

EXECUTIVE CABINET

Day: Wednesday
Date: 28 September 2022
Time: 1.00 pm
Place: Tameside One, Market Square, Ashton-Under-Lyne, OL6 6BH

Item No.	AGENDA	Page No
1.	APOLOGIES FOR ABSENCE	
	To receive any apologies for the meeting from Members of the Executive Cabinet.	
2.	DECLARATIONS OF INTEREST	
	To receive any declarations of interest from Members of Executive Cabinet.	
3.	MINUTES	
a)	EXECUTIVE CABINET	1 - 10
	To consider the Minutes of the Executive Cabinet held on 24 August 2022.	
b)	STRATEGIC PLANNING AND CAPITAL MONITORING PANEL	11 - 16
	To consider the Minutes of the meeting of the Strategic Planning and Capital Monitoring Panel held on 22 September 2022, and approve the following recommendations:	
	PLACE CAPITAL PROGRAMME - UPDATE REPORT RECOMMENDED	
	That Executive Cabinet be recommended to approve that an order for Welsh slates (£150,000) be made via the LEP Additional Services Contract to be used on Stalybridge Civic Hall in advance of the build contract for the work being finalised due to the current 33 week lead time for delivery.	
	OPERATIONS AND NEIGHBOURHOODS CAPITAL MONITORING REPORT RECOMMENDED	
	That Executive Cabinet be recommended to APPROVE:	
	(i) The inclusion of the 2022/23 Highway Maintenance grant (via GMCA) funding allocation of £3,536,000 to the Council’s capital programme.	
	(ii) The allocation of £133,000 from the Dukinfield Cremator scheme existing contingency budget to undertake design work and listed building approval for essential repairs to the chapel roof and	

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

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steeple at Dukinfield Crematorium as set out in section 2.26 of this report.

URGENT ITEM – GODLEY GREEN PLANNING APPLICATION RECOMMENDED

That a recommendation is made to Full Council that the Council’s Speakers Panel consider the Godley Green planning application instead of Strategic Planning and Capital Monitoring because the Council is promoting the application and it would be preferable to have a separation of roles to avoid either an appearance or challenge of bias and/or predetermination.

c)	ENVIRONMENT AND CLIMATE EMERGENCY WORKING GROUP	17 - 20
	To receive the Minutes of the proceedings of the Environment and Climate Emergency Working Group held on 7 September 2022.	
4.	MONTH 4 FINANCE MONITORING REPORT	21 - 34
	To consider the attached report of the First Deputy, Finance, Resources and Transformation / Director of Finance.	
5.	EQUALITIES STRATEGY	35 - 60
	To consider the attached report of the Executive Member, Education, Achievement and Equalities / Assistant Director, People and Workforce Development.	
6.	TRANSFORMING ADULT SOCIAL CARE IN TAMESIDE – PEOPLE AT THE HEART OF CARE: PHASE 2	61 - 80
	To consider the attached report of the Executive Member, Adult Social Care, Homelessness and Inclusivity / Director of Adults Services.	
7.	SCHOOLS STRATEGY	81 - 92
	To consider the attached report of the Executive Member, Education, Achievement and Equalities / Director of Education (Tameside and Stockport).	
8.	SEND UPDATE	93 - 126
	To consider the attached report of the Executive Member, Education, Achievement and Equalities / Director of Education (Tameside and Stockport).	
9.	STAYING PUT POLICY	127 - 156
	To consider the attached report of the Deputy Executive Leader, (Children and Families) / Assistant Director, Children’s Social Care.	
10.	SHIFT PROGRAMME	157 - 164
	To consider the attached report of the Deputy Executive Leader (Children and Families) / Assistant Director, Early Help and Partnerships.	

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

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11.	PLACES FOR EVERYONE – AUTHORITY FOR EXAMINATION IN PUBLIC To consider the attached report of the Executive Leader / Interim Director of Place.	165 - 172
12.	EXTENSION REQUEST: MANAGED CHILDREN'S SOCIAL WORK TEAM (6 MONTHS) To consider the attached report of the Deputy Executive Leader (Children and Families) / Assistant Director, Children's Social Care.	173 - 178
13.	FRAMEWORK OF CONTRACTORS TO PROVIDE ADAPTATIONS FOR DISABLED PEOPLE To consider the attached report of the Executive Member (Adult Social Care, Homelessness and Inclusivity)/Director of Adult Services.	179 - 188
14.	URGENT ITEMS To consider any additional items the Chair is of the opinion shall be dealt with as a matter of urgency.	
15.	DATE OF NEXT MEETING To note that the next meeting of the Executive Cabinet is scheduled to take place on Wednesday 26 October 2022.	

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EXECUTIVE CABINET

24 August 2022

Commenced: 1.00pm

Terminated: 1.45pm

Present: Councillors Cooney (Chair), Choksi, Fairfoull, Jackson, North, Sweeton, Taylor, Ward and Wills

In Attendance:

Sandra Stewart	Chief Executive
Stephanie Butterworth	Director of Adult Services
Sarah Threlfall	Director of Transformation
Caroline Barlow	Assistant Director of Finance
James Mallion	Interim Assistant Director of Population Health
Tony Decrop	Assistant Director, Children's Social Care
Karen Milner	Service Unit Manager, Exchequer Services
Jordanna Rawlinson	Head of Communications

Apologies for absence: Councillors Feeley and Kitchen.

32. DECLARATIONS OF INTEREST

Member	Subject Matter	Type of Interest	Nature of Interest
Councillor Ward	Agenda Item 15 CONTRACT BETWEEN THE COUNCIL AND ACTIVE TAMESIDE	Prejudicial	Chair of Board of Trustees - Active Tameside

33. MINUTES OF EXECUTIVE CABINET

RESOLVED

That the Minutes of the joint meeting of the meeting of Executive Cabinet held on 27 July 2022 be approved as a correct record.

34. CONSOLIDATED 2022/23 REVENUE MONITORING STATEMENT AT 30 JUNE 2022

Consideration was given to a report of the First Deputy, Finance, Resources and Transformation / Director of Finance, which was the first full detailed integrated finance report for the 2022/23 financial year, and also the final in its current form, as the Tameside & Glossop CCG formally closed down on 30 June 2022, with responsibilities transferring to either Greater Manchester ICB or Derby & Derbyshire ICB.

It was explained that, from a healthcare commissioning perspective the report looked at 3 months of expenditure based on 25% of locality level ICB plans (as submitted in April 2022). The Month 3 position on CCG budgets was an underspend of £1,375k due to allocations not being profiled in line with projected spend. An allocation adjustment was included in the position, bringing the CCG overall variance to nil.

As highlighted in the month 2 report, the Council was facing significant and growing inflationary pressures across a number of areas, combined with demand pressures in Adults and Children's services, resulting in a substantial forecast overspend by 31 March 2023 of (£12,850k). The position had deteriorated since period 2 due to growing pressures in Adults social care, additional pressures on SEN Home to School Transport and an increase in forecast cost pressures and savings shortfalls

in Place.

