a) that body (to the councillor’s knowledge) has a place of business or land in the area of the council; and  (b) either—  (i) the total nominal value of the securities* exceeds £25,000 or one hundredth of the total issued share capital of that body; or  (ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the councillor, or his/her spouse or civil partner or the person with whom the councillor is living as if they were spouses/civil partners has a beneficial interest exceeds one hundredth of the total issued share capital of that class.

\*'director' includes a member of the committee of management of an industrial and provident society.

\*'securities' means shares, debentures, debenture stock, loan stock, bonds, units of a collective investment scheme within the meaning of the Financial Services and Markets Act 2000 and other securities of any description, other than money deposited with a building society.

**Table 2: Other Registerable Interests**

Any Body of which you are a member or in a position of general control or management and to which you are appointed or nominated by the council;	
Any Body—	(a) exercising functions of a public nature;
	(b) directed to charitable purposes; or
	(c) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union)
of which you are a member or in a position of general control or management.	





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We consider requests on an individual basis.



## **Local Government Association**

### **Model Councillor Code of Conduct 2020**

#### **Joint statement**

The role of councillor across all tiers of local government is a vital part of our country's system of democracy. It is important that as councillors we can be held accountable and all adopt the behaviors and responsibilities associated with the role. Our conduct as an individual councillor affects the reputation of all councillors. We want the role of councillor to be one that people aspire to. We also want individuals from a range of backgrounds and circumstances to be putting themselves forward to become councillors.

As councillors, we represent local residents, work to develop better services and deliver local change. The public have high expectations of us and entrust us to represent our local area, taking decisions fairly, openly, and transparently. We have both an individual and collective responsibility to meet these expectations by maintaining high standards and demonstrating good conduct, and by challenging behaviour which falls below expectations.

Importantly, we should be able to undertake our role as a councillor without being intimidated, abused, bullied, or threatened by anyone, including the general public.

This Code has been designed to protect our democratic role, encourage good conduct and safeguard the public's trust in local government.

## **Introduction**

The Local Government Association (LGA) has developed this Model Councillor Code of Conduct, in association with key partners and after extensive consultation with the sector, as part of its work on supporting all tiers of local government to continue to aspire to high standards of leadership and performance. It is a template for councils to adopt in whole and/or with local amendments.

All councils are required to have a local Councillor Code of Conduct.

The LGA will undertake an annual review of this Code to ensure it continues to be fit-for-purpose, incorporating advances in technology, social media and changes in legislation. The LGA can also offer support, training and mediation to councils and councillors on the application of the Code and the National Association of Local Councils (NALC) and the county associations of local councils can offer advice and support to town and parish councils.

## **Definitions**

For the purposes of this Code of Conduct, a “councillor” means a member or co-opted member of a local authority or a directly elected mayor. A “co-opted member” is defined in the Localism Act 2011 Section 27(4) as “a person who is not a member of the authority but who

- a) is a member of any committee or sub-committee of the authority, or;
- b) is a member of, and represents the authority on, any joint committee or joint sub-committee of the authority;

and who is entitled to vote on any question that falls to be decided at any meeting of that committee or sub-committee”.

For the purposes of this Code of Conduct, “local authority” includes county councils, district councils, London borough councils, parish councils, town councils, fire and rescue authorities, police authorities, joint authorities, economic prosperity boards, combined authorities and National Park authorities.

## **Purpose of the Code of Conduct**

The purpose of this Code of Conduct is to assist you, as a councillor, in modelling the behaviour that is expected of you, to provide a personal check and balance, and to set out the type of conduct that could lead to action being taken against you. It is also to protect you, the public, fellow councillors, local authority officers and the reputation of local government. It sets out general principles of conduct expected of all councillors and your specific obligations in relation to standards of conduct. The LGA encourages the use of support, training and mediation prior to action being taken using the Code. The fundamental aim of the Code is to create and maintain public confidence in the role of councillor and local government.



## **General principles of councillor conduct**

Everyone in public office at all levels; all who serve the public or deliver public services, including ministers, civil servants, councillors and local authority officers; should uphold the [Seven Principles of Public Life](#), also known as the Nolan Principles.

Building on these principles, the following general principles have been developed specifically for the role of councillor.

In accordance with the public trust placed in me, on all occasions:

- I act with integrity and honesty
- I act lawfully
- I treat all persons fairly and with respect; and
- I lead by example and act in a way that secures public confidence in the role of councillor.

In undertaking my role:

- I impartially exercise my responsibilities in the interests of the local community
- I do not improperly seek to confer an advantage, or disadvantage, on any person
- I avoid conflicts of interest
- I exercise reasonable care and diligence; and
- I ensure that public resources are used prudently in accordance with my local authority's requirements and in the public interest.

## **Application of the Code of Conduct**

This Code of Conduct applies to you as soon as you sign your declaration of acceptance of the office of councillor or attend your first meeting as a co-opted member and continues to apply to you until you cease to be a councillor.

This Code of Conduct applies to you when you are acting in your capacity as a councillor which may include when:

- you misuse your position as a councillor
- Your actions would give the impression to a reasonable member of the public with knowledge of all the facts that you are acting as a councillor;

The Code applies to all forms of communication and interaction, including:

- at face-to-face meetings
- at online or telephone meetings
- in written communication
- in verbal communication
- in non-verbal communication
- in electronic and social media communication, posts, statements and comments.

You are also expected to uphold high standards of conduct and show leadership at all times when acting as a councillor.

Your Monitoring Officer has statutory responsibility for the implementation of the Code of Conduct, and you are encouraged to seek advice from your Monitoring Officer on any matters that may relate to the Code of Conduct. Town and parish councillors are encouraged to seek advice from their Clerk, who may refer matters to the Monitoring

Officer.

## **Standards of councillor conduct**

This section sets out your obligations, which are the minimum standards of conduct required of you as a councillor. Should your conduct fall short of these standards, a complaint may be made against you, which may result in action being taken.

Guidance is included to help explain the reasons for the obligations and how they should be followed.

### **General Conduct**

#### **1. Respect**

##### **As a councillor:**

**1.1 I treat other councillors and members of the public with respect.**

**1.2 I treat local authority employees, employees and representatives of partner organisations and those volunteering for the local authority with respect and respect the role they play.**

Respect means politeness and courtesy in behaviour, speech, and in the written word. Debate and having different views are all part of a healthy democracy. As a councillor, you can express, challenge, criticise and disagree with views, ideas, opinions and policies in a robust but civil manner. You should not, however, subject individuals, groups of people or organisations to personal attack.

In your contact with the public, you should treat them politely and courteously. Rude and offensive behaviour lowers the public's expectations and confidence in councillors.

In return, you have a right to expect respectful behaviour from the public. If members of the public are being abusive, intimidatory or threatening you are entitled to stop any conversation or interaction in person or online and report them to the local authority, the relevant social media provider or the police. This also applies to fellow councillors, where action could then be taken under the Councillor Code of Conduct, and local authority employees, where concerns should be raised in line with the local authority's councillor-officer protocol.

#### **2. Bullying, harassment and discrimination**

##### **As a councillor:**

**2.1 I do not bully any person.**

**2.2 I do not harass any person.**

**2.3 I promote equalities and do not discriminate unlawfully against any person.**

The Advisory, Conciliation and Arbitration Service (ACAS) characterises bullying as offensive, intimidating, malicious or insulting behaviour, an abuse or misuse of power through means that undermine, humiliate, denigrate or injure the recipient. Bullying might be a regular pattern of behaviour or a one-off incident, happen face-to-face, on social media, in emails or phone calls, happen in the workplace or at work social events and may not always be obvious or noticed by others.

The Protection from Harassment Act 1997 defines harassment as conduct that causes alarm or distress or puts people in fear of violence and must involve such conduct on at least two occasions. It can include repeated attempts to impose unwanted communications and

contact upon a person in a manner that could be expected to cause distress or fear in any reasonable person.

Unlawful discrimination is where someone is treated unfairly because of a protected characteristic. Protected characteristics are specific aspects of a person's identity defined by the Equality Act 2010. They are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

The Equality Act 2010 places specific duties on local authorities. Councillors have a central role to play in ensuring that equality issues are integral to the local authority's performance and strategic aims, and that there is a strong vision and public commitment to equality across public services.

### **3. Impartiality of officers of the council**

**As a councillor:**

#### **3.1 I do not compromise, or attempt to compromise, the impartiality of anyone who works for, or on behalf of, the local authority.**

Officers work for the local authority as a whole and must be politically neutral (unless they are political assistants). They should not be coerced or persuaded to act in a way that would undermine their neutrality. You can question officers in order to understand, for example, their reasons for proposing to act in a particular way, or the content of a report that they have written. However, you must not try and force them to act differently, change their advice, or alter the content of that report, if doing so would prejudice their professional integrity.

### **4. Confidentiality and access to information**

**As a councillor:**

#### **4.1 I do not disclose information:**

- a. given to me in confidence by anyone**
- b. acquired by me which I believe, or ought reasonably to be aware, is of a confidential nature, unless**
  - i. I have received the consent of a person authorised to give it;**
  - ii. I am required by law to do so;**
  - iii. the disclosure is made to a third party for the purpose of obtaining professional legal advice provided that the third party agrees not to disclose the information to any other person; or**
  - iv. the disclosure is:**
    - 1. reasonable and in the public interest; and**
    - 2. made in good faith and in compliance with the reasonable requirements of the local authority; and**
    - 3. I have consulted the Monitoring Officer prior to its release.**

#### **4.2 I do not improperly use knowledge gained solely as a result of my role as a councillor for the advancement of myself, my friends, my family members, my employer or my business interests.**

#### **4.3 I do not prevent anyone from getting information that they are entitled to by law.**

Local authorities must work openly and transparently, and their proceedings and printed materials are open to the public, except in certain legally defined circumstances. You should work on this basis, but there will be times when it is required by law that discussions, documents and other information relating to or held by the local authority must be treated in a confidential manner. Examples include personal data relating to individuals or information relating to ongoing negotiations.

## **5. Disrepute**

**As a councillor:**

### **5.1 I do not bring my role or local authority into disrepute.**

As a Councillor, you are trusted to make decisions on behalf of your community and your actions and behaviour are subject to greater scrutiny than that of ordinary members of the public. You should be aware that your actions might have an adverse impact on you, other councillors and/or your local authority and may lower the public's confidence in you or your local authority's ability to discharge your/its functions. For example, behaviour that is considered dishonest and/or deceitful can bring your local authority into disrepute.

You are able to hold the local authority and fellow councillors to account and are able to constructively challenge and express concern about decisions and processes undertaken by the council whilst continuing to adhere to other aspects of this Code of Conduct.

## **6. Use of position**

**As a councillor:**

### **6.1 I do not use, or attempt to use, my position improperly to the advantage or disadvantage of myself or anyone else.**

Your position as a member of the local authority provides you with certain opportunities, responsibilities, and privileges, and you make choices all the time that will impact others. However, you should not take advantage of these opportunities to further your own or others' private interests or to disadvantage anyone unfairly.

## **7. Use of local authority resources and facilities**

**As a councillor:**

### **7.1 I do not misuse council resources.**

### **7.2 I will, when using the resources of the local authority or authorising their use by others:**

- a. act in accordance with the local authority's requirements; and**
- b. ensure that such resources are not used for political purposes unless that use could reasonably be regarded as likely to facilitate, or be conducive to, the discharge of the functions of the local authority or of the office to which I have been elected or appointed.**

You may be provided with resources and facilities by the local authority to assist you in carrying out your duties as a councillor.

Examples include:

- office support
- stationery
- equipment such as phones, and computers
- transport

- access and use of local authority buildings and rooms.

These are given to you to help you carry out your role as a councillor more effectively and are not to be used for business or personal gain. They should be used in accordance with the purpose for which they have been provided and the local authority's own policies regarding their use.

## **8. Complying with the Code of Conduct**

### **As a Councillor:**

**8.1 I undertake Code of Conduct training provided by my local authority.**

**8.2 I cooperate with any Code of Conduct investigation and/or determination.**

**8.3 I do not intimidate or attempt to intimidate any person who is likely to be involved with the administration of any investigation or proceedings.**

**8.4 I comply with any sanction imposed on me following a finding that I have breached the Code of Conduct.**

It is extremely important for you as a councillor to demonstrate high standards, for you to have your actions open to scrutiny and for you not to undermine public trust in the local authority or its governance. If you do not understand or are concerned about the local authority's processes in handling a complaint you should raise this with your Monitoring Officer.

### **Protecting your reputation and the reputation of the local authority**

## **9. Interests**

### **As a councillor:**

**9.1 I register and disclose my interests.**

Section 29 of the Localism Act 2011 requires the Monitoring Officer to establish and maintain a register of interests of members of the authority .

You need to register your interests so that the public, local authority employees and fellow councillors know which of your interests might give rise to a conflict of interest. The register is a public document that can be consulted when (or before) an issue arises. The register also protects you by allowing you to demonstrate openness and a willingness to be held accountable. You are personally responsible for deciding whether or not you should disclose an interest in a meeting, but it can be helpful for you to know early on if others think that a potential conflict might arise. It is also important that the public know about any interest that might have to be disclosed by you or other councillors when making or taking part in decisions, so that decision making is seen by the public as open and honest. This helps to ensure that public confidence in the integrity of local governance is maintained.

You should note that failure to register or disclose a disclosable pecuniary interest as set out in **Table 1**, is a criminal offence under the Localism Act 2011.

**Appendix B sets** out the detailed provisions on registering and disclosing interests. If in doubt, you should always seek advice from your Monitoring Officer.

## **10. Gifts and hospitality**

### **As a councillor:**

- 10.1 I do not accept gifts or hospitality, irrespective of estimated value, which could give rise to real or substantive personal gain or a reasonable suspicion of influence on my part to show favour from persons seeking to acquire, develop or do business with the local authority or from persons who may apply to the local authority for any permission, licence or other significant advantage.**
  
- 10.2 I register with the Monitoring Officer any gift or hospitality with an estimated value of at least £50 within 28 days of its receipt.**
  
- 10.3 I register with the Monitoring Officer any significant gift or hospitality that I have been offered but have refused to accept.**

In order to protect your position and the reputation of the local authority, you should exercise caution in accepting any gifts or hospitality which are (or which you reasonably believe to be) offered to you because you are a councillor. The presumption should always be not to accept significant gifts or hospitality. However, there may be times when such a refusal may be difficult if it is seen as rudeness in which case you could accept it but must ensure it is publicly registered. However, you do not need to register gifts and hospitality which are not related to your role as a councillor, such as Christmas gifts from your friends and family. It is also important to note that it is appropriate to accept normal expenses and hospitality associated with your duties as a councillor. If you are unsure, do contact your Monitoring Officer for guidance.

## **Appendices**

### **Appendix A – The Seven Principles of Public Life**

The principles are:

#### **Selflessness**

Holders of public office should act solely in terms of the public interest.

#### **Integrity**

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must disclose and resolve any interests and relationships.

#### **Objectivity**

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

#### **Accountability**

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

#### **Openness**

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

#### **Honesty**

Holders of public office should be truthful.

#### **Leadership**

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

## Appendix B Registering interests

Within 28 days of becoming a member or your re-election or re-appointment to office you must register with the Monitoring Officer the interests which fall within the categories set out in **Table 1 (Disclosable Pecuniary Interests)** which are as described in "The Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012". You should also register details of your other personal interests which fall within the categories set out in **Table 2 (Other Registerable Interests)**.

**"Disclosable Pecuniary Interest"** means an interest of yourself, or of your partner if you are aware of your partner's interest, within the descriptions set out in Table 1 below.

**"Partner"** means a spouse or civil partner, or a person with whom you are living as husband or wife, or a person with whom you are living as if you are civil partners.

1. You must ensure that your register of interests is kept up-to-date and within 28 days of becoming aware of any new interest, or of any change to a registered interest, notify the Monitoring Officer.
2. A 'sensitive interest' is as an interest which, if disclosed, could lead to the councillor, or a person connected with the councillor, being subject to violence or intimidation.
3. Where you have a 'sensitive interest' you must notify the Monitoring Officer with the reasons why you believe it is a sensitive interest. If the Monitoring Officer agrees they will withhold the interest from the public register.

### Non participation in case of disclosable pecuniary interest

4. Where a matter arises at a meeting which directly relates to one of your Disclosable Pecuniary Interests as set out in **Table 1**, you must disclose the interest, not participate in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation. If it is a 'sensitive interest', you do not have to disclose the nature of the interest, just that you have an interest. Dispensation may be granted in limited circumstances, to enable you to participate and vote on a matter in which you have a disclosable pecuniary interest.
5. [Where you have a disclosable pecuniary interest on a matter to be considered or is being considered by you as a Cabinet member in exercise of your executive function, you must notify the Monitoring Officer of the interest and must not take any steps or further steps in the matter apart from arranging for someone else to deal with it ]

### Disclosure of Other Registerable Interests

6. Where a matter arises at a meeting which **directly relates** to the financial interest or wellbeing of one of your Other Registerable Interests (as set out in **Table 2**), you must disclose the interest. You may speak on the matter only if members of the public are also allowed to speak at the meeting but otherwise must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation. If it is a 'sensitive interest', you do not have to disclose the nature of the interest.



## Disclosure of Non-Registerable Interests

7. Where a matter arises at a meeting which **directly relates** to your financial interest or well-being (and is not a Disclosable Pecuniary Interest set out in Table 1) or a financial interest or well-being of a relative or close associate, you must disclose the interest. You may speak on the matter only if members of the public are also allowed to speak at the meeting. Otherwise you must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation. If it is a 'sensitive interest', you do not have to disclose the nature of the interest.
8. Where a matter arises at a meeting which **affects** –
  - a. your own financial interest or well-being;
  - b. a financial interest or well-being of a relative or close associate; or
  - c. a financial interest or wellbeing of a body included under Other Registerable Interests as set out in **Table 2**

you must disclose the interest. In order to determine whether you can remain in the meeting after disclosing your interest the following test should be applied

9. Where a matter (referred to in paragraph 8 above) **affects** the financial interest or well-being:
  - a. to a greater extent than it affects the financial interests of the majority of inhabitants of the ward affected by the decision and;
  - b. a reasonable member of the public knowing all the facts would believe that it would affect your view of the wider public interest

You may speak on the matter only if members of the public are also allowed to speak at the meeting. Otherwise you must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation.

If it is a 'sensitive interest', you do not have to disclose the nature of the interest.

10. [Where you have an Other Registerable Interest or Non-Registerable Interest on a matter to be considered or is being considered by you as a Cabinet member in exercise of your executive function, you must notify the Monitoring Officer of the interest and must not take any steps or further steps in the matter apart from arranging for someone else to deal with it]

### Table 1: Disclosable Pecuniary Interests

This table sets out the explanation of Disclosable Pecuniary Interests as set out in the [Relevant Authorities \(Disclosable Pecuniary Interests\) Regulations 2012](#).

<b>Subject</b>	<b>Description</b>
<b>Employment, office, trade, profession or vocation</b>	Any employment, office, trade, profession or vocation carried on for profit or gain.
<b>Sponsorship</b>	Any payment or provision of any other financial benefit (other than from the council) made to the councillor during the previous 12-month period for expenses incurred by him/her in carrying out his/her duties as a councillor, or towards his/her election expenses. This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.
<b>Contracts</b>	Any contract made between the councillor or his/her spouse or civil partner or the person with whom the

	<p>councillor is living as if they were spouses/civil partners (or a firm in which such person is a partner, or an incorporated body of which such person is a director* or a body that such person has a beneficial interest in the securities of*) and the council —</p> <p>(a) under which goods or services are to be provided or works are to be executed; and (b) which has not been fully discharged.</p>
<b>Land and Property</b>	<p>Any beneficial interest in land which is within the area of the council. ‘Land’ excludes an easement, servitude, interest or right in or over land which does not give the councillor or his/her spouse or civil partner or the person with whom the councillor is living as if they were spouses/civil partners (alone or jointly with another) a right to occupy or to receive income.</p>
<b>Licenses</b>	<p>Any licence (alone or jointly with others) to occupy land in the area of the council for a month or longer</p>
<b>Corporate tenancies</b>	<p>Any tenancy where (to the councillor’s knowledge)—</p> <p>(a) the landlord is the council; and (b) the tenant is a body that the councillor, or his/her spouse or civil partner or the person with whom the councillor is living as if they were spouses/civil partners is a partner of or a director* of or has a beneficial interest in the securities* of.</p>
<b>Securities</b>	<p>Any beneficial interest in securities* of a body where—</p> <p>(a) that body (to the councillor’s knowledge) has a place of business or land in the area of the council; and (b) either—</p> <p>(i) the total nominal value of the securities* exceeds £25,000 or one hundredth of the total issued share capital of that body; or (ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the councillor, or his/her spouse or civil partner or the person with whom the councillor is living as if they were</p>

	spouses/civil partners have a beneficial interest exceeds one hundredth of the total issued share capital of that class.
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\* 'director' includes a member of the committee of management of an industrial and provident society.

\* 'securities' means shares, debentures, debenture stock, loan stock, bonds, units of a collective investment scheme within the meaning of the Financial Services and Markets Act 2000 and other securities of any description, other than money deposited with a building society.

**Table 2: Other Registrable Interests**

You must register as an Other Registrable Interest :

- a) any unpaid directorships
- b) any body of which you are a member or are in a position of general control or management and to which you are nominated or appointed by your authority
- c) any body
  - (i) exercising functions of a public nature
  - (ii) directed to charitable purposes or
  - (iii) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union)

of which you are a member or in a position of general control or management

## Appendix C – the Committee on Standards in Public Life

The LGA has undertaken this review whilst the Government continues to consider the recommendations made by the Committee on Standards in Public Life in their report on [Local Government Ethical Standards](#). If the Government chooses to implement any of the recommendations, this could require a change to this Code.