Members were advised that ongoing demand and cost pressures on Council budgets would have implications for the 2023/24 budget and work was in progress to identify mitigations for 2022/23, whilst planning for 2023/24. The current forecast assumed a Local Government pay award within the budgeted 2%, which if significantly greater than this, would place further pressures on the budget. The forecast position was mitigated slightly by the release of contingency relating to transitional social care costs and additional investment income resulting from interest rate rises.

RESOLVED

- (i) That the forecast outturn position and associated risks for 2022/23, as set out in Appendix 1 and Appendix 2 to the report, be noted;**
- (ii) That the reserve transfers, as set out on pages 36 to 38 of Appendix 2 to the report, be approved; and**
- (iii) That the budget virements, as set out on pages 39 to 42 of Appendix 2 to the report, be approved.**

35. 2022/23 P3 CAPITAL MONITORING REPORT

The First Deputy, Finance, Resources and Transformation / Director of Finance submitted a report summarising the forecast outturn position at 31 March 2023. The report focused on the budget and forecast expenditure for fully approved projects in the 2022/23 financial year.

It was explained that the approved budget for 2022/23 was £44.809m and the projected outturn for the financial year was £44.798m. There were additional schemes that had been identified as a priority for the Council, and, where available, capital resource had been earmarked against these schemes, which would be added to the Capital Programme and future detailed monitoring reports once satisfactory business cases had been approved by Executive Cabinet.

The current forecast was for service areas to have spent £44.798m on capital investment in 2022/23, which was £0.011m less than the current capital budget for the year. The variation was spread across the Education and Adults directorate, and was made up of variations on a number of specific schemes.

RESOLVED

- (i) That the forecast position for 2022/23, as set out in Appendix 1 to the report, be noted;**
- (ii) That the funding position of the approved Capital Programme, as set on page 8 of Appendix 1 to the report, be noted;**
- (iii) That the changes to the Capital Programme, as set out on page 7 in Appendix 1 to the report, be noted;**
- (iv) That the updated Prudential Indicator position, as set out on pages 9-10 of Appendix 1 to the report, which was approved by Council in February 2022, be noted.**

36. COUNCIL TAX SUPPORT SCHEME 2023/24

A report was submitted by the First Deputy, Finance, Resources and Transformation / Assistant Director, Exchequer Services, which detailed the procedural requirement in deciding if changes were required to the Council Tax Support scheme (CTS).

It was reported that Council Tax Support claimant numbers and costs had reduced from April 2021 and scheme costs had increased. Claimant numbers and costs fluctuated daily however, costs increased as the Council Tax set increased each year. The highest number of claimants were those of working age. This was expected as the scheme continued to operate as expected.

Claimants of pension age continued to be fully protected within the scheme. The scheme in terms of equalities monitoring, was operating as expected and this would continue to be monitored every

quarter.

It was further reported that support would remain in place for all claimants in respect of the hardship fund and advice available from both the Council and partner agencies remained in place.

No Tribunal directions had been received in respect of having to change the scheme and no legislative changes from DLUHC were expected. The Local Government Ombudsman had not issued any recommendations with regard to Council Tax Support schemes.

Members were advised that no proposals were made to change the scheme for 2023/24 save for the annual uprating of welfare benefit amounts set by central government and to use the UCDS notification from the DWP as the CTS claim form which, if approved, was beneficial to Universal Credit claimants.

RESOLVED

It be agreed that the Council Tax Support scheme for 2023/24 in principle, remains the same scheme as that set effective from April 2022, subject to:

- (i) annual benefit uprating as detailed in the scheme;**
- (ii) further guidance which may be issued by Department of Levelling Up, Housing and Communities (formerly MHCLG); and**
- (iii) proposal to consider the Universal Credit notifications from the Department of Work and Pensions (DWP) as the Council Tax Support claim form for Universal Credit claimants.**

37. COUNCIL TAX REBATE FOR ENERGY - DISCRETIONARY FUND

Consideration was given to a report of the First Deputy, Finance, Resources and Transformation / Assistant Director, Exchequer Services setting out the proposed Council Tax Rebate for Energy Discretionary Fund Policy.

Members were advised that on the 3 February 2022 the government announced a rebate for energy to address the rising costs of energy, which was to be paid using Council Tax systems. The rebate was to award a mandatory £150 to all households in Bands A-D and £14.5m was allocated to Tameside for this purpose. A discretionary scheme was also to be put into place by each Council and the allocation for Tameside was £530,400.

The guidance suggested how Councils may use the discretionary monies and once the Discretionary Policy was determined (and approved where considered appropriate by Elected Members), Councils should publish their agreed guidelines setting out the eligibility criteria for their Council Tax Rebate for Energy Discretionary Fund. The Discretionary Fund Policy would be available on the Councils website.

Based on the guidance, the proposed local Discretionary Fund aimed to support as many financially vulnerable people in the Borough as quickly as possible. Where possible, monies would be paid automatically and the need to complete an application form and provide evidence had been limited as much as possible while being cognisant of the requirements for pre-payment checks to be undertaken. Information would be made available on the Councils website, social media channels and by direct contact with eligible residents

Payments from the Discretionary Fund must be made by 30 November 2022 or sooner if the government monies were used before that date. Any remaining funds would be returned to central government. There was a risk that the Discretionary Fund applications could be oversubscribed, however steps had been taken to identify potential recipients and make a direct award and there was a continuing risk to core business as resources were diverted to paying the rebate for energy as soon as possible.

RESOLVED

That the Council Tax Rebate for Energy Discretionary Fund Policy as detailed in Section 3 and

Appendix A of the report, be approved.

38. CORPORATE PLAN OUTCOMES SCORECARD

The Executive Leader / Director of Transformation submitted a 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.

According to newly released economic figures, Tameside's regional gross value added, GVA, fell by nearly £200 per head year-on-year to 2020, down to £15,617.50 in current prices. The total rateable value of non-domestic properties in Tameside in June 2022 was £148,475,723, down almost £400,000 on the same month the previous year, a decrease of 0.25%.

The number of Tameside residents receiving universal credit in May was down 5.1 % on the same month last year, with 25,154 people receiving payments. However, the % of Universal Credit recipients getting payments while also in employment had increased from 37.0% in April 2021 to 40.4% in April this year. Tameside currently sat 0.7 % points below the national average, which had also been increasing over time.

Starts and achievements of apprenticeships in 2021/2022 were both down significantly on the previous year, both in Tameside and England as a whole. In 2021/2022 there were 1,020 apprenticeships started, equivalent to 72.3 per 10,000 Tameside residents aged 16-64; while above the national average of 57.9, this was much lower than the 112.6 starts per 10,000 in 2020/2021 in Tameside and 91.2 across England. In 2021/2022 there were 230 apprenticeship achievements in Tameside, 16.3 per 10,000 16-64 year olds. In the previous year there were 850 achievements, equal to 60.2 per 10,000; across England, there were 44.4 achievements per 10,000 working age people in 2020/2021.

The latest release of Sport England's Active Lives Survey, which covered the period November 2020 to November 2021 showed that the proportion of Tameside's residents who were classified as inactive had risen from the same period 12 months prior by 1.9 percentage points, with 32.4% of Tameside's population doing less than 30 minutes of exercise each week compared to 27.2% of the population across England. This linked to the high proportion of adults in Tameside classified as overweight or obese, with 70.3% of residents aged 18+ falling into one of these categories in 2020/2021, down from 71.3% the year before but above the national average of 63.5%.