The recommendations cover:

- Recommendations for changes to the Localism Act 2011 to clarify in law when the Code of Conduct applies
- The introduction of sanctions
- An appeals process through the Local Government Ombudsman
- Changes to the Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012
- Updates to the Local Government Transparency Code
- Changes to the role and responsibilities of the Independent Person
- That the criminal offences in the Localism Act 2011 relating to Disclosable Pecuniary Interests should be abolished

The Local Government Ethical Standards report also includes Best Practice recommendations. These are:

**Best practice 1:** Local authorities should include prohibitions on bullying and harassment in codes of conduct. These should include a definition of bullying and harassment, supplemented with a list of examples of the sort of behaviour covered by such a definition.

**Best practice 2:** Councils should include provisions in their code of conduct requiring councillors to comply with any formal standards investigation and prohibiting trivial or malicious allegations by councillors.

**Best practice 3:** Principal authorities should review their code of conduct each year and regularly seek, where possible, the views of the public, community organisations and neighbouring authorities.

**Best practice 4:** An authority's code should be readily accessible to both councillors and the public, in a prominent position on a council's website and available in council premises.

**Best practice 5:** Local authorities should update their gifts and hospitality register at least once per quarter, and publish it in an accessible format, such as CSV.

**Best practice 6:** Councils should publish a clear and straightforward public interest test against which allegations are filtered.

**Best practice 7:** Local authorities should have access to at least two Independent Persons.

**Best practice 8:** An Independent Person should be consulted as to whether to undertake a formal investigation on an allegation, and should be given the option to

review and comment on allegations which the responsible officer is minded to dismiss as being without merit, vexatious, or trivial.

**Best practice 9:** Where a local authority makes a decision on an allegation of misconduct following a formal investigation, a decision notice should be published as soon as possible on its website, including a brief statement of facts, the provisions of the code engaged by the allegations, the view of the Independent Person, the reasoning of the decision-maker, and any sanction applied.

**Best practice 10:** A local authority should have straightforward and accessible guidance on its website on how to make a complaint under the code of conduct, the process for handling complaints, and estimated timescales for investigations and outcomes.

**Best practice 11:** Formal standards complaints about the conduct of a parish councillor towards a clerk should be made by the chair or by the parish council, rather than the clerk in all but exceptional circumstances.

**Best practice 12:** Monitoring Officers' roles should include providing advice, support and management of investigations and adjudications on alleged breaches to parish councils within the remit of the principal authority. They should be provided with adequate training, corporate support and resources to undertake this work.

**Best practice 13:** A local authority should have procedures in place to address any conflicts of interest when undertaking a standards investigation. Possible steps should include asking the Monitoring Officer from a different authority to undertake the investigation.

**Best practice 14:** Councils should report on separate bodies they have set up or which they own as part of their annual governance statement and give a full picture of their relationship with those bodies. Separate bodies created by local authorities should abide by the Nolan principle of openness and publish their board agendas and minutes and annual reports in an accessible place.

**Best practice 15:** Senior officers should meet regularly with political group leaders or group whips to discuss standards issues.

***The LGA has committed to reviewing the Code on an annual basis to ensure it is still fit for purpose.***

# Guidance on Local Government Association Model Councillor Code of Conduct

## Part 1 - Introduction

In December 2020, the Local Government Association (LGA) developed and published a [Model Councillor Code of Conduct](#) in association with key partners and following extensive consultation with the sector. This was in response to the recommendation of the Committee of Standards in Public Life Local Government Ethical Standards 2019. The code was part of our work on supporting all tiers of local government to continue to aspire to high standards of leadership and performance, and our civility in public life programme.

The code is a template for Local Authorities to adopt in whole and or with amendments to take into account local circumstances.

Our aim was to make the code relatively short and easy to read rather than an overly-complex legal document as it needed to be accessible to councillors, officers, and the public alike. The consultation response also asked for supporting guidance to help understand some of the key provisions in greater depth with examples and case illustrations.

We are therefore pleased to publish this supporting guidance which is aimed to help understanding and consistency of approach towards the code.

The code together with the guidance have been designed to protect our democratic role, encourage good conduct, and safeguard the public's trust and confidence in the role of councillor in local government. While it sets out the minimum standards of behaviour expected, together with the guidance, it is designed to encourage councillors to model the high standards expected of councillors, to be mutually respectful even if they have personal or political differences, to provide a personal check and balance, and to set out the type of conduct that could lead to complaints being made of behaviour falling below the standards expected of councillors and in breach of the code. It is also to protect councillors, the public, local authority officers and the reputation of local government.

This guidance embeds the provisions of the code and is structured to enable each chapter to be directly accessed. We have also produced a standalone document without the embedded code intended to provide easy access to the guidance.

The LGA will undertake an annual review of this guidance and the code to ensure it continues to be fit for purpose, incorporating advances in technology, social media, case law and changes in legislation.

For the purposes of this guidance, we have adopted the definitions used in the Code of Conduct, for "councillor" and "local authority".

Any comments on the use of the guidance or suggestions for improvement would be welcomed and should be sent to [ModelCode@local.gov.uk](mailto:ModelCode@local.gov.uk)

# General principles of Councillor conduct

The Seven Principles of Public Life (also known as the Nolan Principles) outline the ethical standards those working in the public sector are expected to adhere to. The principles apply to all public office holders at all levels including ministers, civil servants, councillors, and local authority officers, as well as private and voluntary organisations delivering services paid for by public funds. The principles are set out in [Appendix 2](#) below.

These principles underpin the standards that councillors should uphold and form the basis for the Code of Conduct, where the principles have been translated into a series of clear rules. While fundamental to the Code of Conduct, the principles are not part of the rules of the code and should be used for guidance and interpretation only.

## Application of the Model Councillors' Code of Conduct

### When does the Code apply?

S27(2) of the Localism Act 2011 says that a local authority must adopt ‘a code dealing with the conduct that is expected of members and co-opted members of the authority when they are acting in that capacity.’

The term ‘capacity’ is not further defined in the Act. However, the Model Code states that:

**The Code of Conduct applies to you when you are acting in your capacity as a councillor which may include when:**

- you misuse your position as a councillor
- your actions would give the impression to a reasonable member of the public with knowledge of all the facts that you are acting as a councillor.

This means it applies when you are carrying out your official duties, for example when you are considering or discussing local authority business, either as a councillor or representing the local authority on an outside body.

There is no formal description of what the role of a councillor is, but aside from formal local authority business it would include promoting and representing the local authority in the local community and acting as a bridge between the community and the local authority. The LGA’s [Guidance](#) for new councillors is a helpful reference point.

The code does not, therefore, apply solely when you are in local authority meetings or on local authority premises.

The code applies to all forms of communication and interaction, including:

- at face-to-face meetings
- at online or telephone meetings
- in written communication
- in verbal communication



- in non-verbal communications
- in electronic and social media communication, posts, statements, and comments.

This includes interactions with the public as well as with fellow councillors and local authority officers.

## **Acting as a private individual**

For something to fall within the code there must be a clear link to a local authority function or your role as a councillor. For example, an argument with a neighbour which does not relate to local authority business would not engage the code, even if your neighbour happens to know you are a councillor and therefore complains to the local authority about being treated disrespectfully.

### **Example**

A councillor and an officer had a personal relationship. The councillor sent and encouraged the officer to send inappropriate social media messages, including messages of a sexual nature, during office hours. The panel rejected arguments that the councillor had been acting in an entirely personal capacity. It found that the councillor could not divorce himself from his role as the officer's quasi-employer and that, when sending or encouraging the officer to send the messages during working hours, he was acting in his official capacity.

It is not always immediately apparent in which capacity you are acting, therefore in situations where there may be ambiguity it may be helpful if you can make clear to people in which capacity you are engaging with them.

While the Code does not apply to your non-councillor roles, what you do as a councillor could impact on your position in those other roles.

Political party or group rules may also require you as a councillor to demonstrate certain behaviours as a private individual and failure to do so can result in sanctions from political groups.

Under the Local Government Act 1972 councillors can be disqualified from being a councillor due to matters in their private life, such as being subject to a bankruptcy order or receiving a custodial sentence of three months or longer (whether or not suspended).

## **In what circumstances might I give the impression to a reasonable member of the public that I was engaged on local authority business?**

When you use or attempt to use your position as a councillor to seek to gain an advantage for yourself or someone close to you or to disadvantage someone this is an attempt to misuse your position and therefore falls within the scope of the Code of Conduct.

A number of factors will need to be taken into account to determine whether or not you had used or attempted to use your position as a councillor.

For example:

- writing to someone on local authority headed paper or using a local authority email address may lead someone to assume you were writing in your capacity as a councillor
- handing out a business card where you describe yourself as a councillor may also lead to that assumption
- wearing official local authority regalia.

## Examples

Attempting to misuse your position as a councillor would include if you threaten to use your position improperly to block someone's planning, licence or grant application. In effect you would be doing something that only a councillor could do even if as a matter of fact, you did not have the power to do so. That may include an assumption, for example, that you would put inappropriate pressure on officers or fellow councillors or lobby behind the scenes for a particular outcome. It should not be up to a member of the public to have to work out whether you are in fact on a planning committee.

Another example would be disclosing confidential information improperly you had received because of your role as a councillor.

A councillor returning from a party got into an argument with a taxi driver. When he arrived home, he refused to pay the fare and when he spoke to the manager of the taxi company, he said that he was a councillor and would make sure that the taxi driver's licence was withdrawn by the council. While he was entitled to dispute the payment if he was dissatisfied with the service he had received he was found to have breached the code by invoking his office and seeking to misuse his position to intimidate the manager and driver and to seek to gain an advantage for himself, notwithstanding the fact that he did not in reality have the ability to carry out his threat.

## Social media postings

Simply describing yourself as a councillor in a social media posting or at the top of your page or in your username or profile, for example, does not of itself mean that every posting you make is covered by the Code. There must be a link within the individual posting or thread to your role as a councillor or to local authority business. However, even if you do not describe yourself as a councillor you may fall within the scope of the code if you are discussing local authority business.

For example, a posting which is simply discussing a recent football match is not covered by the code even if you have described yourself as a councillor. However, if you make a posting threatening a fellow councillor or officer that would fall within the code even if you have not described yourself as a councillor as it relates to local authority business or your role as a councillor.

Each matter would need to be looked at on a case-by-case basis ([see guidance on 'disrespect, bullying and harassment in Part 2 for further information](#)).

You should be very careful when describing yourself as a councillor as seeing the word "councillor" may lead to assumptions amongst the community that you are acting as a councillor.

To help avoid some of these issues, some councillors have found it helpful to have separate social media profiles for personal and local authority use, though even the strictest privacy settings are not guaranteed that posts or actions will remain

private. As a rule of thumb, never post anything online you would not be comfortable saying or sharing in a public meeting. If your local authority has guidance on the effective use of social media this can help.

The LGA has published [guidance on councillors](#) and social media.

### **Examples**

Following a heavy snowstorm which meant a local street market could not go ahead a councillor posted on the local community Facebook page that a certain local authority officer should be sacked for failing to put adequate arrangements in place to clear the snow. Even though it was not posted on a local authority page and he did not explicitly describe himself as a councillor in the post he was found to have breached the code by treating an officer with disrespect and seeking to put undue pressure on officers.

A councillor who described himself as such in his Twitter profile made insulting and offensive comments about the Prime Minister which led to complaints being made to his local authority. He was found not to have breached the code as the comments did not directly relate to his role as a councillor or local authority business but were seen as wider political comments.

### **What does acting as a representative of my local authority mean?**

You are acting as a representative of the local authority when you are sitting on an outside body to which you have been appointed by the local authority, for example.

You would also be considered a representative of the local authority where you were attending an external function or conference on behalf of the local authority or as the local authority's nominated delegate.

You would not be considered as a representative of the local authority where you were attending an event in a party-political role, for example at a political party's annual conference. In that situation you would be subject to any relevant party rules.

Matters in party group meetings would also normally not be covered by the code as they are more matters for a party to regulate. However, if you are clearly trying to improperly influence fellow councillors or put undue pressure on them in relation to local authority business for example then relevant provisions of the code would apply. The same would apply to social media groups you may be a member of, such as a WhatsApp group set up for your local authority group.

### **What if I sit on more than one local authority?**

If you sit on more than one local authority, you are subject to the code and associated procedures of the local authority you are representing at any one time. As such, if you are on a district council and a parish council, you would be bound by the district code when attending district council meetings or speaking to district council officers; and bound by the parish council code when attending parish council meetings or speaking to parish council officers.

Where your local authorities have the same code, the same rules would apply and, for example, your completed register of interests should be the same on both tiers.

## What is a co-opted member?

The code also applies to co-opted members under the Localism Act. A co-opted member under the Act is someone who is entitled to vote on any matter to be decided at a local authority committee or sub-committee.

A parish councillor who has been co-opted to fill a casual vacancy where an election has not been held is also covered by the Code of Conduct in the same way as if they had been elected.

It does not, therefore include co-opted members who do not have voting rights, nor does it cover, for example, an Independent Person appointed under s28 of the Localism Act to support the local authority on standards matters.

However, it would be good practice to ask such councillors to agree to abide by the code of conduct and to inform the monitoring officer of any interests they might have. While they would not formally fall within the statutory framework for complaint handling, they can be removed from their role by the local authority should they be found to have committed a serious breach of the code so it is important that they are also aware of the expected standards of behaviour.

## Part 2 – General obligations under the Code of Conduct

### Respect

**As a councillor:**

- 1. I treat other councillors and members of the public with respect.**
- 2. I treat local authority employees, employees and representatives of partner organisations and those volunteering for the local authority with respect and respect the role they play.**

Showing respect to others is fundamental to a civil society. As an elected or appointed representative of the public it is important to treat others with respect and to act in a respectful way. Respect means politeness, courtesy and civility in behaviour, speech, and in the written word. It also relates to all forms of communications councillors undertake, not just in meetings. Rude, offensive, and disrespectful behaviour lowers the public's expectations and confidence in its elected representatives.

### Respect

The key roles and responsibilities of councillors; representing and serving your communities and taking decisions on their behalf, require councillors to interact and communicate effectively with others. Examples of councillor interaction and communication include talking to constituents, attending local authority meetings, representing the local authority on outside bodies, and participating in community meetings and events. In turn this means that as a councillor you are required to interact with many different people, often from diverse backgrounds and with different or conflicting needs and points of view.

You will engage in robust debate at times and are expected to express, challenge, criticise and disagree with views, ideas, opinions, and policies. Doing these things in a respectful way will help you to build and maintain healthy working relationships with fellow councillors, officers, and members of the public, it encourages others to treat you with respect and helps to avoid conflict and stress. Respectful and healthy working relationships and a culture of mutual respect can encourage positive debate and meaningful communication which in turn can increase the exchange of ideas, understanding and knowledge.

Examples of ways in which you can show respect are by being polite and courteous, listening and paying attention to others, having consideration for other people's feelings, following protocols and rules, showing appreciation and thanks and being kind. In a local government context this can mean using appropriate language in meetings and written communications, allowing others time to speak without interruption during debates, focusing any criticism or challenge on ideas and policies rather than personalities or personal attributes and recognising the contribution of others to projects.

## **Disrespectful behaviour**

Failure to treat others with respect will occur when unreasonable or demeaning behaviour is directed by one person against or about another. The circumstances in which the behaviour occurs are relevant in assessing whether the behaviour is disrespectful. The circumstances include the place where the behaviour occurs, who observes the behaviour, the character and relationship of the people involved and the behaviour of anyone who prompts the alleged disrespect.

Disrespectful behaviour can take many different forms ranging from overt acts of abuse and disruptive or bad behaviour to insidious actions such as bullying and the demeaning treatment of others. It is subjective and difficult to define. However, it is important to remember that any behaviour that a reasonable person would think would influence the willingness of fellow councillors, officers or members of the public to speak up or interact with you because they expect the encounter will be unpleasant or highly uncomfortable fits the definition of disrespectful behaviour.

Examples of disrespect in a local government context might include rude or angry outbursts in meetings, use of inappropriate language in meetings or written communications such as swearing, ignoring someone who is attempting to contribute to a discussion, attempts to shame or humiliate others in public, nit-picking and fault-finding, the use of inappropriate sarcasm in communications and the sharing of malicious gossip or rumours.

Disrespectful behaviour can be harmful to both you and to others. It can lower the public's expectations and confidence in you and your local authority and councillors and politicians more generally. It influences the willingness of fellow councillors, officers, and the public to speak up or interact with you because they expect the encounter will be unpleasant or uncomfortable. Ongoing disrespectful behaviour can undermine willingness of officers to give frank advice, damage morale at a local authority, and ultimately create a toxic culture and has been associated with instances of governance failure.

## **Freedom of expression**

The requirement to treat others with respect must be balanced with the right to Freedom of expression. Article 10 of the European Convention on Human Rights protects your right to hold your own opinions and to express them freely without government interference. This includes the right to express your views aloud or in writing, such as in published articles or leaflets or on the internet and social media. Protection under Article 10 extends to the expression of views that may shock, disturb, or offend the deeply-held beliefs of others.

However, Article 10 is not an absolute but a qualified right which means that the rights of the individual must be balanced against the interests of society. Whether a restriction on freedom of expression is justified is likely to depend on a number of factors, including the identity of the speaker, the context of the speech and its purpose, as well as the actual words spoken or written. Democracy depends on people being free to express, debate and criticise opposing viewpoints. The courts have generally held that the right to free expression should not be curtailed simply because other people may find it offensive or insulting. A balance must still be struck between the right of individuals to express points of view which others may find offensive or insulting, and the rights of others to be protected from hatred and discrimination.

Freedom of expression is protected more strongly in some contexts than others. In particular, a wide degree of tolerance is accorded to political speech, and this enhanced protection applies to all levels of politics, including local government. Article 10 protects the right to make incorrect but honestly made statements in a political context but it does not protect statements which the publisher knows to be false. Political expression is a broad concept and is not limited to expressions of or criticism of political views but extends to all matters of public administration including comments about the performance of public duties by others. However, gratuitous personal comments do not fall within the definition of political expression.

Public servants such as local government officers are subject to wider levels of acceptable criticism than other members of the public when matters of public concern are being discussed. However, the limits are not as wide as they are for elected politicians such as councillors. Officers do not necessarily have the same right of reply to such comments as councillors do and councillors should take care not to abuse or exploit this imbalance.

Recent case law has confirmed that local authority officers should be protected from unwarranted comments that may have an adverse effect on good administration and states that it is in the public interest that officers are not subject to offensive, abusive attacks and unwarranted comments that prevents them from carrying out their duties or undermine public confidence in the administration. That said, officers who are in more senior positions, for example chief executives or heads of services, will also be expected to have a greater degree of robustness.

### **Is the Respect provision of the code a gag on councillors?**

This provision of the Code (Paragraph 1) is not intended to stand in the way of lively debate in local authorities. Such discussion is a crucial part of the democratic process. Differences of opinion and the defence of those opinions through councillors' arguments and public debate are an essential part of the cut and thrust of political life. Councillors should be able to express their opinions and concerns in forceful terms. Direct language can sometimes be appropriate to ensure that matters are dealt with properly. The code is not intended to stifle the expressions of passion and frustration that often accompany discussions about local authority business.

## **Can councillors criticise officers?**

Yes. In some cases, officers have been known to reject reasonable criticism appropriately made and describe it as disrespectful or bullying. The Code of Conduct is not intended to constrain councillors' involvement in local governance, including the role of councillors to challenge performance. Councillors can question and probe poor officer performance provided it is done in an appropriate way. In the everyday running of a local authority, it is inevitable that councillors may have disagreements with officers from time to time.

This paragraph of the code does not mean that councillors cannot express disagreement with officers. This disagreement might, in the appropriate context, manifest itself in criticism of the way in which an officer or officers handled particular matters.

It is important that councillors raise issues about poor performance in the correct way and at the appropriate forum in accordance with your local authority's processes and procedures, and not in a public meeting or through a published attack in the media.

All local authorities should have clearly defined policies, procedures, and occasions where such issues can be properly raised. It is only where councillors' conduct is unfair, unreasonable, or demeaning that the code will be relevant. If a councillor's criticism is abusive or offensive it is likely to breach the code.

## **What kinds of conduct are not covered?**

A very clear line must be drawn between the Code of Conduct's requirement of respect for others, including councillors with opposing views, and the freedom to disagree with the views and opinions of others. In a democracy, members of public bodies should be able to express disagreement publicly with each other.

## **What if a member of the public is being unnecessarily disrespectful to me?**

Councillors are allowed to respond to criticism, and where that criticism is robust, then they can be robust in response. However, councillors should always seek to try to be civil and demonstrate leadership in their communication. Even where councillors have been wrongly accused, responding in an angry, defensive way can often escalate the situation.

There has been a growing tendency for members of the public to use social media channels to unfairly criticise local councillors. For this reason, many local authorities now offer social media guidance to councillors in addition to the civility in public life resources available on the [LGA's website](#).

### **Examples**

The complaint alleged that the councillor posted on their blog a highly critical comment and an offensive caption about a former councillor, who had passed away and whose funeral had taken place the previous day. The councillor was found to have breached the provisions of his local authority's Code of Conduct relating to councillors treating others with respect; as well as conducting themselves in a manner which could reasonably be regarded as bringing their role or their authority into disrepute.

The complaint alleged that a councillor commented under a pseudonym on a local authority blog referring to possible nepotism in the awarding of a contract to a local firm by the local authority. The standards committee found that the councillor had breached the Code of Conduct in making the posts because he had failed to treat others with respect and, in doing so, he had conducted himself in a manner which brought his role and his local authority into disrepute.

The complaint alleged that a councillor had made remarks of an abusive, insulting and personal nature to the complainant, a police officer, and also made a number of unfounded allegations about him during two telephone calls to a police station made in his capacity as a ward councillor. It was found that the comments amounted to an unacceptable personal attack on the complainant and that the councillor had breached the respect provisions in his local authority's Code of Conduct.

## **Bullying**

### **As a councillor:**

#### **1. 1. I do not bully any person.**

Bullying, harassment, discrimination, and victimisation (either directly or indirectly) are unacceptable and should not be tolerated. It is important to recognise the impact such behaviour can have on any individual experiencing it, as well as on the wider organisation in terms of morale and operational effectiveness.

Bullying may be characterised as offensive, intimidating, malicious, insulting, or humiliating behaviour, an abuse or misuse of power that can make a person feel vulnerable, upset, undermined, humiliated, denigrated or threatened. Power does not always mean being in a position of authority and can include both personal strength and the power to coerce through fear or intimidation. Bullying may be obvious or be hidden or insidious. Such conduct is usually part of a pattern of behaviour which attempts to undermine an individual or a group of individuals, is detrimental to their confidence and capability, and may adversely affect their health.

Bullying can take the form of physical, verbal, and non-verbal conduct but does not need to be related to protected characteristics. Bullying behaviour may be in person, by telephone or in writing, including emails, texts, or online communications such as social media. The standards of behaviour expected are the same, whether you are expressing yourself verbally or in writing.

Bullying can affect anyone, in any career, at any time, at any level and within any workplace. Such behaviour can take the form of easily noticed, physically threatening or intimidatory conduct with immediate impact, or it can take place behind closed doors, or be much more subtle or camouflaged and difficult to identify, at least at first. It can start, for example, with what appear to be minor instances, such as routine 'nit-picking' or fault-finding, but which become cumulative or develop into more serious behaviour over time, enabling the perpetrator to isolate and control the person.

Some bullies lack insight into their behaviour and are unaware of how others perceive it. Others know exactly what they are doing and will continue to bully if they feel they are unlikely to be challenged. Bullying can sometimes be



overlooked, as a result of common euphemisms being used by way of explanation or justification, referring to someone as having a “poor leadership style” or a “bad attitude,” for example, or to the problem being due to a “personality clash”.

You should always be mindful of the overall potential impact of the behaviour on others. First and foremost, bullying can have a significant impact on the recipient’s well-being and health. Bullying can have an impact on a local authority’s effective use of resources and provision of services. Officers who are subject to bullying are frequently away from their posts, sometimes for extended periods, on sickness or stress-related leave. Bullying can impact on a councillor’s ability to represent their residents effectively. It can also discourage candidates from standing in local elections, making local authorities less representative of their communities, and impacting local democracy.

Like disrespectful behaviour, bullying can be difficult to define. When allegations of bullying are considered it’s likely that the person handling the complaint will consider both the perspective of the alleged victim, and whether the councillor intended their actions to be bullying. They will also consider whether the individual was reasonably entitled to believe they were being bullied.

Conduct is unlikely to be considered as bullying when it is an isolated incident of a minor nature, where it is targeted at issues, rather than at an individual’s conduct or behaviour, or when the behaviour by both the complainant and councillor contributed equally to the breakdown in relations. However, the cumulative impact of repeated 'minor' incidents should not be underestimated.

Examples of bullying include but are not limited to:

- verbal abuse, such as shouting, swearing, threats, insults, sarcasm, ridiculing or demeaning others, inappropriate nicknames, or humiliating language
- physical or psychological threats or actions towards an individual or their personal property
- practical jokes
- overbearing or intimidating levels of supervision, including preventing someone from undertaking their role or following agreed policies and procedures
- inappropriate comments about someone’s performance
- abuse of authority or power, such as placing unreasonable expectations on someone in relation to their job, responsibilities, or hours of work, or coercing someone to meet such expectations
- ostracising or excluding someone from meetings, communications, work events or socials
- sending, distributing, or posting detrimental material about other people, including images, in any medium
- smear campaigns.

[Freedom of expression 'Respect' guidance Part 2](#)

## **Does this mean that councillors cannot raise concerns about officers or fellow councillors?**

Bullying behaviour should be contrasted with the legitimate challenges which a councillor can make in challenging policy or scrutinising performance. An example of this would be debates in the chamber about policy or asking officers to explain the rationale for the professional opinions they have put forward. You

are entitled to challenge fellow councillors and officers as to why they hold their views. However, if your criticism is a personal threat or abusive or offensive in nature, you are likely to cross the line of what is acceptable behaviour.

## **Preventing bullying conduct from developing**

Ideally, a culture of honest and clear communication should be sought, with respect for the individual and for the confidentiality required when managing individual performance-related issues. The bullying of officers might be reduced by establishing a specific protocol, which addresses issues such as councillor-officer work relations and appropriate behaviour.

The protocol for parish and town councils can include such simple but important matters as acceptable times to contact the clerk by telephone at home or call at the clerk's home on council business.

Local authority officers and parish clerks also need to be mindful that councillors can come from a wide range of backgrounds and may have been part of workplaces where the culture and expected standards are very different from what the clerk or officers expect; as a result, the councillor simply may not be aware of the impact that their communications have had on the clerk or officer. Early discussion about emerging issues is important to help avoid matters escalating and help establish more effective working arrangements for the future.

## **Bullying and harassment and the law**

In some cases, acts of bullying or harassment can be civil offences, which can be brought to an employment tribunal or a county court.

In some cases, conduct that amounts to bullying and harassment may also amount to criminal offences, which can be tried in the criminal courts. There is not an exhaustive list of acts of bullying or harassment that may constitute a criminal offence. Examples may include, but are not limited to:

- physical assault
- making threats of violence or death threats
- stalking
- hate crimes
- sexual harassment

## **Intimidation of councillors**

Councillors can face behaviours which could amount to bullying and intimidation when carrying out their role.

The LGA and the Welsh Local Government Association recognise the growing need among councillors for support related to intimidation and have jointly developed a [“Councillors' guide to handling intimidation. Practical steps that you and your local authority can undertake to protect yourself as a person in a public position”](#). The guide covers topics such as how to handle abuse, both face-to-face, letters or online, guidance on personal safety, lone working and online abuse and the legal and practical remedies, including the nature of the criminal offences involved. It will be continuously updated with the latest advice and information available.

# Harassment

## As a councillor:

### 1. 1. I do not harass any person.

The Protection from Harassment Act 1997 states that harassment includes behaviour which alarms a person or causes a person distress or puts people in fear of violence and must involve such conduct on at least two occasions. It can include repeated attempts to impose unwanted communications and contact upon a victim in a manner that could be expected to cause distress or fear in any reasonable person. Harassment of any kind whether direct or indirect is in no-one's interest and should not be tolerated. It is important to recognise the impact such behaviour can have on any individual experiencing it, as well as on the wider organisation in terms of morale and operational effectiveness.

Like bullying, harassment can take the form of physical, verbal, and non-verbal conduct but does not need to be related to protected characteristics. Harassment may be in person, by telephone or in writing, including emails, texts, or online communications such as social media. It may manifest obviously or be hidden or insidious.

The factors likely to be considered when assessing allegations of harassment are whether the councillor knows or ought to know that their actions constitute harassment, whether a reasonable person would consider the actions to be harassment and the impact of the behaviour/conduct on victim.

Examples of harassment include but are not limited to:

- sending unwelcome emails
- unnecessarily repetitive, intrusive questioning
- unwelcome physical contact such as touching or invading 'personal space'
- haranguing
- intimidation
- inappropriate remarks or questioning such as comments about someone's appearance, lewd comments, and offensive jokes
- overbearing or intimidating levels of supervision, including preventing someone from undertaking their role or following agreed policies and procedures
- inappropriate comments about someone's performance
- placing unreasonable expectations on someone in relation to their job, responsibilities, or hours of work, or coercing someone to meet such expectations
- sexual harassment

## What does the law say about harassment?

In some cases, acts of harassment can be civil offences, which can be brought to an employment tribunal or county court.

In some cases, conduct that amounts to harassment may also amount to criminal offences, which can be tried in the criminal courts. There is not an exhaustive list of acts of harassment that may constitute a criminal offence. Examples may include, but are not limited to physical assault.

- making violent or death threats
- stalking
- hate crimes
- sexual harassment

### **Example**

The complaint alleged that a councillor had behaved in a disrespectful and harassing manner towards two fellow female councillors and officers. It was established that the councillor had made unwarranted and inappropriate physical contact with the councillors and officers at an official event and had also made remarks towards the officers which were patronising and demeaning. The councillor was found to be in breach of the Code of Conduct.

## **Discrimination**

### **As a councillor:**

#### **2.3 I promote equalities and do not discriminate unlawfully against any person.**

Councillors have a central role to play in ensuring that equality issues are integral to the local authority's performance and strategic aims, and that there is a strong vision and public commitment to equality across public services.

The Equality Act 2010 imposes positive duties on local authorities to promote equality and to eliminate unlawful discrimination and harassment. Under the Act your authority may be liable for any discriminatory acts which you commit. This will apply when you do something in your official capacity in a discriminatory manner. You must be careful not to act in a way which may amount to any of the prohibited forms of discrimination, or to do anything which hinders your authority's fulfilment of its positive duties under the Act. Such conduct may cause your authority to break the law, and you may find yourself subject to a complaint that you have breached this paragraph of the Code of Conduct. If you are unsure about the particular nature of the duties of your authority you should seek advice from the monitoring officer or parish clerk.

Unlawful discrimination is where someone is treated unfairly because of a protected characteristic. Protected characteristics are specific aspects of a person's identity defined by the Equality Act 2010. They are:

- age
- disability
- gender reassignment
- marriage and civil partnership
- pregnancy and maternity
- race
- religion or belief
- sex and sexual orientation

There are four main forms of discrimination:

**Direct discrimination:** treating people differently because of their age, disability, gender reassignment, marriage or civil partnership, pregnancy or maternity, race, religion or belief, sex, or sexual orientation.

**Indirect discrimination:** treatment which does not appear to differentiate between people because of their age, disability, gender reassignment, marriage or civil partnership, pregnancy or maternity, race, religion or belief, sex, or sexual orientation but which disproportionately disadvantages them.

**Harassment:** engaging in unwanted conduct on the grounds of age, disability, gender reassignment, marriage or civil partnership, pregnancy or maternity, race, religion or belief, sex, or sexual orientation, which violates another person's dignity or creates a hostile, degrading, humiliating or offensive environment.

**Victimisation:** treating a person less favourably because they have complained of discrimination, brought proceedings for discrimination, or been involved in complaining about or bringing proceedings for discrimination.

Examples of discriminatory behaviour include but are not limited to:

- exclusion or victimisation based on the Protected Characteristics
- treating someone less favourably or limiting their opportunities based on any of the Protected Characteristics
- comments, slurs, jokes, statements, questions, or gestures that are derogatory or offensive to an individual's or group's characteristics
- promoting negative stereotypes relating to individual's or group's characteristics
- racial or ethnic slurs, insults, or jokes
- intolerance toward religious customs
- mimicking, mocking, or belittling a person's disability
- homophobic, biphobic or transphobic comments or slurs
- discriminating against pregnant people or mothers
- declaring ('outing') someone's religion or sexuality or threatening to do so against their will
- deliberate, unwarranted application of an authority's practice, policy or rule in a way that may constitute indirect discrimination
- instructing, causing, inducing, or knowingly helping someone to commit an act of unlawful discrimination under the Equality Act 2010.

A councillor's personality and life experiences will naturally incline them to think and act in certain ways. They may form views about others based on those experiences, such as having an affinity with someone because they have a similar approach to life or thinking less of someone because they are from a different generation. This is known as "unconscious bias" and it can lead people to make decisions based on biases or false assumptions. Councillors need to be alert to the potential of unconscious bias and ensure they make decisions based on evidence, and not on assumptions they have made based on biases.

## Questions

### **How can councillors cause their authority to be in breach of the Equality Act?**

The Code of Conduct is not intended to stifle democratic debate. Councillors should always remember that Article 10 of the European Convention on Human Rights gives a high level of protection to comments that are genuinely made during political debate, even if most people would find them offensive.

Some councillors have particular roles which may give a higher risk for the potential for discrimination; for example, if you are on an appointment panel for a position in the local authority, or you are able to award local grants in your ward and will need to decide which organisations to support.

Merely arguing, or even voting, against a proposal which is aimed at complying with a positive anti-discriminatory duty would not be enough by itself to risk breaking this part of the code. Simply having a party-political or personal position on an issue is unlikely to amount to a breach of this provision because it does not, of itself, involve the local authority doing anything.

Under the Equality Act 2010, an authority is made liable for any discriminatory acts which a councillor commits. This will apply where they say or do something in their official capacity in a discriminatory manner.

### **Examples**

The complaint alleged that a councillor ‘liked’ several racially discriminatory comments on social media and one comment advocating violence against Travellers. The panel found that ‘Liking’ of the offensive comments did amount to a failure to treat those who were the subject of such comments with respect and a failure to promote equalities in breach of the Code of Conduct.

A councillor was a member of the local authority’s recruitment panel to appoint a new chief executive. Five applicants were shortlisted. After one candidate had finished his presentation and left the room the councillor said, “good candidate, shame he’s black”. The panel found that the Code of Conduct had been breached.

## **Impartiality of officers**

### **As a councillor:**

#### **3.1 I do not compromise, or attempt to compromise, the impartiality of anyone who works for, or on behalf of, the local authority.**

Officers work for the local authority as a whole and must be politically neutral (unless they are political assistants). They should not be coerced or persuaded to act in a way that would undermine their neutrality. You can question officers in order to understand, for example, their reasons for proposing to act in a particular way, or the content of a report that they have written. However, you must not try and force them to act differently, change their advice, or alter the content of that report, if doing so would prejudice their professional integrity.

Both councillors and officers are servants of the public and are indispensable to one another. Together, they bring the critical skills, experience and knowledge required to manage an effective local authority.

At the heart of this relationship, is the importance of mutual respect. Councillor-officer relationships should be conducted in a positive and constructive way. Therefore, it is important that any dealings between councillors and officers should observe reasonable standards of courtesy, should show mutual appreciation of the importance of their respective roles and that neither party should seek to take unfair advantage of their position or seek to exert undue influence on the other party.

Councillors provide a democratic mandate to the local authority and are responsible to the electorate whom they represent. They set their local authority's policy framework, ensure that services and policies are delivered and scrutinise local authority services.

Councillors of the executive, chairs and vice chairs of committees have additional responsibilities. These responsibilities will result in increased expectations and relationships with officers that are more complex. Such councillors must still respect the impartiality of officers and must not ask them to undertake work of a party-political nature or compromise their position with other councillors or other officers.

Officers provide the professional advice and managerial expertise and information needed for decision making by councillors and to deliver the policy framework agreed by councillors. They are responsible for implementing decisions of councillors and the day-to-day administration of the local authority.

The roles are very different but need to work in a complementary way.

It is important for both sides to respect these differences and ensure that they work in harmony. Getting that relationship right is an important skill. That is why the code requires councillors to respect an officer's impartiality and professional expertise. In turn officers should respect a councillor's democratic mandate as the people accountable to the public for the work of the local authority. It is also important for a local authority to have a councillor-officer protocol which sets out how this relationship works and what both councillors and officers can expect in terms of mutual respect and good working relationships.

Officers may sometimes give you advice that you do not want to hear or does not suit your political views. They must be allowed to do this without fear of recriminations to allow for good decision-making looking at all relevant options.

That means in your dealing with officers you must not seek to influence them improperly or put undue pressure on them. For example, you should not get officers to help you prepare party political material, or to help you with matters relating to your private business. You should not provide or offer any incentive or reward in return for acting in a particular way or reaching a particular decision.

Other than political assistants, officers are required to remain politically neutral and not demonstrate their support for specific parties or candidates.

The fundamentally held principle is that "the local government system of the UK has long resided on a bond of trust between elected members and a permanent corps of local government officer... that relationship of trust stems from the right of council members to expect that they are being assisted in their functions by officers who are politically neutral and whose loyalty is to the council as a whole<sup>[1]</sup>".

### **Examples**

A councillor became involved in a social care case on behalf of a constituent during which time he inappropriately sought to influence operational decision-making and sent discourteous and disrespectful correspondence to the officers. In doing so, he lost sight of his overall responsibility to the local authority to allow its officers to perform their statutory functions. He was found to have breached the Code of Conduct.

A councillor who, over a period of six months, persistently sought to influence the decisions of officers dealing with a complaint by his son and daughter-in-law

against their local authority tenant neighbour was found, through his actions, to have compromised the impartiality of the officers and to have used his position improperly to promote the interest of his family and to have brought the role of councillor into disrepute in breach of the Code of Conduct.

## **What does working on behalf of the authority mean?**

Local Authorities deliver services in a range of ways. Often services will have been contracted out to outside bodies. For example, if you are in a highway authority, road repair services may be carried out by outside contractors. Their employees delivering that contract are doing so on behalf of the local authority and you should not use your position to interfere improperly in delivery of that service.

## **What if I disagree with the views of an officer?**

You are perfectly entitled to disagree with officers. They are there to give you impartial professional advice and you do not need to accept their advice without question. When you do question them however, you should treat them with respect and recognise that they are professionals.

If you feel dissatisfied with the advice you are given you should raise through appropriate management channels in line with your local authority's councillor-officer protocol (where you have one) - [see guidance on respect, bullying and harassment in Part 2](#).

Where you have a declarable interest in a matter you are discussing with an officer you should make that clear to the officer – [see guidance on declarations of interest in Part 3](#). Where it is an interest which would stop you from taking part in a meeting you should not discuss those matters with officers except where you are seeking professional advice in the same way as any member of the public could – for example, assistance with making an application – and the officer should make a note that an interest has been declared. If you need to speak to an officer about the matter, you should arrange a meeting as a member of the public and not seek to use your position to gain preferential or quicker access.

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[1] *Ahmed v United Kingdom* (2000) 29 EHRR 1

## **Having regard to Officer advice**

Councillors take decisions every day that affect the lives of those who live and work within your community. It is therefore important that those decisions are made having regard to all available evidence and weighing up all sides of the argument.

Decisions can be challenged if they are unreasonable, and the local authority could find itself facing an expensive legal bill if it takes a decision which is unlawful. When considering any decision, you must have regard to any professional advice you have been offered, for example from planning or licensing officers. Both the monitoring officer and the chief finance officer have a statutory duty to report formally to the local authority where they believe a local authority action or expenditure is, or may be, unlawful. Similarly, when it comes to elections, you will need to have regard to any advice given to you by the returning officer who may well be a senior officer but in that capacity is entirely



independent of and separate from the local authority and is required to be politically neutral.

You must also give reasons for all decisions in accordance with statutory requirements and any reasonable requirements imposed by your local authority. Giving reasons for decisions is particularly important in relation to regulatory decisions and decisions where people's rights are affected. Where councillors disagree with officer recommendations in making a decision, councillors will need to take particular care in giving clear reasons for the decision.

If you seek advice as an individual councillor, or advice is offered to you, for example, on whether or not you should register or declare an interest, you must have regard to this advice before you make your mind up. Failure to do so may lead to a breach of the Code of Conduct.

If in any doubt – be safe and always seek advice from your monitoring officer before taking any action.

Local authorities have protocols for councillor-officer relations in their constitutions which are accessible on their websites.

The LGA published "[A councillor's workbook on effective councillor/officer relationships 2018](#)". This workbook has been designed as a distance learning aid for local councillors. It forms part of the suite of LGA resources intended to provide councillors with insight and assistance into key skills and knowledge. It is designed to provide a foundation for effective working as you progress in your councillor career, from the ward level to holding a leading councillor position. The workbook has been updated to contain information and examples obtained from the LGA's work on the ground in local authorities and through the [Corporate Peer Challenge programme](#), and to reflect the changing nature of the councillor and officer relationship.

## Confidentiality and access to information

### As a councillor:

#### 4.1 I do not disclose information:

**a. given to me in confidence by anyone**  
**b. acquired by me which I believe, or ought reasonably to be aware, is of a confidential nature, unless**

- **I have received the consent of a person authorised to give it;**
- **I am required by law to do so;**
- **the disclosure is made to a third party for the purpose of obtaining professional legal advice provided that the third party agrees not to disclose the information to any other person; or**
- **the disclosure is:**

- 1. reasonable and in the public interest; and**
- 2. made in good faith and in compliance with the reasonable requirements of the local authority; and**
- 3. I have consulted the monitoring officer prior to its release.**

**4.2 I do not improperly use knowledge gained solely as a result of my role as a councillor for the advancement of myself, my friends, my family members, my employer, or my business interests.**

**4.3 I do not prevent anyone from getting information that they are entitled to by law.**

Local authorities must work openly and transparently. Their proceedings and printed materials are open to the public, except in certain legally defined circumstances. You should work on this basis, but there will be times when it is required by law that discussions, documents, and other information relating to or held by the local authority must be treated in a confidential manner. Examples include personal data relating to individuals or information relating to ongoing negotiations.

## **Confidential information**

While local authority business is by law generally open and local authorities should always operate as transparently as possible, there will be times – for example, when discussing a named individual, confidential HR matters or commercially sensitive information – when it is appropriate for local authority business to be kept confidential or treated as exempt information.

In those circumstances, you must not disclose confidential information, or information which you believe to be of a confidential nature, unless:

- you have the consent of the person authorised to give it
- you are required by law to do so
- the disclosure is made to a third party for the purposes of obtaining professional advice (for example, your lawyer or other professional adviser) provided that person agrees not to disclose the information to any other person
- the disclosure is in the public interest

## **Disclosure in the public interest**

Disclosure ‘in the public interest’ is only justified in limited circumstances, when all the following four requirements are met:

- the disclosure must be reasonable
- the disclosure must be in the public interest
- the disclosure must be made in good faith
- the disclosure must be made in compliance with any reasonable requirements of your authority

In relation to the disclosure of confidential information in the public interest, the four requirements are outlined in more detail below.