The rate of first time entrants into the youth justice system had risen from Quarter 4 2021/2022 to Quarter 1 2022/2023, now sitting at 36.76 per 100,000. The monthly rate of crimes committed in Tameside was 10.9 per 1,000 residents in May 2022, up slightly from 10.4 per 1,000 residents in May of 2021.

A copy of the Scorecard was appended to the report.

RESOLVED

That the content of the report and scorecard be noted.

39. INVESTMENT IN ADULTS, CHILDREN'S SOCIAL CARE AND CHILDREN'S EDUCATION IT SYSTEMS

A report was submitted by the First Deputy, Finance, Resources and Transformation / Director of Transformation, which explained that the Council currently had over 240 systems in its application

portfolio with an estimated annual spend of over £3.8m p.a. on these systems. This indicated that there was a case corporately to explore a wide scale review and rationalisation of systems. A strategic programme of rationalisation and reinvestment across the portfolio would ensure systems were maximised, ensure value for money and facilitate the shift towards more joined up data about residents and services. A wider strategic approach to an appraisal of IT applications would be considered in the medium term. However, in the short term some of the most pivotal systems would need to be reviewed to ensure they continued to support change and improvements in key services, whilst ensuring value for money.

The report outlined a proposed plan to re-contract, rationalise and reinvest in key Adults, Children's Social Care, and Children's Education IT systems.

Members were advised that, by procuring, rationalising and investing in the systems as outlined, the Council would facilitate statutory and regulatory compliance and enable the implementation of transformational activity in key frontline services. It put the right tools in place to enable implementation of the imminent Cap on Care changes and the continued improvement aligned to OFSTED recommendations, whilst reducing the risk of significant service disruption during a crucial time for services to the most vulnerable residents. Risks around financial controls, process inefficiencies and data quality and security would be mitigated and would provide a basis for contractual stability.

RESOLVED

- (i) That the proposed programme of procurement activity be agreed for the systems detailed in the report with a view that this will support the overall aim of system rationalisation across the Council's application portfolio, whilst maintaining service delivery to the most vulnerable, specifically:**
 - (a) Call off from framework without re-opening competition 5+2 year contract for Children's Social Care and Early help Services case management system LCS and EHM;**
 - (b) Call off from framework without re-opening competition 5+2 year contract for Adults Services case management system LAS;**
 - (c) Undertake OJEU tender process to procure a new Children's and Adults Financial systems;**
 - (d) Extend (under rolling contract) Adults Financial Assessment software, Abacus, for a further 16 months until Adults Financial system is procured and implemented;**
 - (e) Extend (under rolling contract) Children's Foster Carer Payment system, Softbox, for a further 9 months until Children's Financial system is procured and implemented;**
 - (f) Call off from framework without re-opening competition a 3 year contract for Education system Capita ONE to achieve co terminus contract with Servelec to enable a single procurement exercise for both systems;**
 - (g) Call off from framework without re-opening competition a 2 year 7 month contract for Education system Servelec to achieve co terminus contract with Capita ONE to enable a single procurement exercise for both systems; and**
 - (h) Undertake soft market test for Client Finance Assessment system (currently Caspar), to test market and investigate if system can be rationalised.**
- (ii) One-off funding for investment in the eight systems be approved to ensure that statutory and regulatory requirements in these key frontline services are digitally enabled. This totals £283,740 for the Adults modules and will be funded from the Community Capacity Grant Reserve and £118,090 for the Children's modules and will be funded from the Children's Systems Improvement Reserve;**
- (iii) Investment in additional annual licensing and maintenance costs be approved to support the programme of system development. The additional annual revenue cost for the Adults modules of approximately £113,000 per annum will be funded from the Adults Social Care Transformation Reserve. The additional annual revenue cost for Children's modules is approximately £75,000 per year. This will be funded from the balance of the Children's Systems Improvement Reserve and the Joint Commissioning Reserve;**
- (iv) Investment in additional staffing be approved, one permanent post and 2 x fixed term posts which will be funded for a period of 3 years to implement and develop the project.**

The staffing requirement will be reviewed as part of the post implementation review in 2025/26. The £45,000 per annum cost of the permanent post will be funded from the Adult Social Care White Paper funding, the cost of £80,000 per annum for 2 fixed-term posts for 3 years will be funded from the Joint Commissioning Reserve; and

- (v) A post implementation review is undertaken in 2025/2026 to quantify deliverables from the programme and assess and realise any additional efficiencies made.**

40. CONTRACT EXTENSION HELPING PEOPLE TO LIVE AT HOME AND EXTRA CARE SERVICE AND HOME CARE FRAMEWORK

Consideration was given to a report of the Executive Member, Health, Adult Social Care, Homelessness & Inclusivity / Director of Adult Services explaining that, on 27 October 2021 the Strategic Commissioning Board initially approved a tender process to commence in May 2022 with a contract go live date for 1 November 2022 for both the 'Helping People to Live at Home' contract and the 'Home Care Framework'.

Unfortunately given the unprecedented circumstances of the pandemic, along with the provider's ability to respond to a tender exercise and the need to ensure a stable care market for the impending winter period it was recommended that the tender exercise be aborted. The current contracts did not have sufficient provision for a further extension and therefore the report sought approval for a direct award of contract to extend the service provisions for a period of 7 months to 31 May 2023 given the exceptional circumstances described. Should approval be granted it was intended to reschedule the tender exercise to begin in August 2022 and let the new contract with a 1 June 2023 start date.

Details of the scope of both contracts was provided in the report, including a timeline for the tender process.

It was further explained that it was intended that both contracts be for six years and run from 1 June 2023 to 31 May 2029 with an option to extend for one year, subject to a subsequent decision from Executive Cabinet.

RESOLVED

That, subject to STaR ensuring compliance with the law:

- (i) A contract extension of the Helping People to Live at Home and Extra Care Service contract to 31 May 2023, be approved;**
- (ii) An extension of the Home Care Framework to 31 May 2023, be approved; and**
- (iii) A tender exercise for the above contracts to cover the period 1 June 2023 to 31 May 2029**

41. ADULT SERVICES AND POPULATION HEALTH COMMISSIONING INTENTIONS 2023 - 2024

The Executive Member, Population Health and Wellbeing / Executive Member, Adult Social Care, Homelessness and Inclusivity / Director of Adult Services / Director of Population Health submitted a report summarising the strategic commissioning plan of both Adult Services and Population Health, outlining activity that would take place during 2023-2024 thus ensuring effective resource planning.

It was explained that this was to be achieved by executing the available contract extensions for a number of contracts whilst options appraisals were carried out to inform the future OJEU tender exercises. The activity was co-ordinated by the Adults Commissioning team under the joint leadership of the Senior Adults and Population Health teams. Individual reports for specific contracts would be brought forward during 2023/2024 for those that required subsequent OJEU tender exercise.

The report set out specific details on the following service agreements:

Adult Services

- Provision of services to help older people stay at home
- The provision of mental health services – wellbeing hub
- Provision of respite services for people with a learning disability
- Mental health supported accommodation
- Healthwatch
- Miles of Smiles (Transport Service)

Population Health

- Women and Families Centre
- Locally commissioned services – GP's
 - Long acting reversible contraception
 - Smoking cessation service
 - Weight management service
 - NHS Health Checks
- Locally commissioned services – Pharmacies
 - Emergency hormonal contraception
 - Smoking cessation service
- National HIV sampling service

Members were advised that, following the closure of Tameside and Glossop CCG, legal rights and obligations transferred to Greater Manchester Integrated Care. GM Integrated Care Tameside remained committed to the Miles for Smiles service and the existing model of delivery and intended to continue the current level of NHS investment subject to receiving the necessary delegations from Greater Manchester Integrated Care. The Council were working with STAR procurement on all areas.

RESOLVED

That the following be approved:

Adult Services:

- (i) **Extend the current contract for the provision of services to help older people stay at home by twelve months from 1 April 2023 to 31 March 2024;**
- (ii) **Extend the current contract for the provision of mental health services – Wellbeing hub by twelve months from 1 April 2023 to 31 March 2024;**
- (iii) **Tender the respite service for people with a learning disability for a contract period of five years to commence 1 October 2023;**
- (iv) **Tender the mental health supported accommodation service for a contract period of five years to commence 1 April 2024;**
- (v) **Tender the Healthwatch service for a contract period of six years to commence 1 April 2024; and**
- (vi) **Agree a further three year jointly commissioned grant agreement with the GM NHS ICB for the Miles of Smiles Service.**

Population Health

- (vii) **Extend the current Women and Families Centre contract for a period of six months from 1 October 2023 to 31 March 2024 to bring in line with Bridges Domestic Abuse Service Tameside contract to enable an integrated approach to commissioning Domestic Abuse Services in Tameside;**
- (viii) **Extend the locally commissioned services – GP's for a period of twelve months from 31 March 2023 to 31 March 2024;**
- (ix) **Extend the locally commissioned services – Pharmacies for a period of twelve months from 31 March 2023 to 31 March 2024; and**
- (x) **Extend the National HIV sampling service contract by six months 1 January 2023 to 30 June 2023 and to utilise the national call off framework to directly award the service to the chosen provider of this service post 30 June 2023 based on the specific call off framework agreement and contract duration agreed.**

42. PROCUREMENT OF A NEW FRAMEWORK OF CONTRACTORS TO DELIVER ADAPTATIONS AND HOUSING ASSISTANCE

The Executive Member, Adult Social Care, Homelessness & Inclusivity / Director of Adult Services submitted a report, which sought permission to procure a new Framework of Contractors to deliver adaptations over a 4-year period to disabled people living within the borough via 5 separate Lots, with the intention of issuing call off contracts to contractors who had successfully bid to be included in the Framework.

The Framework would include:

- Lot 1 for delivery of a range of major adaptations;
- Lot 2 for delivery of a range of minor adaptations for building works;
- Lot 3 for delivery of a range of minor adaptations for visual impairment and electrical works;
- Lot 4 comprising a list of contractors who would bid for works where property extensions or conversion of garages was required; and
- Lot 5 comprising a list of contractors who would bid for works where disrepair was identified or health and safety issues were present.

The report further sought permission to extend the current Framework contract that expired at the end of July 2022, to allow time for the procurement process and governance process for the award.

RESOLVED

- (i) That it be agreed to procure a new Framework contract containing 5 Lots via STAR Procurement, to deliver adaptations and other works over a 4-year period covering major and minor building adaptations, together with electrical and other work for visually impaired, property and extension conversions together with maintenance and/or health & safety issues; and**
- (ii) That it be agreed to extend the current Framework Contract for 10 months to allow for the procurement process and governance process to be completed.**

43. STAYING CLOSE FUNDING: SECTION 31 GRANT AWARD

A report was submitted by the Deputy Executive Leader (Children and Families) / Director of Children's Services giving details of the Council's successful bid to receive £1.36 million of funding over three years from the Department of Education to support a pilot project entitled 'Staying Close'

It was explained that the pilot would enable children leaving care at 18 from children's homes to access a much wider offer of support. The grant funding would allow the Council to offer a range of employment, transition, mental health, social work and housing support, which would make a step change in their outcomes. It also meant that young people who lived in children's homes would get comparable support to their peers in fostering, who could stay with families until they were 21.

Members were advised that the pilot built on existing services, with a clear exit strategy for the grant funding, and was focused on reducing the need for services, which were currently funded from placement budgets.

RESOLVED

That it be agreed to accept the Section 31 Grant Award to support Staying Close.

44. MOSSLEY NEIGHBOURHOOD PLAN - AREA DESIGNATION

Consideration was given to a report of the Executive Member, Planning, Transport and Connectivity / Interim Director of Place, which considered the designation of the Mossley Neighbourhood Area in accordance with the Neighbourhood Planning (General) Regulations 2012 (as amended), following an application by Mossley Town (Parish) Council, as a relevant body for the purposes of section 61(G) of the Town and Country Planning Act 1990.

An application to designate a Neighbourhood Area had been received by the Council as the Local

Planning Authority, from Mossley Town (Parish) Council. The application was submitted following a meeting and resolution of the Town (Parish) Council on 16 June 2021.

The application together with an area map had been submitted. The application and associated documents were appended to the report.

Members were advised that it was considered that the proposed Mossley Neighbourhood Area application complied with the requirements of the appropriate legislation and regulations and should be designated accordingly and the decision be publicised via the mechanisms as set out in the report.

RESOLVED

- (i) That the content of the report be noted;**
- (ii) That the application by Mossley Town (Parish) Council to designate the Mossley Neighbourhood Area as shown on the Maps at Appendix 1 to the report, be approved;**
- (iii) That the proposed publication of the fact of this decision be noted, as soon as possible after it has been made, in accordance with the mechanisms at paragraph 5.1 and the Neighbourhood Planning (General) Regulations 2012 (as amended); and**
- (iv) It be noted that the Council, as Local Planning Authority, will support the Town Council with Neighbourhood Planning activities in accordance with the 'Neighbourhood Planning Service Level Framework' as approved by Executive Cabinet (19 October 2016 item number 5 refers) and presented at Appendix 3.**

Having declared a prejudicial interest in the following item of business, Councillor Ward left the meeting at this juncture, and took no part in the discussion or decision thereon.

45. CONTRACT BETWEEN THE COUNCIL AND ACTIVE TAMESIDE

Consideration was given to a report of the First Deputy, Finance, Resources and Transformation / Interim Director of Place, which presented the case for extending the existing contract between the Council and Active Tameside for a two year period from 1 April 2024 to 31 March 2026.

Details were provided of the existing contract between the Council and Active Tameside and it was explained that the funding agreement and facility lease between the Council and Active Tameside came to an end on the 31 March 2024. In normal circumstances, the expiry of a 25-year contract would precipitate a procurement exercise, which would necessarily commence during the course of 2022.

Active Tameside had requested an extension from the Council to the management fee agreement and facility lease of two years ending on the 31 March 2026. Active Tameside's rationale for the extension was outlined in the report.