1. The first requirement, that the disclosure must be reasonable, requires you to consider matters such as:

- Whether you believe that the information disclosed, and any allegation contained in it, is substantially true. If you do not believe this, the

disclosure is unlikely to be reasonable.

- Whether you make the disclosure for personal gain. If you are paid to disclose the information, the disclosure is unlikely to be reasonable.
- The identity of the person to whom the disclosure is made. It may be reasonable to disclose information to the police or to an appropriate regulator. It is less likely to be reasonable for you to disclose the information to the world at large through the media.
- The extent of the information disclosed. The inclusion of unnecessary detail, and in particular, private matters such as addresses or telephone numbers, is likely to render the disclosure unreasonable.
- The seriousness of the matter. The more serious the matter disclosed, the more likely it is that the disclosure will be reasonable.
- The timing of the disclosure. If the matter to which the disclosure relates has already occurred, and is unlikely to occur again, the disclosure may be less likely to be reasonable than if the matter is continuing or is likely to reoccur.
- Whether the disclosure involves your authority failing in a duty of confidence owed to another person.

2. The second requirement, that the disclosure must be in the public interest, needs to involve one or more of the following matters or something of comparable seriousness, that has either happened in the past, is currently happening, or is likely to happen in the future:

- a criminal offence is committed.
- your local authority or some other person fails to comply with any legal obligation to which they are subject.
- a miscarriage of justice occurs.
- the health or safety of any individual is in danger.
- the environment is likely to be damaged.
- that information tending to show any matter falling within the above is deliberately concealed.

3. The third requirement, that the disclosure is made in good faith, will not be met if you act with an ulterior motive, for example, to achieve a party-political advantage or to settle a score with a political opponent.

4. The fourth requirement, that you comply with the reasonable requirements of your local authority, means that before making the disclosure you must comply with your local authority's policies or protocols on matters such as whistleblowing and confidential information. You must first raise your concerns through the appropriate channels set out in such policies or protocols.

In summary, to decide whether the disclosure is reasonable and in the public interest, you may need to conduct a balancing exercise weighing up the public interest in maintaining confidentiality against any countervailing public interest favouring disclosure. This will require a careful focus on how confidential the information is, on any potentially harmful consequences of its disclosure, and on any factors, which may justify its disclosure despite these potential consequences. If in doubt you should always seek advice from the monitoring officer. Always keep a note of the reason for your decision.

In some situations, it is extremely unlikely that a disclosure can be justified in the public interest. These will include where the disclosure amounts to a criminal offence, or where the information disclosed is protected by legal professional privilege.

# Circumstances in which a local authority can treat information as confidential

The presumption under local government law is that local authority business is open unless it falls within a specific category of confidential or exempt information as set out in legislation. These categories are:

1. information given to the local authority by a Government Department on terms which forbid its public disclosure or
2. information the disclosure of which to the public is prohibited by or under another Act or by Court Order.

Generally personal information which identifies an individual, must not be disclosed under the data protection and human rights rules.

Exempt information means information falling within the following categories (subject to any condition):

1. relating to any individual.
2. which is likely to reveal the identity of an individual.
3. relating to the financial or business affairs of any particular person (including the authority holding that information).
4. relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or officer-holders under the authority.
5. in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
6. which reveals that the authority proposes:
  1. to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or
  2. to make an order or direction under any enactment
7. relating to any action taken or to be taken in connection with the prevention, investigation, or prosecution of crime.

Where information is legally classified as 'confidential' under the above categories the public must be excluded from meetings whenever it is likely in view of the nature of the business to be transacted or the nature of the proceedings that confidential information would be disclosed. Likewise, public access to reports, background papers, and minutes will also be excluded.

Where an officer recommends that a report to a decision-making committee should be treated as exempt information under the above categories the committee must still agree that the matter should be heard in a closed session. The committee may disagree with any recommendation and decide that those legal tests have not been met; or they may agree that those tests have been met but nevertheless it is in the public interest that the matter be considered in an open session. Again, you should keep a record of the rationale for the decision.

Once the local authority has agreed that the matter be treated as exempt, public access to relevant reports, background papers and minutes will also be excluded and an individual councillor must abide by that collective decision or risk breaching the code if they disclose that information (papers and content of discussion) without lawful excuse.

## **Does confidentiality under the code apply only to information which is classified as confidential or exempt by law?**

No. The code goes wider than matters simply considered in a formal local authority setting. Information is a broad term. It includes facts, advice, and opinions. It covers written material, including tapes, videos, CDs, DVDs, and other electronic media. It covers material in unwritten form, including intellectual property. Information can only be confidential if all the following apply:-

- it has the necessary ‘quality of confidence’ about it (trivial information will not be confidential but information that you would expect people to want to be private would be);
- it was divulged in circumstances importing an obligation of confidence (information properly in the public domain will not be confidential);
- disclosure of it would be detrimental to the party wishing to keep it confidential.

For example, you may be told confidential information by a constituent in the course of your duties. That is why the code is written broadly to cover information classed as confidential which you may come across in your duties.

You should use your judgment when you are given information. An individual does not have to explicitly say that information is confidential if they tell you something which a reasonable person would regard as sensitive. You may, however, wish to clarify if somebody tells you something whether they want you to treat it as confidential.

### **Examples**

A councillor was assisting a resident in an adoption process, which the resident decided to subsequently withdraw from. The resident’s estranged parent contacted the councillor for information as to what was happening with the case and the councillor inadvertently shared confidential information as she had not realised that father and son were estranged. This was found to be a breach of the code.

A councillor circulated information about an officer’s medical condition to other councillors and a local headteacher with whom he was acquainted. He was found to have disclosed information which should reasonably be regarded as being of a confidential nature and without the officer’s consent in breach of the Code of Conduct.

## **What does consent by the person authorised to give it mean?**

If somebody, for example a constituent, has told you something in confidence – for example in the line of casework – you may later want to put that in the public domain as part of pursuing that case. You should always check with the individual before you disclose something you believe is confidential to ensure that they are comfortable with that information being disclosed. You should also be clear with them as to how you may use the information, they give you to help resolve their issue.

## **In what circumstances am I required to disclose confidential information by law?**

This would be where a law enforcement or regulatory agency or the courts required disclosure of information.

## **In what way could I use information I have obtained to advance myself or others?**

As a councillor you will often receive commercially sensitive or other confidential information. You must not use that information to your own advantage. For example, if you know the local authority is considering the purchase of a piece of land, you should not use that information in your private dealings to seek to purchase the land.

## **How does this relate to the Data Protection Act?**

As part of their role councillors will receive personal information. They should seek to ensure they are familiar with how the Data Protection Act applies to their role in handling such information through training, and if they are not sure to seek advice from an appropriate officer in the council.

Although councillors are not required to register as a data controller, they will receive personal information from residents in their area. They should only use it for the purpose for which it has been given and must ensure this information is held securely and only share with others that are entitled to it.

In contrast, the local authority is responsible for information they provide to councillors and ensuring they know how it can be used.

## **Access to information**

Transparency is a very important principle underpinning local democracy and public decision-making. The public are entitled to see information about the way decisions are made unless there are specific reasons why that information is confidential. Your local authority should have a publication scheme setting out what information is accessible to the public and you as an individual councillor must not prevent any person from accessing information which they are entitled to by law. This includes information under the Freedom of Information Act 2000 or those copies of minutes, agendas, reports, and other documents of your local authority which they have a right to access.

If in doubt seek advice from the relevant local authority officers.

## **The 'need to know'**

As a councillor, you are not automatically entitled to access all information the local authority holds. For example, the local authority may deal with highly confidential and sensitive information about employees or about residents involved in complex cases.

In addition to rights set out in law or conferred by your local authority constitution, you have a right to inspect documents if you can demonstrate a "need to know". This isn't a right to a roving commission but must be linked to your performance of your duties and functions as a councillor. For example, the need could more easily be demonstrated by membership of a relevant committee,

such as a staffing committee than simply because you are interested in seeing the information. Local authorities have more justification for denying free access to particularly sensitive papers such as childcare or staffing records. You should not seek to get information if you have a declarable interest in it.

Most local authorities will have a nominated officer you can seek advice from if you feel you are not being given access to information you seek.

You can also exercise the “need to know” in respect of attending meetings. Access to Information Rules set out an Overview and Scrutiny Committee’s rights of access to documents and additional rights of access to documents for councillors to carry out their functions.

Where you are given access to documents which are not available to members of the public, you should ensure that any confidential information is used and protected in an appropriate and secure manner and shared with authorised persons only.

## **Can I use local authority information for matters outside the local authority?**

A councillor is entitled to access information held by the local authority for the performance of their duties as a councillor. If a councillor wishes to use local authority information for any purpose other than in connection with their duties as a councillor, and that information is not in a publicly available document, however, then that councillor should submit a freedom of information request so that it can be given to them to use freely.

The general rule is that any information held by the local authority and given directly to a councillor may only ever be used for the purpose for which it was provided. That purpose may add particular restrictions, for example where it relates to an individual constituent or sensitive matter. The purpose should not be for anything other than use in connection with the proper performance of the councillor’s duties as a councillor. The exceptions to this are where the information has already been published, it has been given as a result of a request under Freedom of Information or Environmental Information Regulations or it is in the public interest (‘whistleblowing’) for which provisions are made in the Code of Conduct as explained above.

Please see the [ICO website](#) for helpful guidance on data protection and freedom of information.

## **Disrepute**

### **As a councillor:**

#### **5.1 I do not bring my role or local authority into disrepute.**

As a councillor, you are trusted to make decisions on behalf of your community and your actions and behaviour are subject to greater scrutiny than that of ordinary members of the public. Article 3 of the European Convention on

Human Rights protects your right to freedom of expression, and political speech as a councillor is given enhanced protection but this right is not unrestricted. You should be aware that your actions might have an adverse impact on your role, other councillors and/or your local authority and may lower the public's confidence in your ability to discharge your functions as a councillor or your local authority's ability to discharge its functions.

In general terms, disrepute can be defined as a lack of good reputation or respectability. In the context of the Code of Conduct, a councillor's behaviour in office will bring their **role** into disrepute if the conduct could reasonably be regarded as either:

1. reducing the public's confidence in them being able to fulfil their role;  
or
2. adversely affecting the reputation of your authority's councillors, in being able to fulfil their role.

Conduct by a councillor which could reasonably be regarded as reducing public confidence in their local authority being able to fulfil its functions and duties will bring **the authority** into disrepute.

For example, circulating highly inappropriate, vexatious or malicious e-mails to constituents, making demonstrably dishonest posts about your authority on social media or using abusive and threatening behaviour might well bring the role of councillor into disrepute. Making grossly unfair or patently untrue or unreasonable criticism of your authority in a public arena might well be regarded as bringing your local authority into disrepute.

## Questions

### **What distinguishes disrepute to “your role or local authority” from disrepute to you as a person?**

The misconduct will need to be sufficient to damage the reputation of the councillor's role or local authority, as opposed simply to damaging the reputation of the individual concerned.

Certain kinds of conduct may damage the reputation of an individual but will rarely be capable of damaging the reputation of the role of councillor or the reputation of the authority.

Here are some of the situations that might tip the balance in favour of disrepute to the role of councillor or to the authority in particular cases:

1. Situations where councillors have put their private interests above the public interest, which they are expected to promote as councillors, and therefore reduced the standing of their role. For example, councillors using their position to secure a secret personal profit.
2. Similarly, situations where a councillor defies important and well-established rules of the authority for private gain.
3. Where a councillor engages in conduct which directly and significantly undermines the authority's reputation as a good employer or responsible service provider.



## Examples

A councillor posted a tweet reading “Cllr Blogs why don’t you just throw in the towel, just go before you cause any more damage to the reputation of the council. You and some members of your cabinet have failed. I hope that the SFO is brought in to investigate your conduct. #failedleadership.” The complainant stated that she found the tweet ‘very offensive’ and bullying and also considered that the tweet would reasonably bring the councillor’s office and the authority into disrepute. The councillor was found to have brought his authority into disrepute by reducing public confidence in the council.

A councillor brought his role and authority into disrepute by taking advantage of a local authority mistake and failing to prevent local authority-employed contractors from working on his privately-owned home. The local authority mistakenly sent decorators to the home, an ex-local authority property. The councillor only told the local authority about the mistake after the work had been completed and then said he could not be charged for the work.

The chair of a local authority made a deeply inappropriate remark at a local authority meeting that was reported in the local media and was accused of bringing his role and authority into disrepute. It was clear in both the meeting and the local media reporting that other councillors expressed concerns about his comments and found them inappropriate. It was found that he had not brought his authority into disrepute but that he had brought his role into disrepute.

## Misuse of position

### As a councillor:

#### **6.1 I do not use, or attempt to use, my position improperly to the advantage or disadvantage of myself or anyone else.**

Your position as a councillor provides you with certain opportunities, responsibilities, and privileges, and you make choices all the time that will impact others. However, you should not take advantage of these opportunities to further your own or others’ private interests or to disadvantage anyone unfairly.

You should not use, or attempt to use, your public office either for your or anybody else’s personal gain or loss. For example, your behaviour would be improper if you sought to further your own private interests through your position as a councillor.

Involving yourself in a decision in which you have an interest, to seek to benefit yourself or another would be a breach of this paragraph of the code. For guidance on how to conduct yourself when you have an interest and how to balance your rights as an individual and your responsibilities as a public decision maker see the chapter on registration of interests.

Councillors who own land, or whose relatives or close associates own land, need to be particularly cautious where planning matters are concerned. This applies equally to parish councillors when your local authority is consulted on planning matters. Similarly, while it is reasonable to expect councillors to help constituents apply to the local authority, for example, for housing, it is quite improper to seek to influence the decision to be taken by the officers and would also be in breach of paragraph 3 of the code.

## **What kinds of attempts to advantage or disadvantage would be improper?**

There are circumstances where it will be proper for a councillor to seek to confer an advantage or disadvantage and other circumstances where it will not.

Being a councillor can involve making hard choices and balancing a range of interests. Most decisions will inevitably benefit some people and will be to the detriment of others. It's important when you make those decisions to make them in what you think is the public interest and not be influenced by private interests.

For example, there can be no objection to councillors voicing their opposition to the closure of a local public library. This conduct is clearly intended to secure an advantage for the users of the library. What is crucial is that councillors' attempts to secure this advantage are clearly part and parcel of their duties as a local representative. Therefore, these activities are not improper.

The term 'improperly' is not defined in the Code of Conduct. This ensures that the scope of the provision is not unnecessarily limited. The underlying principle is that councillors are elected or appointed to public office to serve the public interest.

A councillor's conduct would be improper if they were to use their public position to further private interests of themselves or associates, or to settle old scores with enemies, to the detriment of the public interest. Any conduct that unfairly uses a councillor's public position to promote private interests over the public interest will be improper.

## **What if the attempt to confer an advantage or disadvantage fails?**

The wording of the Code of Conduct makes it clear that the use of position provision (paragraph 6) covers failed attempts as well as situations where an advantage or disadvantage has actually been achieved.

For example, if you have tried to influence fellow councillors to vote in a particular way which would be to your personal advantage and/or that of your family/close associates you would have breached this provision of the code even if they did not in fact vote that way.

## **Examples**

Most alleged improper uses of position are in connection with matters in which the councillors have interests.

A councillor who was a 'joint co-ordinator' of a community group did not notify the local authority of her position in this group. She took part in the considerations and voted on the decision to negotiate a new lease in respect of a workshop used by this community group. A standards committee found that she had used her position improperly as the decision on which she voted benefited a group in which she clearly had an interest which she had not disclosed to the local authority.

A local authority leader failed to declare a conflict of interest relating to land he owned. The court found that he used his position as a councillor and instructed a planning officer to alter the road route to benefit his own land's value to a

considerable extent. He was found guilty of misconduct in public life for trying to influence the route of a new by-pass to enclose his land in a new development belt, which would have significantly increased its value. He received an 18-month custodial sentence.

A parish councillor was found to have improperly used his position and secured an advantage for a member of the public by asking the parish clerk to make a payment which had not been approved by the Parish Council in breach of the Code of Conduct. The payment was for repairs to a private road used by the councillor to get to his allotment.

## **Misuse of resources and facilities**

### **As a councillor:**

**7.1 I do not misuse local authority resources.**

**7.2 I will, when using the resources of the local authority or authorising their use by others:**

**1. act in accordance with the local authority's requirements; and**

**1. ensure that such resources are not used for political purposes unless**

- 1. that use could reasonably be regarded as likely to facilitate, or**
- 2. be conducive to, the discharge of the functions of the local authority or of the office to which I have been elected or appointed.**

You may be provided with resources and facilities by your local authority to assist you in carrying out your duties as a councillor.

Examples include:

- office support
- stationery
- equipment such as phones, and computers
- transport
- access and use of local authority buildings and rooms

These are given to you to help you carry out your role as a councillor more effectively and are not to be used for business or personal gain. They should be used in accordance with the purpose for which they have been provided and the local authority's own policies regarding their use.

You must make sure you use the authority's resources for proper purposes only. It is not appropriate to use, or authorise others to use, the resources for political purposes, including party political purposes. When using the authority's resources, you must have regard, if applicable, to any Local Authority Code of Publicity made under the Local Government Act 1986.

[The recommended code of practice for local authority publicity](#) published by Ministry of Housing, Communities & Local Government provides guidance on the content, style, distribution, and cost of local authority publicity.

You must be familiar with the rules applying to the use of resources made available to you by your local authority. Failure to comply with the local authority's rules is likely to amount to a breach of the code.

If you authorise someone (for example a member of your family) to use your local authority's resources, you must take care to ensure that this is allowed by the local authority's rules.

You should never use local authority resources for purely political purposes, including designing and distributing party political material produced for publicity purposes.

However, your authority may authorise you to use its resources and facilities for legitimate political purposes in connection with your authority's business. For example, holding surgeries in your ward and dealing with correspondence from your constituents. In this case, you must be aware of the limitations placed upon such use for these purposes. Using your authority's resources outside of these limitations is likely to amount to a breach of the Code of Conduct. Where you are part of a formally-recognised political group, your local authority is also allowed to give you such resources as you need for local authority business, for example use of a room for group meetings.

You should never use local authority resources purely for private purposes, for example using a photocopier to print off flyers for your business unless your local authority's procedures allow for you to repay any costs accrued.

## **What are the “resources of the local authority”?**

The resources of the local authority include services and facilities as well as the financial resources of the authority.

Resources could include any land or premises, equipment, computers, and materials. The time, skills, and assistance of anybody employed by the authority, or working on its behalf, are also resources, as is information held by the authority which it has not published.

## **What constitutes using resources “improperly for political purposes”?**

The code acknowledges that party politics has a proper role to play, both in the conduct of authority business and in the way that councillors carry out their duties.

There will be times when it is acceptable for political groups to use the resources of the local authority, for example, to hold meetings in authority premises. Often it is impractical to separate a councillor's political campaigning from carrying out their duties as an elected ward member, such as when they hold surgeries or deal with correspondence from constituents.

However, councillors and monitoring officers will need to exercise considerable care to ensure that this provision is not abused. You must ensure that there is a

sufficient connection between the use of resources and the business of the authority. Only **improper** use of resources will be a breach of the Code of Conduct.

This part of the code complements Section 2 of the Local Government Act 1986, which prevents the publication of material "designed to affect public support for a political party". The code, however, goes further than the Code of Recommended Practice on Publicity. It covers not only the publication of campaigning material but also any other activity that is intended to promote purely party-political interests.

You must have regard to any applicable local authority code of publicity made under the powers contained in Section 4 of the Local Government Act 1986. Publicity is defined as "any communication, in whatever form, addressed to the public at large or to a section of the public". It will cover meetings, websites, and social media postings as well as printed and other written material.

You should be particularly scrupulous about the use of authority resources when elections are pending, particularly those resources relating to publicity. When using the local authority's resources in these circumstances, you should not appear to be seeking to influence public opinion in favour of you, your party colleagues, or your party.

## **How do you know what the authority's requirements for the use of resources are?**

Your local authority should have a protocol dealing with use of authority resources. A typical protocol would cover the following topics:

- use of authority premises
- councillor-officer relationships including use of officer time
- information technology, for example computer equipment and the use of associated software, including the use of such equipment at home
- telephones
- photocopying
- use of stationery and headed notepaper
- postage
- use of authority transport
- allowances and expenses

Your local authority may also have a separate protocol on the use of social media which would also be relevant.

The key principle underlying all such protocols should be that public office and public resources should not be used to further purely private or party-political purposes.

It is worth noting that where you authorise someone such as a family member to use the authority's resources, you must check whether the authority's rules allow this.

### **Examples**

The complaint alleged a councillor used his computer equipment provided by his local authority for private purposes by downloading inappropriate adult pornographic images and sending a number of letters to a local newspaper, which he falsely represented as being from members of the public. He was found to have

misused the local authority's equipment in breach of the code and had brought his office into disrepute.

A councillor used local authority notepaper in an attempt to avoid parking penalties incurred by his son. He also dishonestly attempted to renew a parking permit for disabled drivers. He was convicted of attempting, by deception, to evade the parking penalties dishonestly. He was also found by his local authority to have breached this paragraph of the code.

## **Complying with the Code of Conduct**

It is extremely important for you as a councillor to demonstrate high standards, for you to have your actions open to scrutiny and for you not to undermine public trust in the local authority or its governance. If you do not understand or are concerned about the local authority's processes in handling a complaint you should raise this with your monitoring officer.

### **As a councillor:**

#### **8.1 I undertake Code of Conduct training provided by my local authority.**

Councillors should be competent for the work they undertake, and this includes the way in which you conduct yourself when carrying out your role as a councillor. Training helps to develop such competence, ensuring that you understand the Code of Conduct and how it applies to you.