Members were advised that, in order for a new contract to be considered and granted by the Council there needed to be a clear justification for this from a Council standpoint. The impact of the Covid pandemic on the leisure operator sector had been significant. It was very unlikely that a procurement process would result in a meaningful and competitive return from the market.

The volatility on the leisure market was significant with the cost of utilities rising significantly, the limited recover period post Covid for leisure trusts and financial pressure brought to bear by the rise in the cost of living meant that it was not the time to seek to re-procure a new leisure operator. A new two year contract would give the Council the opportunity to revisit the extent of the current operational estate and explore options available to the Council either to retain or modify the delivery model from 2026 onwards.

It was proposed that the Council undertake a strategic review to consider all the options available to the Council. In addition, the review would consider the following:

- The condition and viability of the existing leisure asset portfolio including proposals for investment and disinvestment.
- What leisure facilities the Council wish to see provided taking into account the condition of the assets potentially available, and
- The affordability/viability of the various options including social return on investment.

It was proposed that the strategic review would culminate in a report to Executive Cabinet. The review would take place, at an optimum time, when the financial position of the Council and Active Tameside would be better understood and the leisure contracts market should be better placed to submit realistic bids if the decision was taken to progress with procurement.

The significant implications for both the Council and Active Tameside of not extending the existing contract were detailed and discussed.

RESOLVED

- (i) **That the existing contract between the Council and Active Tameside be extended by way of a new contract for a period of two years to 31 March 2026 together with any ancillary agreements such as leases, which are also extended for a period of two years to 31 March 2026 (to be excluded from the provisions of the Landlord and Tenant Act 1954) to give effect to the extension;**
- (ii) **That a strategic service review of the options for the future financing, management and delivery of the service is carried out; and**
- (iii) **That a report be submitted to Executive Cabinet with the review findings to include proposals for the future delivery of leisure services in Tameside.**

46. URGENT ITEMS

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

47. DATE OF NEXT MEETING

RESOLVED

It be noted that the next meeting of the Executive Cabinet is scheduled to take place on Wednesday 28 September 2022.

CHAIR

STRATEGIC PLANNING AND CAPITAL MONITORING PANEL

22 September 2022

Commenced: 09:30

Terminated: 10:20

Present: Councillors Cooney (Chair), Fairfoull (Deputy Chair), North, McNally, Bray and L Boyle

In Attendance:

Sandra Stewart	Chief Executive
Caroline Barlow	Assistant Director of Finance
Alison Stathers-Tracy	Director of Children's Services
Tracy Harrison	Assistant Director of Adults Services
Julian Jackson	Director of Place
Emma Varnam	Assistant Director of Operations and Neighbourhoods
Gregg Stott	Assistant Director of Place
Catherine Moseley	Head of Access Services

Apologies for Absence: Councillors Dickinson, Feeley and Ryan.

11 DECLARATIONS OF INTEREST

There were no declarations of interest.

12 MINUTES

That the minutes of the Strategic Planning and Capital Monitoring Panel meeting be approved as a correct record with the amendment that Councillors North and Boyle be noted as sending their apologies.

13 PERIOD 3 CAPITAL MONITORING REPORT

Consideration was given to a report of the First Deputy for Finance, Resources and Transformation / Director of Finance. The report summarised the forecast outturn at 31 March 2023. The detail of this monitoring report was focused on the budget and forecast expenditure for fully approved projects in the 2022/23 financial year.

It was reported that the approved budget for 2022/23 was £44.809m and the projected outturn for the financial year was £44.798m. There were additional schemes that had been identified as a priority for the Council, and, where available, capital resource had been earmarked against these schemes, which would be added to the Capital Programme and future detailed monitoring reports once satisfactory business cases had been approved by Executive Cabinet.

The current forecast was for service areas to have spent £44.798m on capital investment in 2022/23, which was £0.011m less than the current capital budget for the year. This variation was spread across the Education and Adults directorate, and was made up of variations on a number of specific schemes.

RECOMMENDED

That Executive Cabinet be recommended to NOTE:

- (i) the forecast position for 2022/23 as set out in Appendix 1.
- (ii) the funding position of the approved Capital Programme as set on page 8 of Appendix 1.
- (iii) the changes to the Capital Programme as set out on page 7 in Appendix 1.
- (iv) the updated Prudential Indicator position set out on pages 9-10 of Appendix 1, which

was approved by Council in February 2022.

14 PLACE CAPITAL PROGRAMME - UPDATE REPORT

Consideration was given to a report of the First Deputy for Finance, Resources & Transformation / Assistant Director for Investment, Development & Housing. The report provided an update on the delivery of the capital projects in the Place directorate in relation to town centres, property and planning.

In regards to Ashton Town Centre, work had commenced on the preparation of options for the improvement of the Market Square, and a Town Centre Public Realm Vision Strategy. The Council was finalising material for public consultation on the Public Realm Vision Strategy due to commence in September 2022.

Details of the plans to deliver the next phase of the public realm works within the Northern Core and across Wellington Road in order to connect Clarendon College with Tameside One. The procurement process for purchasing materials was being progressed, as a key priority by the Council and STaR Procurement. Whilst uncertainty remained nationally regarding cost, availability and delivery of construction materials it was anticipated that works could start on site before the end of 2022.

A draft business case had been prepared for the Mayors Challenge Fund (MCF) scheme known as Ashton Streetscape on Albion Way and Wellington Road. The business case had been reviewed by TfGM and work was ongoing to finalise the proposals to complement the wider Town Centre plans and Public Realm Vision Strategy.

Work is continuing to support the restoration of Ashton Town Hall. Listed Building Consent was granted on 18 August 2022 to enable the required intrusive surveys and roof strengthening works to progress.

It was reported that in respect of Stalybridge Town Centre, work was complete on the Civic Hall Feasibility and Market Street Studies (budget £100,000 and £140,000 respectively) funded via the Stalybridge High Street Heritage Action Zone (HSHAZ) grant from Historic England and Council match. The spend profile for the Shop Front Grant scheme has been reallocated to 2022/23 and 2023/24. The Council continues to engage with property owners on Market Street in relation to the scheme and Historic England have now agreed to extend the eligible area to include the row of properties immediately opposite the Civic Hall (the old fish market) to increase the potential impact.

The work on the restoration of the roof at Stalybridge Civic Hall had been re-programmed to early 2023 to allow for the full use of the Civic Hall for events linked to the Town of Culture 2022. At this point the financial impact on the delay had yet to be determined. Given the rising cost of construction inflation and specific requests made by Historic England then it was inevitable that costs would increase above the available budget. In order to mitigate the impact on the Council's Capital Programme the Council has sought a contribution to the Civic Hall scheme of £1,000,000 from the Stalybridge Levelling Up Fund 2 (LUF2) bid. The results of LUF2 were anticipated in Autumn 2022; the Council would continue to explore alternative external funding opportunities should the LUF2 bid be unsuccessful.