As a councillor you are responsible for your own actions and will be held personally responsible if you breach your local authority's Code of Conduct. Therefore, it is essential that, where you are offered the opportunity by your local authority, you equip yourself with sufficient knowledge of the code to ensure that you comply with it at all times.

#### **8.2 I cooperate with any Code of Conduct investigation and/or determination.**

The Code of Conduct is a cornerstone of good governance. It is important for public trust that it is seen to be taken seriously by individual councillors as well as the local authority as a whole.

While being the subject of a complaint that you have breached the Code of Conduct and having your conduct investigated may at times be unpleasant and stressful it is essential that councillors cooperate with any code investigations and determinations. Failure to cooperate will not stop an investigation but may simply drag matters and does not allow you to put your side of the story so increases the risk that inferences are drawn about your unwillingness to cooperate and that you will be found in breach of the Code.

It is equally important if you have made a complaint which the local authority has decided merits investigation that you continue to cooperate. Complaints made simply to damage the reputation of an individual through inferences but which

you are not willing to support through your cooperation will damage relationships and will also damage the reputation of you and your local authority.

If you are asked to assist the investigator as a potential witness it is again important that you do so to allow as fully rounded a picture as possible to be drawn so that any determination on a case has as much evidence as necessary in order to reach the correct decision. You should let the investigator know if you need any reasonable adjustments made.

### **8.3 I do not intimidate or attempt to intimidate any person who is likely to be involved with the administration of any investigation or proceedings.**

However much you may be concerned about allegations that you or a fellow councillor failed to comply with the Code of Conduct, it is always wrong to intimidate or attempt to intimidate any person involved in the investigation or hearing. Even though you may not have breached the Code of Conduct, you will have your say during any independent investigation or hearing, and you should let these processes follow their natural course. If you seek to intimidate a witness in an investigation about your conduct, for example, you may find yourself subject to another complaint that you breached this paragraph of the Code of Conduct.

### **When does the duty not to intimidate start and avoiding allegations of intimidation?**

Once there is the possibility of a complaint that the Code of Conduct has been broken, councillors need to be alert to how their behaviour towards potential witnesses or officers involved in handling of their case may be viewed. However innocently the contact is intended or may appear, great care should be taken when councillors deal with people involved with their case.

You should refer to your local authority's procedures and protocol for dealing with alleged breaches of your Code of Conduct.

### **8.4 I comply with any sanction imposed on me following a finding that I have breached the Code of Conduct.**

Fair, consistent, and proportionate sanctions help to ensure the integrity of the standards framework and thus maintain public trust and confidence in councillors, your role, and your authorities. It is important that councillors and local authorities take standards of conduct seriously and the use of sanctions helps to demonstrate this.

Failure to comply with sanctions can bring the standards framework into disrepute.

## **Part 3 – Protecting your reputation and the reputation of the local authority**

The code requires you to register matters under 2 separate categories:

1. Gifts and hospitality, you receive in your role as a councillor; and

## **Registration of gifts, hospitality and interests**

### **Gifts and hospitality**

#### **As a councillor:**

**9.1 I do not accept gifts or hospitality, irrespective of estimated value, which could give rise to real or substantive personal gain or a reasonable suspicion of influence on my part to show favour from persons seeking to acquire, develop or do business with the local authority or from persons who may apply to the local authority for any permission, licence or other significant advantage.**

**9.2 I register with the monitoring officer any gift or hospitality with an estimated value of at least £50 within 28 days of its receipt.**

**9.3 I register with the monitoring officer any significant gift or hospitality that I have been offered but have refused to accept.**

In order to protect your position and the reputation of the local authority, you should exercise caution in accepting any gifts or hospitality which are (or which you reasonably believe to be) offered to you because you are a councillor. The presumption should always be not to accept significant gifts or hospitality. However, there may be times when such a refusal may be difficult if it is seen as rudeness in which case you could accept it but must ensure it is publicly registered.

However, you do not need to register gifts and hospitality which are not related to your role as a councillor, such as Christmas gifts from your friends and family. It is also important to note that it is appropriate to accept normal expenses and hospitality associated with your duties as a councillor. If you are unsure, do contact your monitoring officer for guidance.

#### **What does “hospitality” mean?**

Hospitality can be defined as any food, drink, accommodation, or entertainment freely provided or heavily discounted.

#### **How much detail should I include on the register?**

Where you register gifts or hospitality you should include the name of the person or organisation who gave you the gift or hospitality; the date on which you received it; the reason it was given; and its value or estimated value.

#### **How do I know if gifts or hospitality have been offered to me because of my role as a councillor?**



The code says you must register any gift or hospitality received *in your capacity as a councillor* if the estimated value exceeds £50 or such other limit as agreed by your local authority.

You should ask yourself whether you would have received the gift or hospitality if you were not on the local authority. If you are in doubt as to the motive behind an offer of a gift or hospitality, we recommend that you register it or speak to the clerk or monitoring officer before deciding whether to accept it. You should also refer to the local authority's policy on gifts and hospitality.

You do not need to register gifts and hospitality which are not related to your role as a councillor, such as Christmas gifts from your friends and family, or gifts which you do not accept. However, you should apply common sense when you consider how receipt of a gift might be interpreted. For example, if you are the chair of the planning committee and a birthday present arrives from a family friend who is also an applicant just before a planning application is due to be considered, then you need to think about how this would be interpreted by a reasonable member of the public.

### **What about gifts or hospitality I do not accept?**

The code makes it clear that the presumption is that you do not normally accept gifts or hospitality. While gifts or hospitality can be offered for benign reasons it is important for your reputation, the reputation of the local authority and the need to reassure the public that decision-making is not being improperly influenced that you do not accept gifts or hospitality wherever possible.

Simply accepting gifts or hospitality and then registering it does not mean that it may be seen as reasonable. Accepting an expensive meal from somebody who is negotiating for a contract with the council, for example, is not 'made right' by being recorded on a public register.

There will be times, however, where turning down hospitality or gifts could be seen as causing unnecessary offence. For example, if you have been invited as a ward councillor to a local festival or faith celebration along with other members of the community then it may be entirely appropriate to accept the hospitality. However, you should always exercise particular caution if the organisers are involved in ongoing negotiations with the local authority on a particular matter.

Where you are offered a gift or hospitality but decline it you should nevertheless notify the monitoring officer. That helps the authority to identify if there are any patterns and to be aware of who might be seeking to influence the authority.

### **What about gifts or hospitality that falls below the limit in the code?**

You should always notify the monitoring officer of any gift or hospitality offered to you if it could be perceived as something given to you because of your position, especially where the gift or hospitality is from somebody who has put in an application to the local authority (or is about to) even where that hospitality falls below £50 or the limit set by the local authority.

While that would not be a matter for the public register it again allows the authority to be aware of any patterns.

Also, an accumulation of small gifts you receive from the same source over a short period of say a couple of months that add up to £50 or over should be registered in the interests of transparency.

### **What if I do not know the value of a gift or hospitality?**

The general rule is, if in doubt as to the value of a gift or hospitality, you should register it, as a matter of good practice and in accordance with the principles of openness and accountability in public life. You may therefore have to estimate how much a gift or hospitality is worth. For example, if you attend a dinner as a representative of the authority which has been pre-paid by the sponsors you would need to make an informed judgment as to its likely cost.

### **What if I'm at an event but don't have the hospitality or only have a small amount?**

The best way to preserve transparency is for you to assess the hospitality on offer, whether it is accepted or not. This is because it would clearly not be in your interests to be drawn into arguments about how much you yourself ate or drank at a particular occasion. For example, you may find yourself at a function where relatively lavish hospitality is on offer, but you choose not to accept it. You may go to a champagne reception but drink a single glass of orange juice for example.

As a guide you should consider how much a person could reasonably expect to pay for an equivalent function or event run on a commercial basis. What you have been offered is the value of the event regardless of what you actually consumed. Clearly where you are in any doubt the prudent course is to register the hospitality.

### **Is there a minimal threshold where I wouldn't have to notify the monitoring officer?**

The code is about ensuring that there is transparency and accountability about where people may be trying to influence you or the local authority improperly. However, in the course of your duties as a councillor you will be offered light refreshments or similar on many occasions. It is perfectly acceptable to have a cup of tea or biscuits at a meeting with residents at the local community centre for example and there may be times when an external meeting lasts all day and the organisers offer you a sandwich lunch and refreshments.

The Government's guide to the Bribery Act for employers says that 'the Government does not intend that genuine hospitality or similar business expenditure that is reasonable and proportionate be caught by the Act, so you can continue to provide bona fide hospitality, promotional or other business expenditure. In any case where it was thought the hospitality was really a cover for bribing someone, the authorities would look at such things as the level of hospitality offered, the way in which it was provided and the level of influence the person receiving it had on the business decision in question. But, as a general proposition, hospitality or promotional expenditure which is proportionate and reasonable given the sort of business you do is very unlikely to engage the Act.'

You should use your discretion and think how it might look to a reasonable person but always seek the views of the monitoring officer or clerk where you are a parish councillor if in doubt.

## **What are ‘normal expenses and hospitality associated with your duties as a councillor’?**

As well as the minimal threshold hospitality above there will be times when you are paid expenses which include an element for food and drink as part of your role.

The focus of the code is on the source of the hospitality and its nature. Hospitality does not need to be registered where it is provided or reimbursed by the authority or where it is clearly ancillary to the business being conducted, such as an overnight stay for an away-day. Therefore, hospitality at a civic reception or mayor’s ball would not need to be registered.

However, the hospitality should be registered if it is provided by a person or body other than the authority and is over and above what could reasonably be viewed as ancillary to the business conducted. You might meet dignitaries or business contacts in local authority offices. However, if such meetings take place in other venues, such as at cultural or sporting events, this should be registered as hospitality.

If you are away at a conference and you are offered entertainment by a private company or individual or attend a sponsored event you should consider registering it.

## **What if my role involves me attending regular events or receiving gifts or hospitality?**

Some roles in a local authority will inevitably involve being offered more entertainment than others because of the ‘ambassadorial’ nature of the role. For example, the mayor or chair of the authority will be invited to a large number of functions and the leader of the local authority may be attending events as political leader of the local authority.

Although the mayor or chair, for example, may attend many social functions, they are not exempt from the requirement to register hospitality as individual councillors. However, where the hospitality is extended to the office holder for the time being rather than the individual, there is no requirement under the code to register the hospitality against your individual register. The question a councillor needs to ask themselves is, “Would I have received this hospitality even if I were not the mayor/chair?” If the answer is yes, then it must be registered.

If matters are recorded on a mayor or chair’s register any entry on the register should make it clear that gifts or hospitality are being accepted because of the office held and, where possible, any gifts accepted should be ‘donated’ to the local authority or to charity or as raffle prizes for example.

Gifts that are clearly made to the local authority, for example a commemorative goblet which is kept on display in the local authority’s offices, do not need to be registered in the councillor’s register of gifts and hospitality. However, such gifts ought to be recorded by the local authority for audit purposes.

## **Register of interests**

Section 29 of the Localism Act 2011 requires the monitoring officer to establish and maintain a register of interests of members of the local authority.

You need to register your interests so that the public, local authority employees and fellow councillors know which of your interests might give rise to a conflict of interest. The register is a public document that can be consulted when (or before) an issue arises. The register also protects you by allowing you to demonstrate openness and a willingness to be held accountable. You are personally responsible for deciding whether or not you should disclose an interest in a meeting, but it can be helpful for you to know early on if others think that a potential conflict might arise. It is also important that the public know about any interest that might have to be disclosed by you or other councillors when making or taking part in decisions, so that decision-making is seen by the public as open and honest. This helps to ensure that public confidence in the integrity of local governance is maintained.

Within 28 days of becoming a member or your re-election or re-appointment to office you must register with the monitoring officer the interests which fall within the categories set out in **Table 1 (Disclosable Pecuniary Interests)** which are as described in “The Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012”. You should also register details of your other personal interests which fall within the categories set out in **Table 2 (Other Registerable Interests)**.

You must register two different categories of interests:

1. Disclosable Pecuniary Interests – these are categories of interests which apply to you and your partner. The categories are set out in regulations made under s27 of the Localism Act 2011 and knowing non-compliance is a criminal offence.
2. Other registerable interests – these are categories of interest which apply only to you and which the LGA believes should be registered as an aid to transparency.

Further details about these two categories follow. For guidance on when these interests give rise to a matter which needs to be declared at a meeting see the [guidance on declaring interests in Part 3](#).

## Disclosable Pecuniary Interests

These are interests which must be notified to the principal authority’s monitoring officer within 28 days of the code being adopted by your local authority or within 28 days from when you become a councillor in accordance with the statutory requirements of the Localism Act 2011. These are enforced by criminal sanction, and failure to register or declare such an interest at a meeting is a criminal offence. You must keep your register up to date so, as soon as a new interest needs to be registered or you cease to hold an interest, you should notify the monitoring officer.

A ‘disclosable pecuniary interest’ is an interest of yourself or your partner (which means spouse or civil partner, a person with whom you are living as husband or wife, or a person with whom you are living as if you are civil partners) and the categories covered are set out in Appendix A of the Code.

## Offences

It is a criminal offence under the Localism Act 2011 to

- fail to notify the monitoring officer of any disclosable pecuniary interest within 28 days of election or co-option
- fail to disclose a disclosable pecuniary interest at a meeting if it is not on the register
- fail to notify the monitoring officer within 28 days of a disclosable pecuniary interest that is not on the register that you have disclosed to a meeting
- participate in any discussion or vote on a matter in which you have a disclosable pecuniary interest
- knowingly or recklessly provide information that is false or misleading in notifying the monitoring officer of a disclosable pecuniary interest or in disclosing such interest to a meeting.

The criminal penalties available to a court are to impose a fine not exceeding level 5 on the standard scale and disqualification from being a councillor for up to five years.

<b>Subject</b>	<b>Description</b>
<b>Employment, office, trade, profession or vocation</b>	Any employment, office, trade, profession or vocation carried on for profit or gain.
<b>Sponsorship</b>	<p>Any payment or provision of any other financial benefit (other than from the council) made to the councillor during the previous 12-month period for expenses incurred by him/her in carrying out his/her duties as a councillor, or towards his/her election expenses.</p> <p>This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.</p>
<b>Contracts</b>	Any contract made between the councillor or his/her spouse or civil partner or the person with whom the councillor is living as if they were spouses/civil partners (or a firm in which such person is a partner, or an incorporated body of which such person is a director* or a body that such person has a beneficial interest in the securities of*) and the council:

	<p>(a) under which goods or services are to be provided or works are to be executed; and</p> <p>(b) which has not been fully discharged.</p>
<b>Land and Property</b>	<p>Any beneficial interest in land which is within the area of the council.</p> <p>‘Land’ excludes an easement, servitude, interest or right in or over land which does not give the councillor or his/her spouse or civil partner or the person with whom the councillor is living as if they were spouses/ civil partners (alone or jointly with another) a right to occupy or to receive income.</p>
<b>Licences</b>	<p>Any licence (alone or jointly with others) to occupy land in the local authority for a month or longer</p>
<b>Corporate tenancies</b>	<p>Any tenancy where (to the councillor’s knowledge)—</p> <p>(a) the landlord is the council; and</p> <p>(b) the tenant is a body that the councillor, or his/her spouse or civil partner or the person with whom the councillor is living as if they were spouses/ civil partners is a partner of or a director* of or has a beneficial interest in the securities* of.</p>
<b>Securities</b>	<p>Any beneficial interest in securities* of a body where—</p> <p>(a) that body (to the councillor’s knowledge) has a place of business or land in the council; and</p> <p>(b) either—</p> <p>(i) the total nominal value of the securities* exceeds £25,000 or one hundredth of the total issued share capital of that body; or</p> <p>(ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the councillor, or his/ her spouse or civil partner or the person with whom the councillor is living as if they were spouses/civil partners has a beneficial interest exceeds one hundredth of the total issued share capital of that class.</p>

\* 'director' includes a member of the committee of management of an industrial and provident society.

\* 'securities' means shares, debentures, debenture stock, loan stock, bonds, units of a collective investment scheme within the meaning of the Financial Services and Markets Act 2000 and other securities of any description, other than money deposited with a building society.

## **Does 'office carried on for profit or gain' include allowances I may receive from another local authority I sit on?**

If you receive allowances which are treated as taxable income rather than simply being pure reimbursement of expenses, say, then they do need to be registered and declared as appropriate.

Reimbursement of expenses is separately covered by the DPI category 'sponsorship' and makes clear that it excludes the need to register or declare reimbursement of expenses from one's own authority. However, that does not exclude any allowances received from another authority. This is supported by a letter written by the then Minister Brandon Lewis to Desmond Swayne MP in 2013 when this issue was raised with Government which said: "a member being in receipt of taxable members' allowances may be considered to give rise to a disclosable pecuniary interest under the subject of 'Employment, office, trade or vocation' set out in the regulations.

That means that any member in receipt of taxable allowances from another authority would have to register such as a DPI. For example, a parish councillor who is also a district councillor and is in receipt of taxable allowances from the district would need to register that fact.

## **How much detail do I need to put about my employment?**

It is not enough simply to put, for example, 'management consultant' or 'teacher'. Sufficient detail should be given to identify your company or employer. This aids transparency and allows people to see where potential conflicts of interest may arise.

Where you have a sensitive employment, which should not be disclosed you should discuss this with your monitoring officer (see 'sensitive interests' below). While the law on sensitive interests only applies to where there is a fear of intimidation there may be employment, such as certain sections of the military, which cannot be disclosed for other reasons so you should always seek advice if in doubt.

## **What is a contract with the local authority?**

Some councillors' own businesses which may have dealings with the local authority. For example, a grounds maintenance company may contract with a parish council for grass cutting. Such contracts should be included on the register of interests.

More broadly, councillors, as residents, may have dealings with the local authority in their personal lives. For example, some councillors pay their own local authority to have garden waste collections, rent an allotment or may be a member of the gym of a local authority operated leisure centre. Such arrangements form a subscription service that are open to all residents, and do not require registration.

### **How much detail is required of landholdings?**

Sufficient detail should be given to identify the land in question.

An address and, where the address is not sufficient, details that are sufficient to identify the land will usually meet the requirement. A plan identifying the land may be useful in some situations but is not a requirement.

### **Do you have to register the landholdings of your employers or bodies you have shareholdings in?**

In general, there is no requirement to list the landholdings of companies or corporate bodies included in the register. The only requirement is to register any tenancy between such bodies and the authority (under the corporate tenancies). Obviously, you can only be expected to register those you ought reasonably to be aware of, so, for example, if you work for a large housebuilder you may not be aware of which land in the local authority's area they had options on.

You do need to be mindful of your level of control in the company and the effect this may have on your benefit from the land. For example, if you and your spouse jointly owned a farming business, you would be the sole beneficiaries of any land owned by that farm and as such it is strongly advised to register land held by companies in which you have a controlling interest.

### **What about my home and tenancies?**

The most common beneficial interest in land councillors have is their home address. You should include in here your home if you live in it; whether that be as a result of a mortgage, tenancy, or other arrangement (for example, a councillor is living with their parents but not paying a rental fee to them).

You should also include in the section for beneficial interests in land any tenancy properties you own in the local authority's area.

### **How much information do you have to give out about shareholdings?**

In general, if you hold more than £25,000 of equity in a company, or more than 1 per cent of a shareholding, you are required to declare this.

Many councillors hold investments through trust funds, investment funds or pension funds which are managed by fund managers. In that situation, you may not know if you actually hold more than £25,000 in a single company or more than 1 per cent of a shareholding. The expectation is that you should take reasonable steps to ensure you do understand what investments you may have and whether the requirement to register applies, and so:



1. It can be helpful for councillors to state on their form that they have funds invested in specific funds.
2. It can be helpful for councillors to make fund managers aware of their requirement to declare where they hold significant investments within a company that operates in the local authority's area so that they can be notified if this is the case.

## **Do I have to separate my spouse/partners interests and my own interests?**

The law only requires you to register the interests, and you are not required specifically to state whether the interest is held by you, or by your spouse. However, many local authorities do ask for this information as it can be more transparent to separate it.

## **How much information do I need to obtain from my spouse/partner?**

You need to make sure you take all reasonable steps to obtain information from your spouse or partner about their interests. For example, you would reasonably be expected to know where they worked, or if they owned any rental properties. You would be expected to ask if they had any shareholdings in companies, but they may not know the full details of an investment fund they had and where it was invested, and if that were the case, you would not be expected to know (and register) it either.

## **Other registerable interests**

In addition to the Disclosable Pecuniary Interests above, you must, within 28 days of the code being adopted by your local authority, or your election or appointment to office (where that is later), notify the monitoring officer in writing of the details of your interests within the following categories, which are called 'other registerable interests':

- (a) Details of any body of which you are a member or in a position of general control or management and to which you are appointed or nominated by your local authority;
- (b) Details of any body of which you are a member or in a position of general control or management and which –
  - exercises functions of a public nature
  - is directed to charitable purposes, or
  - is a body which includes as one of its principal purposes influencing public opinion or policy
- (c) Details of any gifts or hospitality with an estimated value of more than £50 or such other limit as your local authority has agreed, that you receive personally in connection with your official duties.

With Other Registerable Interests, you are only obliged to register your own interests and do not need to include interests of spouses or partners. Therefore, a spousal interest in a local group is not registerable as an 'other registerable

interest'. Failure to register these interests is **not** covered by the criminal offence but would be a breach of the code.

## **What is a “body exercising functions of a public nature”?**

Although it is not possible to produce a definitive list of such bodies, here are some criteria to consider when deciding whether or not a body meets that definition -

- does that body carry out a public service?
- is the body taking the place of local or central government in carrying out the function?
- is the body (including one outsourced in the private sector) exercising a function delegated to it by a public authority?
- is the function exercised under legislation or according to some statutory power?
- can the body be judicially reviewed?