It was explained that the Civic Hall roof was constructed with Welsh slate and many of these were now damaged beyond re-use. Whilst the exact specification and scope of the roof materials was still to be finalised, any work done to the roof would require additional Welsh slate to match to replace those identified as being in need of replacement. Due to exceptional demand at the present time the Welsh slates needed were on a minimum of 33 week lead time for delivery. Therefore, approval was sought to place an order for Welsh slates, at a cost of up to £150,000 via the LEP Additional Services Contract in advance of the build contract for the work being finalised. By utilising the available budget to place an order for these materials now they would be available

for when needed and any further cost increases can be mitigated. Due to the need for these materials across the wider Council estate it was considered that should there be any oversupply these could be utilised for other Council owned assets.

RECOMMENDED

That Executive Cabinet be recommended to approve that an order for Welsh slates (£150,000) be made via the LEP Additional Services Contract to be used on Stalybridge Civic Hall in advance of the build contract for the work being finalised due to the current 33 week lead time for delivery.

15 OPERATIONS AND NEIGHBOURHOODS CAPITAL MONITORING REPORT

Consideration was given to a report of the First Deputy for Finance, Resources Transformation / Assistant Director for Operations & Neighbourhoods. The report provided an update on the delivery of Capital Projects in Operations and Neighbourhoods.

It was reported that tenders for the carriageway resurfacing schemes were received in July 2022 and the evaluation process had been completed. Governance was now being sought, in the form of an Executive Decision, to award a contract to the successful contractor. The value of the tender was within the existing funding available and so it was proposed to continue with the programme as identified in Appendix 1, subject to any on-site unforeseen issues. The 2022/23 Core Highway Maintenance Grant allocation had been confirmed as:

- Integrated Transport Block (ITB) £631,000
- Highways Maintenance £2,905,000

The programme of schemes (including pothole repairs) that would be financed by the grant allocation would be reported to Members for approval at the November 2022 meeting.

Works to the Bus Stop Passenger Access Enhancement within Tameside was substantially complete. Final completion was anticipated in October 2022. The project would be delivered within the available funding budget. Under the project, works had been undertaken to over 80 bus stops. TfGM had reported that more bus stop enhancements had been completed in Tameside than in any of the other Greater Manchester districts.

In regards to the cremator schemes, all three new cremators are now in situ and are being utilised daily. All the old cremators have now been removed and the temporary cremator moved from site. The abatement equipment was being installed and this should be finalised by the end of September 2022. Further repair and restoration works were required to the steeple and chapel roof once the cremator replacement scheme has been completed. Initial surveys of both the steeple and chapel roof had been undertaken with the cost of the surveys being met from the existing scheme contingency. From the surveys, design work and a Listed Building application was now required in order to inform a further report on the required actions to the steeple and chapel roof. The cost of the detailed design work and listed building consent was estimated to be £133,000 to be fully funded from the existing scheme contingency budget.

RECOMMENDED

That Executive Cabinet be recommended to APPROVE:

- The inclusion of the 2022/23 Highway Maintenance grant (via GMCA) funding allocation of £3,536,000 to the Council's capital programme.**
- The allocation of £133,000 from the Dukinfield Cremator scheme existing contingency budget to undertake design work and listed building approval for essential repairs to the chapel roof and steeple at Dukinfield Crematorium as set out in section 2.26 of this report.**

16 EDUCATION CAPITAL PROGRAMME - UPDATE REPORT

Consideration was given to a report of the Executive Member for Education, Achievement & Equalities / First Deputy for Finance, Resources and Transformation / Director of Education for Tameside and Stockport / Director of Place. The report provided members of the Panel with an overview and updated position on the Council's Education Capital Programme.

In regards to the works taking place at Alder, works on the replacement new extension were dependent on a signed Deed of Variation (DoV) being in place, a requirement of the PFI Co Lenders. This DoV would cover both the red line boundary queries and the accommodation changes. A draft DoV had been circulated and sign off was scheduled for September. A separate Executive Decision Notice would be produced to enter into the contract to build the new entrance when final costs were known but this cannot be produced until agreement was reached on the Deed of Variation for the changes to the accommodation.

Works at All Saints Catholic College to sports and other facilities to support additional places were overseen by the Shrewsbury Diocese. Phase 1 of the scheme was to remodel two classrooms into a fitness studio and dance studio to support additional places at the school. Phase 2 of the scheme is to remodel and refurbish five science labs and the associated prep room and remodel existing changing rooms and gym. Phase 3 was scheduled to be complete by the end of 2022/23 school year to ensure the impact of the work is minimised to existing students.

RIBA Stage 4 designs were being produced for Hawthorns Primary Academy New School building. The planning application for the new school was submitted in July 2022 and a decision was expected in October 2022. In the meantime work continued on finalising the detailed design. A further detailed report will be made to Executive Cabinet with detailed final costings for the school to enable a contract to be entered into.

It was explained that a number of School Condition Grant Schemes were completed over the summer. Appendix 1 provided a financial update with details of current School Condition Allocation (SCA) funded projects, including proposed changes to scheme funding.

It was highlighted that a bid for rebuilding Russell Scott under the DfE School Rebuilding Programme was submitted to the DfE before the 3 March 2022 deadline. The outcome was awaited, although, surveyors from the DfE conducted a further site visit on 3 August.

RECOMMENDED

That Executive Cabinet be recommended to note the updates on the approved Education Capital Schemes within the report.

17 ADULTS CAPITAL PLAN

Consideration was given to a report of the Executive Member for Adult Social Care, Homelessness and Inclusivity / Director of Adult Services. The report provided an update of the developments in relation to the Adults Capital Programme

It was reported that the Moving with Dignity team continued to work closely with NHS colleagues both in acute services and intermediate care services, in order to promote and embed this practice. Work is also ongoing to ensure the wider education of the benefits of single handed care. Following the success of the project there was a funding agreement in place for 2022/23 for the Moving with Dignity Team, which was funding by Disabled Facilities Grant, the allocated £385k funding was funding a period of 2 years in line with the agreed plans.

It was reported that the Disability Assessment Centre funding had been reallocated to 23/24 to give the service time to review this project and consider long-term revenue implications. Planning and accommodation options needed to be explored.

In regards to replacement of ageing and obsolete equipment, work was initially progressing with a dedicated member of the Occupational Therapy team carrying out this work and within an 8 month

period 60 pieces of aging and obsolete equipment (stair lifts ceiling track hoist and through the floor lifts) reviews were completed. However, due to the significant demand for this service and a number of vacancies in the team resulting in operational pressures, this resource had to be deployed back into the central team to deliver core work. Whilst there is no current dedicated resource where time allows OTs are progressing the work.

The Panel were reminded that the Department of Health and Social Care had determined the DFG allocations for all local authorities for 2022/23. Tameside's allocation is £2,849,319 for 2022/23. Transformation plans were being developed across all Adult Services, which were in line with significant new burdens outlined in the Adult Social Care Reform White Paper. There would be a further Capital Report in autumn 2022 which would contain recommendations for the Capital Reserves for Adult Care.

RECOMMENDED

That Executive Cabinet be recommended to note the progress updates against Adults' capital projects

18 URGENT ITEM – GODLEY GREEN PLANNING APPLICATION

Consideration was given to a report of the Executive Leader / Chief Executive. In accordance with the Constitution the Godley Green Planning application falls to be determined by Strategic Planning and Capital Monitoring Panel unless determined otherwise by Full Council. This report made a recommendation to Panel to invite Council to refer the matter for determination by Speakers Panel Planning to avoid allegations of bias or predetermination as the application was being promoted by the Council, and Strategic Planning and Capital Monitoring Panel had a number of members who were part of the Executive Cabinet.

RECOMMENDED

That a recommendation is made to Full Council that the Council's Speakers Panel consider the Godley Green planning application instead of Strategic Planning and Capital Monitoring because the Council is promoting the application and it would be preferable to have a separation of roles to avoid either an appearance or challenge of bias and/or predetermination.

CHAIR

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ENVIRONMENT AND CLIMATE EMERGENCY WORKING GROUP

7 September 2022

Commenced: 4.30pm

Terminated: 5.45pm

Present: Councillors Boyle (Chair), Affleck, B Holland, Jones, Newton, Pearce, Roderick and Turner

In Attendance: Emma Varnam Assistant Director, Operations and Neighbourhoods
Lindsay Johnson Head of Asset Strategy
Aimee Brough Groundwork Greater Manchester
Lindsay Beaton Mersey Rivers Trust
Warren Andrew Mersey Rivers Trust
Mark Sewell United Utilities
Jemma Parkinson United Utilities
Dee Grahamslaw United Utilities

Apologies for Absence: Cllrs S Homer and Mills

9. DELCARATIONS OF INTEREST

There were no declarations of interest.

10. MINUTES

The minutes of the meeting of the Environment and Climate Emergency Working Group held on 15 June 2022 were approved as a correct record.

11. MANCHESTER GREEN CITY UPDATE

The Chair, Councillor Boyle, gave a verbal update in respect of the above, including the Five Year Environment Plan and the draft Local Energy Plan. The Chair further advised in respect of the Greater Manchester Green Summit 2022, which would take place on Monday 17 October 2022 at the Lowry Theatre, Salford, hosted by the Mayor of Greater Manchester, Andy Burnham.

12. UNITED UTILITIES UPDATE

Mark Sewell, Wastewater Catchment Manager; Jemma Parkinson, Area Stakeholder Manager; and Dee Grahamslaw, Place Based, Planning Pilot Lead, United Utilities, attended before Members and gave an update in respect of river water quality and investment planning going forward.

In terms of river quality impacts, specific factors in the North West were outlined, including:

- Annual average water run-off being 28% higher than the average for England and Wales – i.e. more water runs into sewers;
- 54% of public sewers combine foul and surface water compared to an average of 33%, which filled up more quickly in storm conditions; and
- 25% more storm overflows than the industry average.

United Utilities storm overflow performance was detailed and discussed.

Members were advised of water quality investment planning activities in the short, medium and long term, including:

Short term (present – 2025):

- Water Industry National Environment Programme (WINEP) improvements Mossley/Saddleworth Waste Water Treatment Works;
- Focused work with local partners as part of a catchment based approach;
- Roll out of United Utilities Better Rivers Better North West Programme;
- Leading Partnership Place Based Planning Pilot for the Tame and Upper Mersey catchment;
- Publication of United Utilities Drainage Wastewater Management Plan; and
- WINEP development and prioritisation 2025 – 2030 water quality improvement programme.

Mr Sewell gave further details of a four point plan to improve river health and recreation, by:

1. Ensuring operations progressively reduced impact to river health;
2. Being open and transparent about performance and plans;
3. Making rivers beautiful and supporting others to improve and care for them; and
4. Creating more opportunities for everyone to enjoy rivers and waterways.

Information was also provided in respect of the proposed River Tame Operational Working Group, aligning activity and action planning across key stakeholders including risk management authorities and local interest groups. The development of a partnership action plan to mitigate 'catchment operation' issues including; litter/fly tipping; pollution; and invasive non-native species was also outlined.

Medium term (2025 – 2030):

- Delivery of WINEP prioritised waste water drivers; and
- Collaborative SuDs opportunities to manage rainwater at source, disconnecting it from combined sewers.

Sustainable drainage optioneering in the River Tame was explored which aimed to drive Rainwater Management strategy principles within the WINEP through co-creation of sustainable drainage options. Including collaboration with Tameside MBC and the Environment Agency to identify and endorse feasible options to manage rainwater at source, disconnecting it from combined sewers.

Long Term (2025 – 2050)

- Investment informed by needs identified from DWMP process with place based planning; and
- Future environmental legislative requirements considered e.g. enhanced nutrient management; 10 spills requirements for CSOs; other key water quality drivers.

Detailed discussion ensued in respect of the presentation and Members raised a number of concerns in respect of the frequency of intermittent discharges of sewage, water quality and investment in treatment of sewage prior to discharge. Members sought further clarity with regard to United Utilities commitment to the reduction of the impact of intermittent discharges; and commented on the historical lack of investment in the industry. Reference was also made to a recent report on the high level of micro plastics found in the Tame and Members sought further information in respect of this.

The Chair thanked representatives of United Utilities for their attendance and the interesting presentation.

RESOLVED

- (i) That the content of the presentation be noted;**
- (ii) That a monthly report be produced by United Utilities updating Members in respect of progress on improvements to river quality and reducing the impact of sewage; and**
- (iii) That further information be provided in respect of progress regarding reducing the level/discharge of micro plastics in the River Tame.**

13. CATCHMENT PARTNERSHIPS

Aimee Brough, Partnerships Manager & Irwell Catchment Host, Groundwork Greater Manchester; Lindsay Beaton, Senior Project Manager & Upper Mersey Catchment Host, Mersey Rivers Trust; and Warren Andrew, Project Manager, Mersey Rivers Trust, attended before Members and gave a presentation in respect of Catchment Partnerships.

It was explained that the Catchment Based Approach was an inclusive civil-society led initiative that worked in partnership to maximise the natural value of the environment, address the Water Framework Directive and issues such as flooding. The Catchment Based Approach embedded collaborative working or systems scale, delivering a range of environmental, social and economic benefits and protecting precious water environments for the benefit of everyone.

The Catchment Partnership Vision was outlined: 'to make a healthy water environment a positive aspect of people's daily life, through delivery in partnership'. Geography of the Catchments Partnerships was displayed and examples of catchment work were given, including working with and supporting local communities and natural flood management.

Key issues in the Tame were detailed and discussed and opportunities and plans going forward were highlighted as follows:

- Working with partners to take issues forward;
- Tame sub-catchment operational working group – first meeting 4 October 2022;
- United Utilities Place Based Planning: Tame is priority watercourse – objectives meeting – 8 September 2022;
- Habitat improvement plan and funding bid being developed by Mersey Rivers Trust and Wild Trout Trust;
- Environment Agency funding for fish habitat improvements; and
- United Utilities River Rangers – walkover with Mersey Rivers Trust.

The Chair thanked the representatives for a very informative presentation.

RESOLVED

That the content of the presentation be noted.

14. URGENT ITEMS

There were no urgent items.

15. DATE OF NEXT MEETING

It was noted that the next meeting of the Environment and Climate Emergency Working Group was scheduled to take place on 16 November 2022.