Unless you answer “yes” to one of the above questions, it is unlikely that the body in your case is exercising functions of a public nature.

Examples of bodies included in this definition: government agencies, other councils, public health bodies, council-owned companies exercising public functions, arms-length management organisations carrying out housing functions on behalf of a council, school governing bodies.

## **Do local campaigning or Facebook groups need to be registered?**

Membership (which does not include simply being on a mailing list), of local campaign or Facebook groups will only need to be registered if they are bodies:

- exercising functions of a public nature;
- directed towards charitable purposes; or
- one whose principal purpose includes influencing public opinion or policy.

Generally, it is unlikely that these groups will be regarded as formal bodies to be registered. However, each case should be considered on its own merits. ‘A Body’ is defined as ‘a number of persons united or organised’. Some groups are very united on their cause and organised, but their purpose must fall under one of the functions listed above.

There must also be some formality to the membership, such as registration for example. Simply attending a meeting of a local campaign does not of itself make you a ‘member’ of that organisation.

There has been a growth in organisations which are more nebulous in nature, and no formal membership requirements exist, such as Extinction Rebellion. It can be helpful to ask yourself the question “do I consider I am a member of the organisation” and if the answer is yes, then register the membership for transparency purposes.

If you need further information or specific advice, please speak to your clerk or monitoring officer.

## **What about membership of a political party or trade union?**

The second category of other registerable interests refers to membership of a body or being in a position of general control and management of a body, one of whose principal purposes includes the influence of public opinion or policy. This includes any political party or trade union. Memberships of political parties and Trade Unions therefore need to be registered. Remember that if because of membership of a political party or a trade union any payment or financial benefit is received, it is likely to come under the Sponsorship category of DPI.

## **Sensitive interests**

Where you consider that disclosure of the details of an interest could lead to you, or a person connected with you, being subject to violence or intimidation, and the monitoring officer agrees, if the interest is entered on the register, copies of the register that are made available for inspection and any published version of the register will exclude details of the interest, but may state that you have an interest, the details of which are withheld.

## **What is sensitive information?**

It may include your sensitive employment (such as certain scientific research or the Special Forces) which is covered by other legislation or interests that are likely to create serious risk of violence or intimidation against you or someone who lives with you. For example, disclosure of your home address where there has been a threat of violence against you or where there is a court order protecting your whereabouts.

You should provide this information to your monitoring officer and explain your concerns regarding the disclosure of the sensitive information; including why it is likely to create a serious risk that you or a person who lives with you will be subjected to violence or intimidation. You do not need to include this information in your register of interests, if your monitoring officer agrees, but you need to disclose at meetings the fact that you have an interest in the matter concerned (see guidance on declaring interests).

## **What happens if the monitoring officer does not agree that the information is sensitive?**

It is for the monitoring officer to decide if the information is sensitive. You must notify the monitoring officer of the information which you think is sensitive and give your reasons and any supporting evidence.

If the monitoring officer agrees, this information does not need to be included in the register of interests. However, if the monitoring officer disagrees then it must be registered.

## **What happens if the information stops being sensitive?**

You must notify the monitoring officer of any change in circumstances which would mean that the sensitive information is no longer sensitive within 28 days of

the change, for example a change in employment. The information would then be included in the authority's register of interests.

## **I haven't received a direct threat, but I am concerned about registering my home address.**

At present, councillors are required to register their home address as part of their local authority's register of interests which are typically published on their local authority website. There have been growing concerns about the potential for threats and intimidation to councillors by virtue of disclosing their home address. Whilst some councillors believe disclosing a home address is a core component of democracy and it is important for the public to know where a councillor may live as they may be making decisions that have an impact on their property, others are very concerned about it. Section 32 of the [Localism Act 2011](#) allows Local Authorities to withhold sensitive interests from the public register where their disclosure could lead to violence or intimidation. It is recommended that councillors should not be required to register their home addresses as a disclosable pecuniary interest. The [Committee on Standards in Public Life's](#) review of Local Government Ethical Standard recommended in January 2019 that councillors should not be required to register their home addresses as a disclosable pecuniary interest. However, at present the Government has not legislated for this.

It is important that if councillors have such concerns, they share these with the monitoring officer transparently and openly so they can be properly considered.

## **Who should you notify when registering your interests?**

The Localism Act and the Code both say that the monitoring officer is responsible for maintaining the register. You must therefore notify your monitoring officer of your interests to be registered. This is also true for parish councillors that you must notify the monitoring officer of the district, metropolitan or unitary authority for the area in which the parish council is situated.

However, the obvious point of contact for information of this type for the public is the parish clerk. The clerk needs to have an up-to-date copy of the register of interests in order to comply with public access requirements and there is a requirement for the parish council to publish the registers on their website where they have one, either directly or through a link to the relevant page on the principal authority's website. It also ensures that the clerk is aware of potential conflicts if they arise in a parish council meeting and can advise accordingly. It is therefore practical for the parish clerk to act as the point of contact between parish councillors and the relevant monitoring officer by collecting their interests together, passing them on and regularly asking councillors to review if there have been any changes.

However, you should ensure that there is a system in place for the parish clerk to pass on immediately any information to the relevant monitoring officer as each individual councillor is ultimately responsible for ensuring that the relevant monitoring officer is in possession of all the required information.

## **Declarations of interest**

# As a councillor:

## 9.1 I register and disclose my interests.

Section 29 of the Localism Act 2011 requires the monitoring officer to establish and maintain a register of interests of members of the authority.

You need to register your interests so that the public, local authority employees and fellow councillors know which of your interests might give rise to a conflict of interest. The register is a public document that can be consulted when (or before) an issue arises. The register also protects you by allowing you to demonstrate openness and a willingness to be held accountable. You are personally responsible for deciding whether or not you should disclose an interest in a meeting, but it can be helpful for you to know early on if others think that a potential conflict might arise. It is also important that the public know about any interest that might have to be disclosed by you or other councillors when making or taking part in decisions, so that decision making is seen by the public as open and honest. This helps to ensure that public confidence in the integrity of local governance is maintained.

You should note that failure to register or disclose a disclosable pecuniary interest as set out in **Table 1 of the Code**, is a criminal offence under the Localism Act 2011.

**Appendix B of the Code sets** out the detailed provisions on registering and disclosing interests. If in doubt, you should always seek advice from your monitoring officer.

This part of the Code is about the registering of your interests and then how to go about declaring or managing your interests.

At heart there is a simple principle – as public decision-makers, decisions must be made in the public interest and not to serve private interests. However, the rules to set out whether you have an interest or not in any given situation can be complex given the infinite variety of issues that may arise. This guidance is to help you steer a way through those rules.

The Code therefore requires members to declare interests in certain circumstances. Disclosure, in the register and at meetings, is about letting members of the public and interested parties know where you are coming from when involved in decision making and is to enable you to be ‘up front’ about who you are and what your conflicts of interest might be. Conflicts of interest in decision making as a councillor, and what in public law is known as ‘apparent bias’, are an established part of the local government legal landscape. The Nolan Principles and the Model Code require councillors to act impartially (i.e. not be biased) when carrying out their duties. **(See also guidance on bias and predetermination in Part 3)**

A single councillor who is guilty of bias is enough to strike out the whole decision when challenged before the courts. This can cause huge cost and reputational damage for the local authority, yet is seldom due to actual corruption or even consciously favouring a personal interest over the public interest on the part of the councillor involved and may have no repercussions for them personally.

The object of this part of the Code is therefore twofold.

Firstly, it is to provide an explanation and a guide to the public and councillors as to what is or isn't a conflict of interest and then how a conflict between the interest you may hold as an individual councillor and the public interest you must hold as a decision maker of a public authority can be best managed.

Secondly, the Code provides a means to hold an individual councillor to account for their actions when they fail to manage that conflict of interest properly and put the decision of the public authority, including the public purse, and decisions around individuals' daily lives, at risk.

The test at law for apparent bias is 'would a fair-minded and informed observer, having considered the facts, conclude that there was a real possibility of bias'. This is why you will see this question reflected in the Code when you are asked to consider whether or not you should participate in a meeting where you have a conflict of interest.

The code contains three different categories of interests – **Disclosable Pecuniary Interests (DPI); Other Registerable Interests (ORI); and Non-Registerable Interests (NRI).**

For the first two categories these are interests which must be recorded on a public register except in limited circumstances ([see guidance on Registration of Interests in Part 3](#)). The third category do not need to be recorded on the register but will need to be declared as and when they arise.

This means an interest may arise not just from interests already on your register. There will also be times when, although the interest does not personally involve you, it may involve a relative or close associate. You are not expected to register every interest of those people, but you will need to declare them as and when they might arise. These are referred to in the code as '**non-registerable interests**'.

As a brief summary, the requirements of the code apply where:

1. you or someone you are associated with has an interest in any business of your authority, and;
2. where you are aware or ought reasonably to be aware of the existence of that interest, and
3. you attend a meeting of your authority at which the business is considered (or where you are making a delegated decision as an individual under executive arrangements).

You must disclose to that meeting the existence and nature of your interests at the start of the meeting, or when the interest becomes apparent. It is usual to have for any declarations of interest at the start of the meeting but it is good practice also to ask again at the start of any agenda item. For example, members of the public may only be present for a specific item so will not have heard the declaration at the start, and a member may only become aware of the interest part-way through the meeting or item in any case.

And there will be times that because your interest is so close to the matter under discussion you will not be able to take part in that item of business. Those circumstances are explained in greater detail for each category of interest below.

This means there are three types of interest which you may have to declare:

**Disclosable Pecuniary Interests (Part A of the Register);  
Other Registerable Interests (Part B); and  
Non-registerable interests.**

Guidance is given below on each of these categories in turn.

## Disclosable Pecuniary Interests

(Annex B, paragraphs 4 and 5)

Disclosable Pecuniary Interests (or ‘DPIs’) were introduced by s30 of the Localism Act 2011. They are a category of interests which relate to the member and/or their partner, such as financial interests of you or your partner such as your house or other property, or if you have a job or own a business. The categories are set out in regulations made under the Act and are in **Table 1 of Annex B of the Code**.

‘**Partner**’ is defined by regulations as your ‘spouse or civil partner, a person with whom you are living as husband or wife, or a person with whom you are living as if you are civil partners.’

They must be registered and, where they come up in a meeting, declared. Failure knowingly to register or declare a DPI is a criminal offence under the Localism Act.

The Localism Act says that if you are present at a meeting of the Council, or any committee, sub-committee, joint committee or joint sub-committee of the authority, and you have a disclosable pecuniary interest **in any matter to be considered or being considered at the meeting:**

- you may not participate in any discussion of the matter at the meeting
- you may not participate in any vote taken on the matter at the meeting
- if the interest is not registered, you must disclose the interest to the meeting
- if the interest is not registered and is not the subject of a pending notification, you must notify the monitoring officer of the interest within 28 days.

The Act says you need to declare the nature of the interest only if it is not on the public register. In addition, your authority’s rules might require you to leave the room where the meeting is held while any discussion or voting takes place.

However, the Model Code states that it is important to declare the nature of the interest and to withdraw while the item is being dealt with. This aids transparency for the public and helps avoid accusations that you may be seeking to influence the outcome by remaining in the room even if your local authority’s rules don’t explicitly require it.

If you have a **DPI**, you may in certain circumstances be granted a dispensation to take part (see guidance on **Dispensations in Part3**).

### When does a Disclosable Pecuniary Interest arise?

The Localism Act uses the phrase ‘you have a DPI in any matter...’

This wording has led to some confusion as to what circumstances would lead to the need to declare a DPI. The Explanatory Notes to the Localism Act say that section 31 of the Act “requires a member of a relevant authority to disclose a disclosable pecuniary interest that they are aware of (apart from a sensitive

interest), at a meeting or if acting alone, where any matter to be considered **relates to** their interest. ... It prohibits a member from participating in discussion or voting on any matter **relating to** their interest or, if acting alone, from taking any steps in relation to the matter (subject to any dispensations).” [our emphasis].

This means you have a Disclosable Pecuniary Interest (DPI) in a matter when the matter being discussed **directly relates** to your registered interest or that of your partner, rather than simply affecting it.

For example, if you have registered 1 Acacia Avenue as your address, you would have a DPI if you put in a planning application for 1 Acacia Avenue, or if the whole of Acacia Avenue was being considered for a Resident Parking Zone.

You would not have a DPI if 3 Acacia Avenue had put in a planning application as the matter does **not directly relate** to your registered interest. You may however have a non-registerable interest (see below) as the application may indirectly affect your property.

### **Does setting the Council Tax or precept give rise to a DPI?**

The LGA is clear that you do not have a DPI simply if you are voting to set the Council Tax or precept. Guidance issued by the Government in 2013 made clear that ‘any payment of, or liability to pay, council tax does not create a disclosable pecuniary interest as defined in the national rules; hence being a council tax payer does not mean that you need a dispensation to take part in the business of setting the council tax or precept or local arrangements for council tax support.’

The Council Tax and precept are charges on all relevant properties in the area and do not directly relate to any single property in such a way as to give rise to a DPI. Members are therefore fully entitled to vote on the matter (subject to rules about Council tax arrears).

## **Other registerable interests**

(Paras 6, 8 and 9 of Annex B)

The second category of interests are ‘other registerable interests’ or ORIs.

If you have an ‘Other Registerable Interest’ – that is an interest which falls within the categories in Table 2 in Annex B - the Code says you should not participate in the relevant business in two circumstances:

1. when a matter directly relates to the finances or wellbeing of that interest. (para 6); or
2. when a matter affects the finances or wellbeing of that interest to a greater extent than it affects the majority of inhabitants; and a reasonable member of the public would thereby believe that your view of the public interest would be affected (paras 8 and 9).

**An interest ‘directly relates’ to an outside body where the local authority is taking a decision which directly relates to the funding or wellbeing of that organisation**



For example, under a) if you are a member of a group which has applied for funding from the local authority, or if you are a member of an organisation which has submitted a planning application, the decision directly relates to that organisation.

In such a case you must not take part in any discussion or vote on the matter. You can speak on the matter before withdrawing but only where the public are also allowed to address the meeting. For example, you may want to put forward the organisation's case as to why it has applied for funding, but representatives from competing organisations would also need to be able to make their case.

If the public are not allowed to address the meeting on that item, you would need, if necessary, to get another councillor who did not have an ORI to make any relevant case.

If the local authority is simply discussing that outside organisation but not making a decision which relates to its finances or wellbeing – for example discussing the annual report from the organisation – that does not directly relate to the organisation as there is no direct impact on the organisation which would give rise to a conflict of interest.

Under b) if you are on the committee of the local village hall and an application for a licence for another venue in the village is made which may take trade away from the village hall then the matter would affect the village hall and a reasonable person would believe that would affect your view of the public interest so those two tests are met.

You would not have an interest if the local authority was discussing early planning for an event, which may or may not be held in the village hall as there would be no direct financial impact at that time. When the plans crystallised then an interest would arise as a decision would be made which would have financial implications.

There will also be circumstances where you do not need to declare an interest even though the matter may be relevant to the wider aims of an organisation of which you are a member. For example, if you are a member of a charity such as the Royal Society for the Protection of Birds (RSPB), you do not need to declare an interest every time the local authority might discuss matters relating to habitats or conservation issues. Those issues may reflect the wider aims of RSPB, but they do not directly relate to or affect the organisation and your mere membership of the organisation has no bearing on the matter.

If you were in a position of control or general management in that body and the organisation was campaigning actively on the specific issue being discussed or you personally were campaigning actively on that specific issue the situation would be different. In those circumstances you may have an interest and there is a risk of predetermination. Where there is doubt you should always seek advice from the monitoring officer (or clerk if you are a parish councillor).

As with DPIs you can be granted a dispensation (see below) and if the interest has not been registered or notified to the monitoring officer you should do so within 28 days of the meeting.

## **Non-registerable interest**

The third category of interests is Non-registerable interests or NRIs.

A **Non-registerable Interest** arises where the interest is that of yourself or your partner which is not a DPI or of a relative or close associate (see definition below).

As a councillor you are not expected to have to register the interests of your relatives or close associates but under the Code you are expected to declare them as and when relevant business occurs which affects their finances or wellbeing. The Code says you should not participate in the relevant business in two circumstances:

- **a.** when a matter directly relates to that interest. Or
- **b.** when a matter affects that interest to a greater extent than it affects the majority of inhabitants and
  - a reasonable member of the public would thereby believe that your view of the public interest would be affected

For example, under a) if your son has submitted an application for a licence to open a bar, the matter directly relates to your relative. You must not take part in any discussion or vote on the matter.

For example, under b) there has been an application made to build several units of housing on a field adjacent to your business partner's home. It is not their application, but they will be more affected by the application than the majority of people so again you would be expected to declare the interest and withdraw.

Similarly, an application for the property next door to you does not directly relate to your property so it is not a DPI, but you would instead need to declare a Non-Registerable Interest.

In all of these cases you can speak on the matter before withdrawing but only where the public are also allowed to address the meeting. If the public are not allowed to address the meeting on that item, you would need if necessary, to get another councillor who did not have an NRI to make any relevant case or to represent the wider views of constituents.

As with DPIs you can be granted a dispensation (see below).

### **What is the difference between 'relates to' and 'affects'?**

Something relates to your interest if it is directly about it. For example, the matter being discussed is an application about a particular property in which you or somebody associated with you or an outside body you have registered has a financial interest.

'Affects' means the matter is not directly about that interest but nevertheless the matter has clear implications for the interest – for example, it is a planning application for a neighbouring property which will result in it overshadowing your property. An interest can of course affect you, your family or close personal associates positively and negatively. So, if you or they have the potential to gain or lose from a matter under consideration, an interest would need to be declared in both situations.

The term 'well-being' can be described as a condition of contentedness and happiness. Anything that could affect your quality of life or that of someone you are closely associated with, either positively or negatively, is likely to affect your well-being. There may, for example, be circumstances where any financial impact of a decision may be minimal but nevertheless the disruption it may cause to you or those close to you could be significant. This could be on either a temporary or permanent basis. Temporary roadworks in your street may affect your wellbeing on a temporary basis. Closure of a local amenity may have a more permanent impact on your wellbeing if you use it more than the majority of people in the area.

### **What are the definitions of relative or close associate?**

The Code does not attempt to define "relative" or "close associate", as all families vary. Some people may have very close extended families, but others will have more distant relations. You should consider the nature of your relationship with the person (eg whether they are a close family member or more distant relation). The key test is whether the interest might be objectively regarded by a member of the public, acting reasonably, as potentially affecting your responsibilities as a councillor. It would be a person with whom you are in either regular or irregular contact with over a period of time who is more than an acquaintance. It is someone a reasonable member of the public might think you would be prepared to favour or disadvantage when discussing a matter that affects them. It may be a friend, a colleague, a business associate or someone whom you know through general social contacts. A close associate may also be somebody to whom you are known to show animosity as you might equally be viewed as willing to treat them differently.

### **What if I am unaware of the interest?**

You can only declare an interest in a matter if you are aware of the interest. For example, a company of which your father-in-law is a director may have made an application to the local authority. You may not be aware that he is a director, and you are not expected to have to ask about the business affairs of your relatives or acquaintances simply because you are a councillor. However, you would need to declare an interest as soon as you became aware.

A reasonable member of the public would expect you to know of certain interests of course, so it is, for example, reasonable that you would be expected to know your daughter's address or job but not necessarily any shareholdings she might have. While it is therefore your decision as to whether or not to declare an interest, you should always consider how it might seem to a reasonable person and if in doubt always seek advice from the monitoring officer.

### **Do I always have to withdraw if I have an 'other registerable interest' or a non-registerable interest to declare?**

Where you have declared a DPI the Localism Act says you must always withdraw from participation unless you have a dispensation.

If the matter is an 'other registerable interest' or a non-registerable interest you must always withdraw from participation where the matter directly relates to that interest unless you have a dispensation.

If it is something which affects the financial interest or wellbeing of that interest you are asked to declare it and the Code then asks you to apply a two-part test before considering whether to participate in any discussion and/or vote:

1. Does the matter affect the interest more than it affects the majority of people in the area to which the business relates?

For example, if a major development affects the settlement where your sister lives and your sister would be no more affected than anybody else – for example, she lives at the other end of the settlement rather than next door to the development, the answer would be no. If the answer is yes, you then ask:

2. Would a reasonable member of the public knowing all the facts believe that it would affect your judgment of the wider public interest?

This is similar to the test for bias (*see guidance on predetermination and bias in Part 2*) and if the answer is yes to that question then you must not take part in the meeting.

You help to run a food bank and are considering a motion to investigate the causes of poverty. A reasonable member of the public would not think that fact would affect your view of the wider public interest.

You are over 65 and are taking part in a discussion about provisions for older people. You would be more affected than the majority, but a reasonable member of the public would not think that fact would affect your view of the wider public interest.

You are discussing closure of the local authority-run home where your elderly parent lives. A reasonable member of the public would think that fact would affect your view of the wider public interest because of the direct effect on your parent.

## **What does ‘withdraw from the meeting’ mean?**

When you withdraw from the meeting that means you must not be present in the room during the discussion or vote on the matter. If the public are allowed to speak at the meeting then you would be granted the same speaking rights as the public and would need to comply with the same rules – for example, giving notice in advance or abiding by time limits. However, unlike the public you would then withdraw once you had spoken.

This would be true at a committee meeting, for example, even if you are not a member of the committee but are simply attending as a member of the public. By staying in the room, even though you are not permitted to speak or vote, it is a long-held doctrine of case law that a councillor may still influence the decision or might gather information which would help in the furtherance of his or her interest. It is therefore in the public interest that a councillor, after having made any representations, should withdraw from the room, and explain why they are withdrawing.

These rules would apply to virtual meetings as they would to physical meetings. For example, after having spoken you should turn off your microphone and camera and may be moved to a ‘virtual waiting room’ while the item is discussed.

## Executive decisions

Where you are an executive member you should follow the same rules as above when considering a matter collectively – that is you should not take part in the decision where you have an interest applying the same rules as apply to other meetings above.

Where you have delegated decision-making power, you should not exercise that delegation in relation to matters where you have a disclosable pecuniary interest or another type of interest which would debar you from taking part in a meeting. Instead you should ask the executive to take the decision collectively without your participation.

Where you have been delegated non-executive powers under s.236 of the Local Government and Public Housing Act 2007 you should similarly follow this approach and your local authority may need to make that clear in its code if it is using that power.

## Dispensations

Wherever you have an interest the code allows you to apply for a dispensation. The Localism Act sets out arrangements for applying for a dispensation where you have a DPI but is silent about dispensations for other types of interest as they are not statutory interests. A similar process should however be set out in your constitution or Dispensation Policy for ORIs and NRIs.

A dispensation must be applied for in writing to the ‘Proper Officer’ (the monitoring officer or, in the case of a parish council, the clerk) in good time before the relevant meeting and will be considered according to the local authority’s scheme of delegation for considering a dispensation. The circumstances whereby a dispensation may be granted are where -

1. It is considered that without the dispensation the number of persons prohibited from participating in any particular business would be so great a proportion of the body transacting the business as to impede the transaction of the business.
2. It is considered that 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.
3. That the authority considers that the dispensation is in the interests of persons living in the authority’s area.
4. That the authority considers that it is otherwise appropriate to grant a dispensation.

## What is a ‘sensitive interest’?

There are circumstances set out in the Localism Act where you do not need to put an interest on the public register or declare the nature of an interest at a meeting although you would have to declare in general terms that you have an interest. These are so-called ‘sensitive interests’.

An interest will be a sensitive interest if the two following conditions apply: (a) That you have an interest (whether or not a DPI); and

(b) the nature of the interest is such that you and the monitoring officer consider that disclosure of the details of the interest could lead to you or a person connected to you being subject to violence or intimidation.

Where it is decided that an interest is a “sensitive interest” you must inform the monitoring officer of the interest so that a record is kept but it will be excluded from published versions of the register. The monitoring officer may state on the register that the member has an interest the details of which are excluded under that particular section.

Where the sensitive interest crops up in a meeting the usual rules relating to declaration will apply except that you will only be required to disclose that you hold an interest in the matter under discussion but do not have to say what that interest is. The Localism Act sets out the scheme where the DPI is a sensitive interest. Your local authority procedures should allow for similar arrangements for other registerable or declarable interests.

For example, if your sister has been subject to domestic violence such that the perpetrator has been served with a Domestic Violence Protection Order you would not be expected to disclose your sister’s address to a meeting.

### What do I do if I need advice?

If you are unsure as to whether you have an interest to declare you should always seek advice from the monitoring officer (or the clerk if you are a parish councillor).

**The Golden Rule is be safe –seek advice if in doubt before you act.**

No.	TYPE	SPEAK*	VOTE	STAY	EXAMPLE	COMMENTS
1	DPI	N	N	N	Awarding a contract to your own company  Planning application for your property  Resident parking zone includes your house	<i>Directly relates to DPI-foreseeable-narrow-criminal</i>
2a	ORI	If public allowed to	N	N	Awarding/withdrawing grant funding to a body of which you are a member e.g. village hall  Granting planning permission to a body of which you are a member	<i>Directly relates to finances-foreseeable-narrow-can “address” meeting if public can do, but not take</i>

						part in discussion.
2b	ORI	Test	Test	Test	Awarding grant funding to a body other than the body of which you are a member e.g. competitor to village hall	<i>Affects finances or wellbeing-test</i> (1) greater than majority of inhabitants and (2) reasonable public-affect view of public interest
3a	NRI	If public allowed to	N	N	Determining an application submitted by your sister or your neighbour for a dog breeding licence  Partner with free parking permit and policy review decision to be made  Councillor objects in private capacity to neighbours planning application cannot sit on PC as statutory consultee	<i>Directly relates to finances of you, partner (not a DPI)-a relative or close associate- Unforeseeable- can “address” meeting if public can do, but not take part in discussion.</i>
3b	NRI	Test	Test	Test	Application for housing development on land near to partners business property  Your neighbour applies for planning permission	<i>Affects finances or well-being-test</i> 1) greater than majority of inhabitants and (2) reasonable public-affect view of public interest

2b/3b	NRI	Test	Test	Test	Road works noise outside your house  Odours from nearby refuse tip  ASB from rough sleepers housed in B+B's nearby	<i>May not affect finances but Well-being=quality of life – apply 2-stage test</i>
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\*speak-take part in discussion, as opposed to addressing a public meeting as a member of the public where others can also address the meeting

Proximity in personal relationship and in physical proximity are often important factors in determining ability to speak and/or vote.

## Bias and Predetermination

Bias and predetermination are not explicitly mentioned in the Code of Conduct. The code provisions on declarations of interest are about ensuring you do not take decisions where you or those close to you stand to lose or gain improperly. (See [guidance on declarations of interest in Part 2](#))

There is however a separate concept in law dealing with bias and predetermination which exists to ensure that decisions are taken solely in the public interest rather than to further private interests.

Both the courts and legislation recognise that elected councillors are entitled, and indeed expected, to have and to have expressed their views on a subject to be decided upon by the local authority. In law, there is no pretence that such democratically accountable decision-makers are intended to be independent and impartial as if they were judges or quasi-judges.

Nonetheless, decisions of public authorities do involve consideration of circumstances where a decision-maker must not act in a way that goes to the appearance of having a closed mind and pre-determining a decision before they have all of the evidence before them and where they have to act fairly. Breaches of the rules of natural justice in these circumstances have and do continue to result in decisions of local authorities being successfully challenged in the courts. These issues are complex, and advice should be sought and given in the various situations that come up, which is why there are no direct paragraphs of the code covering this, although it does overlap with the rules on declarations of interest.

While declaring interests will to some extent deal with issues of bias, there will still be areas where a formal declaration is not required under the Code of Conduct, but councillors need to be clear that they are not biased or predetermined going into the decision-making process. Otherwise the decision is at risk of being challenged on appeal or in the Courts. To quote a leading judgment in this field "All councillors elected to serve on local councils have to be scrupulous in their duties, search their consciences and consider carefully the propriety of attending meetings and taking part in decisions which may give rise to an appearance of bias even though their actions are above reproach." [1]



The rules against bias say that there are three distinct elements.

The first seeks accuracy in public decision-making.

The second seeks the absence of prejudice or partiality on the part of you as the decision-maker. An accurate decision is more likely to be achieved by a decision-maker who is in fact impartial or disinterested in the outcome of the decision and who puts aside any personal strong feelings they may have had in advance of making the decision.

The third requirement is for public confidence in the decision-making process. Even though the decision-maker may in fact be scrupulously impartial, the appearance of bias can itself call into question the legitimacy of the decision-making process. In general, the rule against bias looks to the appearance or risk of bias rather than bias in fact, in order to ensure that justice should not only be done but should manifestly and undoubtedly be seen to be done.

To varying degrees, these “requirements” might be seen to provide the rationales behind what are generally taken to be three separate rules against bias: “automatic” (or “presumed”) bias, “actual” bias, and “apparent” bias.

[1] *Kelton v Wiltshire Council* [2015] EWHC 2853 (Admin)

The rationale behind “automatic” or “presumed” bias appears to be that in certain situations (such as if you have a pecuniary or proprietary interest in the outcome of the proceedings) then it must be presumed that you are incapable of impartiality. Since a motive for bias is thought to be so obvious in such cases, the decisions are not allowed to stand even though no investigation is made into whether the decision-maker was biased *in fact*. In these circumstances you should not participate in the discussion or vote on the issue. These are covered by the code’s requirement to declare certain interests and withdraw from participation. ([see guidance on declaration of interests in Part 3](#)).

A single councillor who is guilty of bias is enough to strike out the whole decision when challenged before the courts. This can cause huge cost and reputational damage for the local authority yet is seldom due to actual corruption or even consciously favouring a personal interest over the public interest on the part of the councillor involved and may have no repercussions for them personally.

## Predetermination

The Localism Act 2011 has enshrined the rules relating to pre-disposition and predetermination into statute. In essence you are not taken to have had, or appeared to have had, a closed mind when making a decision just because you have previously done anything that directly or indirectly indicated what view you may take in relation to a matter and that matter was relevant to the decision.

Predetermination at a meeting can be manifested in a number of ways. It is not just about what you might say, for example, but it may be shown by body language, tone of voice or overly-hostile lines of questioning for example.

You are therefore entitled to have a predisposition one way or another as long as you have not pre-determined the outcome. You are able to express an opinion providing that you come to the relevant meeting with an open mind and demonstrate that to the meeting by your behaviour, able to take account of all of the evidence and make your decision on the basis of the evidence.

## **How can bias or predetermination arise?**

The following are some of the potential situations in which predetermination or bias could arise.

### **Connection with someone affected by a decision**

This sort of bias particularly concerns administrative decision-making, where the authority must take a decision which involves balancing the interests of people with opposing views. It is based on the belief that the decision-making body cannot make an unbiased decision, or a decision which objectively looks impartial, if a councillor serving on it is closely connected with one of the parties involved.

#### **Examples**

The complaint alleged that a councillor had behaved in a disrespectful and harassing manner towards two fellow female councillors and officers. It was established that the councillor had made unwarranted and inappropriate physical contact with the councillors and officers at an official event and had also made remarks towards the officers which were patronising and demeaning. The councillor was found to be in breach of the Code of Conduct.

A district councillor also belongs to a parish council that has complained about the conduct of an officer of the district council. As a result of the complaint the officer has been disciplined. The officer has appealed to a councillor panel and the councillor seeks to sit on the panel hearing the appeal. The councillor should not participate.

Contrast this with:

The complaint about the officer described above is made by the local office of a national charity of which the councillor is an ordinary member and is not involved with the local office. The councillor should be able to participate in this situation because the matter is not concerned with the promotion of the interests of the charity.

### **Improper involvement of someone with an interest in the outcome**

This sort of bias involves someone who has, or appears to have, inappropriate influence in the decision being made by someone else. It is inappropriate because they have a vested interest in the decision.

#### **Examples**

A local authority receives an application to modify the Definitive Map of public rights of way. A panel of councillors are given delegated authority to make the statutory modification Order. They have a private meeting with local

representatives of a footpath organisation before deciding whether the Order should be made. However, they do not give the same opportunity to people with opposing interests.

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## **Prior involvement**

This sort of bias arises because someone is being asked to make a decision about an issue which they have previously been involved with. This may be a problem if the second decision is a formal appeal from the first decision, so that someone is hearing an appeal from their own decision. However, if it is just a case of the person in question being required to reconsider a matter in the light of new evidence or representations, it is unlikely to be unlawful for them to participate.

## **Commenting before a decision is made**

Once a lobby group or advisory body has commented on a matter or application, it is likely that a councillor involved with that body will still be able to take part in making a decision about it. But this is as long as they do not give the appearance of being bound only by the views of that body. If the councillor makes comments which make it clear that they have already made up their mind, they may not take part in the decision.

If the councillor is merely seeking to lobby a public meeting at which the decision is taking place but will not themselves be involved in making the decision, then they are not prevented by the principles of predetermination or bias from doing so. Unlike private lobbying, there is no particular reason why the fact that councillors can address a public meeting in the same way as the public should lead to successful legal challenges.

### **Examples**

A local authority appoints a barrister to hold a public inquiry into an application to register a village green. The barrister produces a report where he recommends that the application is rejected. A councillor attends a meeting in one of the affected wards and says publicly: “speaking for myself I am inclined to go along with the barrister’s recommendation”. He later participates in the local authority’s decision to accept the barrister’s recommendation. At the meeting the supporters of the application are given an opportunity to argue that the recommendation should not be accepted.

This is unlikely to give rise to a successful claim of predetermination or bias. The statement made by the councillor only suggests a predisposition to follow the recommendation of the barrister’s report, and not that he has closed his mind to all possibilities. The subsequent conduct of the meeting, where supporters of the application could try and persuade councillors to disagree with the recommendation, would confirm this.

A developer entered into negotiations to acquire some surplus local authority land for an incinerator. Planning permission for the incinerator had already been granted. Following local elections there is a change in the composition and political control of the local authority. After pressure from new councillors who have campaigned against the incinerator and a full debate, the local authority’s executive decides to end the negotiations. This is on the grounds that the land is needed for housing and employment uses.

The local authority's decision is unlikely to be found to be biased, so long as the eventual decision was taken on proper grounds and after a full consideration of all the relevant issues.

### **What do I do if I need advice?**

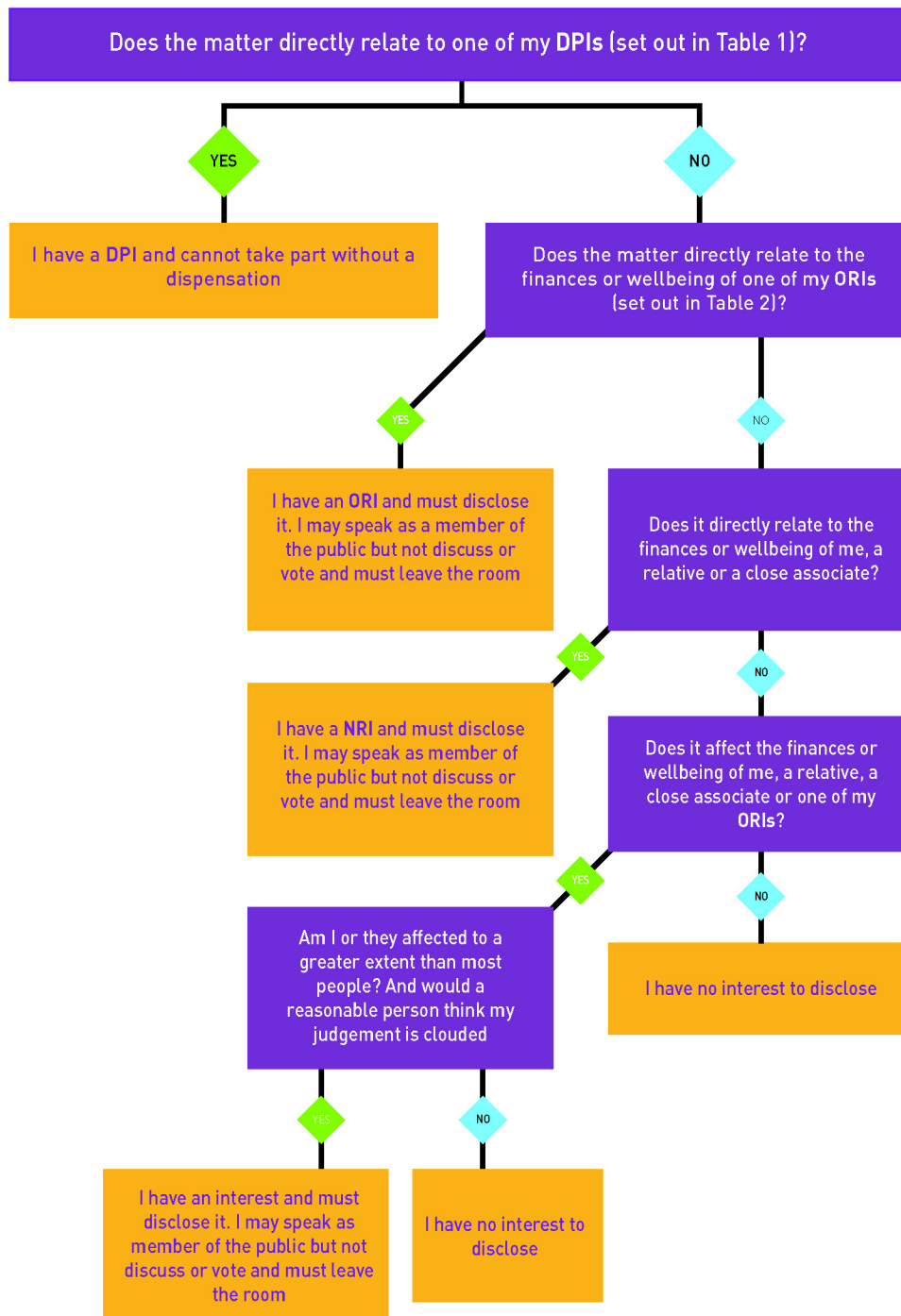
If you are unsure as to whether your views or any action you have previously taken may amount to predetermination you should always seek advice from the monitoring officer (or the clerk if you are a parish councillor).

**The Golden Rule is be safe –seek advice if in doubt before you act.**

## **Appendix 1 - Interests Flowchart**

### **Interests Flowchart**

The flowchart below gives a simple guide to declaring an interest under the code.



## Appendix 2 - General Principles

### General Principles

The Seven Principles of Public Life (also known as the Nolan Principles) outline the ethical standards those working in the public sector are expected to adhere to. The principles apply to all public office holders at all levels including ministers, civil servants, councillors, and local authority officers, as well as private and voluntary organisations delivering services paid for by public funds. The principles are:

## **Selflessness**

Holders of public office should act solely in terms of the public interest.

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## **Integrity**

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

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## **Objectivity**

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

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## **Accountability**

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

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## **Openness**

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

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## **Honesty**

Holders of public office should be truthful.

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## **Leadership**

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

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These principles underpin the standards that councillors should uphold and form the basis for the Code of Conduct, where the Principles have been translated into a series of clear rules. While fundamental to the Code of Conduct the principles are not part of the rules of the code and should be used for guidance and interpretation only.

## AGENDA ITEM 10

### DEMOCRATIC PROCESSES WORKING GROUP 21 February 2022

Commenced: 4.00pm

Terminated: 4.35pm

**Present:** Councillors Cooney (In the Chair), Billington, Fairfoull Feeley J. Fitzpatrick, Kitchen, Reid, M Smith, Ryan, Ward and Warrington.

#### 9. MINUTES OF PREVIOUS MEETING

##### RESOLVED:

That the minutes of the meeting of the Working Group held on 27 September 2021 be approved as a correct record.

#### 10. MAY 2022 ELECTIONS

Members considered a report of the Director of Governance and Pensions, which reminded Members that there would be standalone Borough Council elections on 5 May 2022. It was explained that the Notice of Election would be published on 28 March 2022. Therefore the nomination period would be from 9.00am on Tuesday, 29 March until 4:00 pm on Tuesday 5 April 2022. It was noted that the temporary reduction in number of assentors from 10 to 2 no longer applied.

For the elections in 2021 parties were encouraged to collect nomination packs for groups of candidates rather than all individual candidates collecting their own, it is suggested that this approach should continue for the 2022 election. To help ensure that paperwork was collected and returned in an orderly way appointments should be made for collection and return of nomination papers. Members were informed that prior to formally submitting nomination papers it would be possible to have papers informally checked as had been the case in previous years.

With regard to postal votes Members were informed they would be dispatched on Thursday 21 April and should arrive on Friday 22 April, which was the same schedule as we used in 2021. Arrangements put in place for verification and opening of postal votes in 2021 were different to the usual arrangements to ensure conducted in a covid safe way. As it appeared likely that there would be no restrictions in place for 2022 Elections, Members were asked to consider if they wished to retain the approach adopted in 2021 where in order to minimise the number of people in the room at the same time the number of wards opened at the one time was restricted to five and the number of candidate representatives for each ward was be restricted to 1, with one member of staff opening the postal votes for each ward. This approach meant that there were six postal vote opening days. The usual approach to postal vote opening was to have postal vote opening sessions by constituency i.e. all wards within each constituency being done at the same time. With this approach there would be two postal vote opening staff per ward, therefore requiring two candidate representative per ward. This approach would require four postal vote opening days. Postal vote scanning to check signatures and dates of birth will be undertaken at Dukinfield Town Hall in the usual way between 9am and 5pm each day from 25 April to 5 May.

Members were informed that the laws governing voting at polling stations would be the same as for other elections and it was anticipated that there will be no additional restrictions in place at the May 2022 Elections. It was explained that as part of the preparations for the May 2022 elections requests have been received to use alternative venues as polling stations from:

- Stalybridge North Ward - Millbrook Primary to be replaced with Reach Church;
- Ashton St Michael's Ward - Parochial Primary School to be replaced with Albion Church vestibule;

- St Peters Ward – Holy Trinity Primary to be replaced with Holy Trinity Community Centre;
- St Peters Ward – St Stephens Primary to be replaced with St Stephens Church;
- Dukinfield Ward – St Albans Mission Hall alternative venue required as venue longer available.

It was stated that for standalone Borough Council elections in the past Dukinfield Town Hall has been used as the venue for verification and counting of votes, this venue works best administratively given it is the administrative centre for the election and has been used effectively on a number of occasions previously although it does involve split levels. The alternative option as a count venue was Unit 7, Plantation Industrial Estate. This venue had been used for combined and parliamentary elections in the past, and was used in 2021 given the additional space. The verification of votes for all wards will begin at 10pm on 5 May following immediately by the counting of vote.

**AGREED that:**

- (i) the statutory timetable for 5 May 2022 Borough Council elections be noted;**
- (ii) it be noted that the Notice of Election would be published on Monday 28 March 2022;**
- (iii) it be noted that nominations can be submitted from 9am on Tuesday 29 March 2022 until 4pm on Tuesday 5 April 2022;**
- (iv) it be agreed that where possible nominations forms be collected and returned for groups of candidates rather than all individual candidates collecting their own;**
- (v) it be noted that the temporary reduction in the number of assentors required no longer applies;**
- (vi) Members note the intention to dispatch postal votes on Thursday 21 April;**
- (vii) the opening of postal votes be conducted on the same basis as in 2021 whereby five wards would be opened at a time with one member of staff per ward and one representative of each candidate in attendance;**
- (viii) the following changes to polling stations be agreed owing to unforeseen circumstances:**
  - **Stalybridge North Ward - Millbrook Primary to be replaced with Reach Church;**
  - **Ashton St Michael's Ward - Parochial Primary School to be replaced with Albion Church vestibule;**
  - **St Peters Ward – Holy Trinity Primary to be replaced with Holy Trinity Community Centre;**
  - **St Peters Ward – St Stephens Primary to be replaced with St Stephens Church;**
  - **Dukinfield Ward – That an alternative venue for the polling station at St Albans Mission Hall be identified on consultation with ward Members.**
- (ix) the verification and count be held in Unit 7, Plantation Industrial Estate beginning at 10pm on 5 May 2022.**

## **11. PARLIAMENTARY BOUNDARY REVIEW**

Members considered a report of the Director of Governance and Pensions, which updated Members on progress with the Parliamentary Boundary Review currently being undertaken by the Boundary Commission for England. Members were reminded that the Boundary Commission for England (BCE) was required by Parliament to undertake an independent and impartial review of all constituencies in England, to rebalance the number of electors in each constituency. The 2023 Boundary Review also required that the number of constituencies in England increased from 533 to 543. The Commission is holding a secondary consultation on its initial proposals for new constituencies, which takes place from 22 February to 4 April 2022. During the consultation, public hearings would be held across the country to allow members of the public to provide their views in person.

One point to note was that the Parliamentary Constituencies were based on existing ward not the wards that would exist following the implementation of the recent local government boundary review. In Tameside this would mean that in some areas parts of new wards would be in different constituencies to the rest of the ward, these areas were:



### **Stalybridge North and Stalybridge South**

22 Properties in one postcode (currently 43 Electors) to be moved to Stalybridge North, but would remain a part of the Denton and Hyde constituency.

### **Dukinfield Stalybridge and Hyde Newton – The Fairways estate.**

40 Properties in one postcode (currently 80 Electors) to be moved to Stalybridge North, but would be a part of the Denton and Hyde constituency.

### **Audenshaw and Denton West**

8 Properties (currently 20 Electors) to be moved to Audenshaw, but would be a part of the Denton and Hyde constituency, over the Ashton under Lyne with rest of Audenshaw ward.

### **Audenshaw and Denton North East**

Audenshaw to gain 28 properties in a single postcode (42 electors) from DENNE3 (around Stanhope close). But they would be in Denton and Hyde constituency under proposals.

Denton North East to gain 235 Properties (428 electors) from 9 postcodes in AUD2 but those electors would be in the Ashton constituency under proposals.

This issues is shared with a number of other GM Boroughs where the ward boundary changes mean wards will be split between constituencies.

### **AGREED:**

**That the update be noted.**

## **12. BOROUGH COUNCIL BOUNDARY REVIEW**

Members considered a report of the Director of Governance and Pensions, which updated Members on implementation of the outcome of the recent Local Government Boundary Review. It was explained that following the publication of the outcome of the local government boundary review in 2021 changes would be made to the boundaries of most wards in the Borough. These changes would not be implemented until the Borough Council elections in May 2023. This would mean that for the elections in May 2022 the existing ward boundaries would be used and any by-elections before May 2023. The revised Boundaries would be used for the 2023 Borough Council Elections, which will be all out elections, where all seats on the Council would be up for election.

It was explained that the current register of electors based on current boundaries would be in force until March 2023 when a new register based on the revised boundaries would be published. Work on amending the register would, however, begin soon after the May 2022 elections, we will in effect be amending a shadow register until March 2023, this would involve moving properties between wards in the background. This would not impact on electors until the May 2023 elections, prior to which electors would be informed where the voting arrangements have changed.

Prior to the implementation of the revised Boundaries in 2023 a review of polling districts and polling stations would be undertaken. It is a requirement to undertake a statutory review of polling districts and polling stations every five years, the next one was due in January 2023, this would begin after the May 2022 Borough Council elections so that it was completed prior to the implementation of the new ward boundaries. All Members would be involved in the review of polling districts and polling stations and the Democratic Processes Working Group would consider any recommended changes prior to consideration by full Council.

### **AGREED:**

**That the update be noted.**

### **13. ELECTIONS BILL 2021**

Members received a verbal update on progress with the Elections Bill 2021. It was stated that a range of new measures were proposed as part of the Elections Bill. The Bill had completed its passage through the House of Commons and was now awaiting further consideration in the House of Lords. The Bill contained provisions relating to:

- Voter identification;
- Postal and proxy voting measures;
- Clarification of undue influence;
- Accessibility of polls;
- Overseas Electors;
- EU Voting and Candidacy Rights;
- The Electoral Commission;
- Notional Expenditure;
- Political finance;
- Intimidation: new electoral sanction; and
- Digital imprints

Members were informed that further updates on the implication of the Bill for elections in Tameside would be provided to a future meeting of the Working Group.

**RESOLVED:**

**That the update be noted.**

### **14. ELECTORAL COMMISSION BULLETINS**



Consideration was given to a report of the Director of Governance and Pensions that provided Members with recent copies of the Electoral Commission news bulletin, which set out current issues affecting the democratic framework for local government.

**RESOLVED:**

**That the report be noted.**

**CHAIR**

# Agenda Item 13

<b>Report To:</b>	<b>COUNCIL</b>
<b>Date:</b>	22 February 2022
<b>Executive Member / Reporting Officer:</b>	Cllr Brenda Warrington, Executive Leader Steven Pleasant, Chief Executive
<b>Subject:</b>	<b>CALENDAR OF MEETINGS 2022/23 AND 2023/24</b>
<b>Report Summary:</b>	<p>Attached is a draft of the Calendar of Meetings for 2022/2023 and 2023/24 Municipal Years.</p> <p>The calendar has been produced for a two year period to give Members more advance notification of meetings and each year the two year rolling programme will be updated at Annual Council.</p> <p>The final Calendar of Meetings for 2022/23 and 2023/24 will be submitted to the Annual Meeting of Council. Any suggested changes to the Calendar should be submitted to Robert Landon prior to the publication of the agenda and reports for Annual Council.</p>
<b>Recommendations:</b>	That Members note the draft Calendar of Meetings for the 2022/23 and 2023/24 Municipal Years.
<b>Links to Community Strategy:</b>	The Constitution and democratic framework provides an effective framework for implementing the Community Strategy.
<b>Policy Implications:</b>	There are no policy implications.
<b>Financial Implications: (Authorised by the Section 151 Officer)</b>	There are no budgetary implications.
<b>Legal Implications: (Authorised by the Borough Solicitor)</b>	Achieves compliance with Procedural Standing Orders.
<b>Risk Management:</b>	Publication of the Meetings Calendar allows for transparent and inclusive decision-making and complies with the Freedom of Information Act 2000.
<b>Access to Information</b>	<p>The background papers relating to this report can be inspected by contacting Robert Landon, Head of Democratic Services by:</p> <p> phone: 0161 342 2146</p> <p> e-mail: <a href="mailto:robert.landon@tameside.gov.uk">robert.landon@tameside.gov.uk</a></p>

**DRAFT CALENDAR OF MEETINGS 2022/23 AND 2023/2024 MUNICIPAL YEARS**

<b>MEETINGS</b>	<b>DATE/TIME</b>						
<b>Council</b>	<b>Tuesday 5.00pm</b>	<b>24 May 2022</b>	<b>26 July 2022</b>	<b>4 Oct 2022</b>	<b>6 Dec 2022</b>		<b>28 Feb 2023</b>
		<b>23 May 2023</b>	<b>25 July 2023</b>	<b>3 Oct 2023</b>	<b>5 Dec 2023</b>		<b>27 Feb 2024</b>
<b>Board</b>	<b>Wednesday 2.00pm</b>	<b>1 June 2022 &amp; 8 June 2022</b>	<b>6 July 2022 &amp; 13 July 2022</b>	<b>3 Aug 2022 &amp; 10 Aug 2022</b>	<b>7 Sept 2022 &amp; 14 Sept 2022</b>	<b>5 Oct 2022 &amp; 12 Oct 2022</b>	<b>2 Nov 2022 &amp; 9 Nov 2022</b>
		<b>7 Dec 2022</b>	<b>4 Jan 2023 &amp; 11 Jan 2023</b>	<b>1 Feb 2023</b>	<b>1 March 2023 &amp; 8 March 2023</b>	<b>5 April 2023 &amp; 12 April 2023</b>	<b>7 June 2023 &amp; 14 June 2023</b>
Page 428		<b>5 July 2023 &amp; 12 July 2023</b>	<b>2 Aug 2023 &amp; 9 Aug 2023</b>	<b>6 Sept 2023 &amp; 13 Sept 2023</b>	<b>4 Oct 2023 &amp; 11 Oct 2023</b>	<b>1 Nov 2023 &amp; 8 Nov 2023</b>	<b>6 Dec 2023</b>
		<b>3 Jan 2024 &amp; 10 Jan 2024</b>	<b>7 Feb 2024</b>	<b>6 March 2024 &amp; 13 March 2024</b>	<b>3 April 2024 &amp; 10 April 2024</b>		
<b>Transformation Board</b>	<b>Wednesday 2.00pm</b>	<b>15 June 2022</b>	<b>20 July 2022</b>	<b>17 August 2022</b>	<b>21 September 2022</b>	<b>19 October 2022</b>	<b>16 November 2022</b>
		<b>18 Jan 2023</b>	<b>15 Feb 2023</b>	<b>15 March 2023</b>	<b>19 April 2023</b>	<b>21 June 2023</b>	<b>19 July 2023</b>
		<b>23 August 2023</b>	<b>20 September 2023</b>	<b>18 October 2023</b>	<b>15 November 2023</b>	<b>17 Jan 2024</b>	<b>21 Feb 2024</b>
		<b>20 March 2024</b>	<b>17 April 2024</b>				
<b>Executive Cabinet</b>	<b>Wednesday 1.00pm (or at the rise of SCB whichever is later)</b>	<b>22 June 2022</b>	<b>27 July 2022</b>	<b>24 Aug 2022</b>	<b>28 Sept 2022</b>	<b>26 Oct 2022</b>	<b>23 Nov 2022</b>
		<b>14 Dec 2022</b>	<b>25 Jan 2023</b>	<b>8 Feb 2023 (Jt meeting with Overview Panel)</b>	<b>29 March 2023</b>	<b>26 April 2023</b>	<b>28 June 2023</b>

		26 July 2023	30 Aug 2023	27 Sept 2023	25 Oct 2023	22 Nov 2023	13 Dec 2023
		24 Jan 2024	14 Feb 2024 (Jt meeting with Overview Panel)	27 March 2024	24 April 2024		
<b>Strategic Commissioning Board</b>	<b>Wednesday 1.00pm</b>	22 June 2022	27 July 2022	24 Aug 2022	28 Sept 2022	26 Oct 2022	23 Nov 2022
		21 Dec 2022	25 Jan 2023	8 Feb 2023	29 March 2023	26 April 2023	28 June 2023
		26 July 2023	30 Aug 2023	27 Sept 2023	25 Oct 2023	22 Nov 2023	20 Dec 2023
		24 Jan 2024	14 Feb 2024	27 March 2024	24 April 2024		
<b>Overview Panel</b>	<b>Monday 2.00pm</b>	25 July 2022	26 Sept 2022	21 Nov 2022	Wed 8 Feb 2023 (Jt meeting with Executive Cabinet)		
		24 July 2023	25 Sept 2023	20 Nov 2023	Wed 14 Feb 2024 (Jt meeting with Executive Cabinet)		
<b>Audit Panel</b>	<b>Tuesday 2.00pm</b>	26 July 2022	27 Sept 2022	22 Nov 2022	14 March 2023		
		25 July 2023	26 Sept 2023	21 Nov 2023	12 March 2024		
<b>Planning Committee</b>	<b>Wednesday 10.00am</b>	8 June 2022	20 July 2022	14 Sept 2022	19 Oct 2022	16 Nov 2022	14 Dec 2022
		18 Jan 2023	22 Feb 2023	15 March 2023	19 April 2023	31 May 2023	28 June 2023
		26 July 2023	13 Sept 2023	18 Oct 2023	15 Nov 2023	13 Dec 2023	17 Jan 2024
		14 Feb 2024	20 March 2024	17 April 2024			
<b>Liquor Licensing Panel</b>	<b>Monday 10.00am</b>	13 June 2022	11 July 2022	5 Sept 2022	7 Nov 2022	16 Jan 2023	6 March 2023
		12 June 2023	10 July 2023	11 Sept 2023	6 Nov 2023	15 Jan 2024	11 March 2024
<b>Licensing Panel</b>	<b>Tuesday 10.00am</b>	14 June 2022	19 July 2022	13 Sept 2022	15 Nov 2022	17 Jan 2023	14 March 2023
		13 June 2023	18 July 2023	19 Sept 2023	14 Nov 2023	16 Jan 2024	19 March 2024

<b>Scrutiny Panels:</b>							
<b>Place and External Relations</b>	<b>Tuesday at 6.00pm</b>	<b>7 June 2022</b>	<b>26 July 2022</b>	<b>20 Sept 2022</b>	<b>1 Nov 2022</b>	<b>10 Jan 2023</b>	<b>7 March 2023</b>
		<b>6 June 2023</b>	<b>25 July 2023</b>	<b>12 Sept 2023</b>	<b>7 Nov 2023</b>	<b>9 Jan 2024</b>	<b>5 March 2024</b>
<b>Integrated Care and Wellbeing</b>	<b>Thursday at 6.00pm</b>	<b>9 June 2022</b>	<b>28 July 2022</b>	<b>22 Sept 2022</b>	<b>3 Nov 2022</b>	<b>12 Jan 2023</b>	<b>9 March 2023</b>
		<b>8 June 2023</b>	<b>27 July 2023</b>	<b>14 Sept 2023</b>	<b>9 Nov 2023</b>	<b>11 Jan 2024</b>	<b>7 March 2024</b>
<b>Other Panels and Working Groups:</b>							
<b>Standards Committee</b>	<b>Tuesday 4.00pm</b>		<b>6 Sept 2022</b>	<b>1 Nov 2022</b>	<b>4 April 2023</b>		
			<b>5 Sept 2023</b>	<b>7 Nov 2023</b>	<b>26 March 2024</b>		
<b>Strategic Planning and Capital Monitoring Panel</b>	<b>Monday 2.00pm</b>	<b>18 July 2022</b>	<b>19 Sept 2022</b>	<b>14 Nov 2022</b>	<b>20 March 2023</b>		
		<b>17 July 2023</b>	<b>18 Sept 2023</b>	<b>20 Nov 2023</b>	<b>18 March 2024</b>		
<b>Democratic Processes Wrk Grp</b>	<b>Monday 4.00pm</b>	<b>4 July 2022</b>	<b>26 Sept 2022</b>	<b>12 Dec 2022</b>	<b>20 Feb 2023</b>		
		<b>3 July 2023</b>	<b>25 Sept 2023</b>	<b>11 Dec 2023</b>	<b>19 Feb 2024</b>		
<b>Environment and Climate Emergency Working Group</b>	<b>Wednesday 4.30pm</b>	<b>15 June 2022</b>	<b>7 Sept 2022</b>	<b>16 Nov 2022</b>	<b>15 March 2023</b>		
		<b>14 June 2023</b>	<b>13 Sept 2023</b>	<b>15 Nov 2023</b>	<b>13 March 2024</b>		
<b>Health and Wellbeing Board</b>	<b>Thursday at 10.00am</b>	<b>16 June 2022</b>	<b>15 Sept 2022</b>	<b>17 Nov 2022</b>	<b>19 Jan 2023</b>	<b>16 March 2023</b>	
		<b>15 June 2023</b>	<b>14 Sept 2023</b>	<b>16 Nov 2023</b>	<b>18 Jan 2023</b>	<b>14 March 2024</b>	
<b>Education Attainment Improvement Board</b>	<b>Tuesday at 3.30pm</b>	<b>21 June 2022</b>	<b>18 Oct 2022</b>	<b>17 Jan 2023</b>	<b>14 March 2023</b>		
		<b>20 June 2023</b>	<b>17 Oct 2023</b>	<b>16 Jan 2024</b>	<b>12 March 2024</b>		

<b>Corporate Parenting Board</b>	<b>Tuesday at 5pm</b>	<b>7 June 2022</b>	<b>9 Aug 2022</b>	<b>11 Oct 2022</b>	<b>6 Dec 2022</b>	<b>14 Feb 2023</b>	<b>11 April 2023</b>
		<b>6 June 2023</b>	<b>8 Aug 2023</b>	<b>10 Oct 2023</b>	<b>5 Dec 2023</b>	<b>13 Feb 2024</b>	<b>9 April 2024</b>
<b>Strategic Neighbourhood Forums:</b>							
<b>SOUTH (Hyde/Longdendale)</b>	<b>Monday at 6.30pm</b>	<b>27 June 2022</b>	<b>17 Oct 2022</b>	<b>30 Jan 2023</b>	<b>27 March 2023</b>		
		<b>26 June 2023</b>	<b>16 Oct 2023</b>	<b>29 Jan 2024</b>	<b>25 March 2024</b>		
<b>NORTH (Ashton)</b>	<b>Tuesday at 6.30pm</b>	<b>28 June 2022</b>	<b>18 Oct 2022</b>	<b>31 Jan 2023</b>	<b>28 March 2023</b>		
		<b>27 June 2023</b>	<b>17 Oct 2023</b>	<b>30 Jan 2024</b>	<b>26 March 2024</b>		
<b>EAST (Dukinfield/Mossley/Stalybridge)</b>	<b>Wednesday at 6.30pm</b>	<b>22 June 2022</b>	<b>12 Oct 2022</b>	<b>25 Jan 2023</b>	<b>22 March 2023</b>		
		<b>21 June 2023</b>	<b>11 Oct 2023</b>	<b>24 Jan 2024</b>	<b>20 March 2024</b>		
<b>WEST (Aldershaw/Denton/Droylsden)</b>	<b>Thursday at 6.30pm</b>	<b>23 June 2022</b>	<b>13 Oct 2022</b>	<b>26 Jan 2023</b>	<b>23 March 2023</b>		
		<b>22 June 2023</b>	<b>12 Oct 2023</b>	<b>25 Jan 2024</b>	<b>21 March 2024</b>		

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**GMPF MEETINGS 2022/23 & 2023/24**

<b>Pension Fund and Working Groups calendar dates:</b>					
<b>Pension Fund Panel</b>	<b>Friday 10.00am</b>	15 July 2022	16 Sept 2022	2 Dec 2022	24 Mar 2023
		14 July 2023	15 Sept 2023	1 Dec 2023	8 Mar 2024
<b>Policy &amp; Development</b>	<b>Thursday 11.00am</b>	23 June 2022	8 Sept 2022	17 Nov 2022	2 Mar 2023
		22 June 2023	7 Sept 2023	16 Nov 2023	22 Feb 2024
<b>Investment Monitoring &amp; ESG</b>	<b>Friday 9.00am</b>	29 July 2022	30 Sept 2022	27 Jan 2023	14 April 2023
		28 July 2023	29 Sept 2023	26 Jan 2024	12 April 2024
<b>Administration &amp; Employer Funding Viability</b>	<b>Friday 11.00am</b>	29 July 2022	30 Sept 2022	27 Jan 2023	14 April 2023
		28 July 2023	29 Sept 2023	26 Jan 2024	12 April 2024
<b>Local Pensions Board</b>	<b>Thursday 3.00pm</b>	28 July 2022	29 Sept 2022	26 Jan 2023	13 April 2023
		27 July 2023	28 Sept 2023	25 Jan 2024	11 April 2024
<b>Northern LGPS Joint Oversight Cttee</b>	<b>Thursday 11.00am</b>	7 July 2022	6 Oct 2022	2 Feb 2023	13 April 2023
		6 July 2023	5 Oct 2023	1 Feb 2024	11 April 2024



## Council – 22 February 2022 – Urgent Item

### Agenda Item 16

#### Motion in the name of Councillor Shibley Alam

#### Hyde Driving Test Centre closure

##### **That this Council notes**

- The recent news that Hyde driving test centre is to close after decades of serving the learner drivers of Tameside and its surrounding areas.
- There is an extremely high demand in Tameside and Glossop for driving tests.
- The current waiting times are in excess of four months, and were under comparable pressure pre the Covid pandemic.
- Moving tests to Bredbury and Chadderton will not ease this problem, instead further exacerbating the pre-existing issues those centres already face with their own waiting lists.
- Furthermore, driving instructors were not consulted on the decision and many found out either through pupils or social media.

##### **This Council believes that**

- This decision will make learning to drive prohibitively expensive for some learners especially those from poorer backgrounds, depriving them of a valuable life skill.
- While the DVSA asserts that to take a driving test, learners should be able to drive in any location with there being no need to visit test centre areas for practice. In reality, this is an unfair situation to bestow on learners. First time test takers already have a very low first-time pass rate of approximately 45% - this decision would further disadvantage such learners.
- Should the decision take place, learners from across Tameside will struggle to reach Chadderton or Bredbury to practice in the local areas. Learners would be forced to do at least two hour lessons, struggling to spend adequate time in either the Bredbury or Chadderton areas to become familiar with and understand the roads.

##### **This Council resolves to;**

- To back the current campaign by local driving instructors to retain a testing facility in Tameside.
- To ask the Executive Leader and Chief Executive to write the DVSA - calling on them to work with local stakeholders and the Council to look for a suitable venue in the borough of Tameside, so a testing facility can continue to serve the learners of Tameside and its surrounding areas.

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