CHAIR

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Report To:	EXECUTIVE CABINET
Date:	26 September 2022
Executive Member / Reporting Officer:	Cllr Jacqueline North –First Deputy (Finance, Resources & Transformation) Kathy Roe – Director of Finance
Subject:	STRATEGIC COMMISSION AND NHS TAMESIDE AND GLOSSOP INTEGRATED CARE FOUNDATION TRUST FINANCE REPORT CONSOLIDATED 2022/23 REVENUE MONITORING STATEMENT AT 31 JULY 2022
Report Summary:	<p>This is the third financial monitoring report for the 2022/23 financial year, reflecting actual expenditure to 31 July 2022. Tameside Council forecasts are for a full 12 months, but only 9 months of budgets are included for the ICB. ICFT position looks at Year To Date only.</p> <p>Reporting for TMBC and ICFT continues as usual, but the CCG position has been replaced by budgets delegated to the Tameside Locality by GM ICB. The report no longer includes any health spend relating to Glossop, where commissioning responsibility was transferred to Derbyshire.</p> <p>Month 4 is the first month in which the ICB has been operational. As such final approved delegated budgets at locality level have not yet been confirmed. Work is ongoing to finalise budgets, but in the meantime this report presents indicative locality budgets for the nine months 1 July 2022 to 31 March 2023.</p> <p>Plans for Tameside locality were submitted for delivery of a £595k surplus in 22/23. At this stage we assume that this plan will be delivered, which is in line with wider ICB reporting for Month 4. But £7.977m of savings delivery is required to execute this plan, which represents a significant risk.</p> <p>As highlighted previously, the Council is facing significant and growing inflationary pressures across a number of areas, combined with demand pressures in Adults and Children’s services, resulting in a significant forecast overspend by 31 March 2023 of £12.305m. This represents a £545k improvement since Month 3 monitoring report, driven largely by Children’s Social Care. But significant work is still required to balance the financial position in 2022/23.</p> <p>Ongoing demand and cost pressures on Council budgets will have implications for the 2023/24 budget and beyond, and work is in progress to identify mitigations for both 2022/23, and future years.</p>
Recommendations:	Members are recommended to note the forecast outturn position and associated risks for 2022/23 as set out in Appendix 1 .
Policy Implications:	Budget is allocated in accordance with Council/CCG Policy.
Financial Implications:	This report provides the 2022/23 consolidated financial position statement at 31 July 2022 for the Strategic Commission and ICFT partner organisations.

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

The Council set a balanced budget for 2022/23 in February 2022. This was achieved through the utilisation of one-off funding, very challenging savings targets and an increase in Council Tax. The budget assumed limited pay inflation, no general inflation and funded known demographic and cost pressures in Adults and Children's Social Care, but with a challenging savings target for Children's Services.

Since setting the Council Budget in early February 2022, the economic landscape has changed adversely, with significant inflationary pressures impacting both generally and in specific service areas. These changes present both cost pressures and challenges in delivering savings and additional income targets, presenting risks to the delivery of a balanced position in 2022/23.

2022/23 will be a year of significant change in the NHS, with the formation of Integrated Care Boards which replaced CCGs from 1st July. For Tameside registered patients, responsibilities have transferred to the Greater Manchester ICB. While commissioning responsibility for patients in Glossop has transferred to Derby & Derbyshire ICB, resulting in an alignment of healthcare commissioning footprints to those of the Local Authority, enabling more joined up health and social care services in the future. Due Diligence is still ongoing with colleagues in Derbyshire to ensure a safe transition of services, while calculating a true and fair split of resources between GM and Derbyshire in line with previously agreed principles.

It should be noted that the Integrated Commissioning Fund (ICF) for the Strategic Commission is bound by the terms within the Section 75 and associated Financial Framework agreements.

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

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

Revenue monitoring is an essential part of these arrangements to provide Members with the opportunity to understand and probe the council's financial position.

Members will note that the current outturn position is currently predicting a forecast net deficit of £12.305m on Council budgets

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

The council has a statutory responsibility to ensure that it operates with sufficient reserves in place. The legislation does not stipulate what that level should be, rather that it is the responsibility of the council's 151 officer to review the level of reserves and confirm that the level is sufficient. Reserves by its very nature is finite and so should only be drawn down after very careful consideration as the reserves are unlikely to be increased in the short to medium term.

It would therefore be helpful if the report could explain why it is appropriate for the reserves to be drawn down from and also that the 151 officer is content that the remaining reserves are sufficient.

Clearly the council's plans to ensure that ultimately a balanced budget will be too lengthy to include in detail in this report but it would be helpful if the report could reference the work streams etc. to ensure that the final budget balances. Going forward it should be noted it is intended to separate out the Council's budget from the GM ICB to provide greater clarity as we move closer to integration.

Risk Management:

Associated details are specified within the presentation.

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

Background Papers:

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

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

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

Amanda Fox, Deputy Chief Finance Officer, Tameside Health Locality

 Telephone: 0161 342 5626

 e-mail: amanda.fox12@nhs.net

1. BACKGROUND

- 1.1 Monthly integrated finance reports are usually prepared to provide an overview on the financial position of the Tameside and Glossop economy.
- 1.2 The report includes the details of the Integrated Commissioning Fund (ICF) for all Council services and the Clinical Commissioning Group. The gross revenue budget value of the ICF for 2022/23 is reported at £652 million. This includes a full 12 month of expenditure for the Council, but only 9 months for the ICB.
- 1.3 Please note that any reference throughout this report to the Tameside and Glossop economy refers to the three partner organisations namely:
 - Tameside and Glossop Integrated Care NHS Foundation Trust (ICFT)
 - Tameside Locality as part of GM ICB (ICB)
 - Tameside Metropolitan Borough Council (TMBC)

2. FINANCIAL SUMMARY (REVENUE BUDGETS)

- 2.1 This is the financial monitoring report reflecting actual expenditure to 31 July 2022. TMBC forecasts are for a full 12 months, but only 9 months of budgets are included for the ICB. The ICFT position looks at Year to Date only.
- 2.2 From a healthcare commissioning perspective this report looks at 9 months of expenditure based indicative ICB plans (for the period 1 July 2022 to 31 March 2023). Month 4 is the first month in which the ICB has been operational. As such final approved delegated budgets at locality level have not yet been confirmed. Work is ongoing to finalise budgets, but in the meantime this report presents indicative locality budgets. Plans for Tameside were submitted for a delivery of £595k surplus in 22/23. At M4 we assume that this plan will be delivered, which in line with wider ICB reporting for M4. But £7.977m of savings delivery is required to execute this plan, which represents a significant risk.
- 2.3 As highlighted in the month 2 report, the Council is facing significant and growing inflationary pressures across a number of areas, combined with demand pressures in Adults and Children's services, resulting in a substantial forecast overspend by 31 March 2023 of **£12.305m**. This represents a £545k improvement since Month 3, driven largely by Children's Social Care. But significant work is still required to balance the financial position in 2022/23
- 2.4 Ongoing demand and cost pressures on Council budgets will have implications for the 2023/24 budget and work is in progress to identify mitigations for 2022/23, whilst planning for 2023/24. Identification of mitigating actions and savings for 2022/23, and identification of savings plans for 2023/24 and beyond, are being prioritised by Officers and the Senior Leadership Team, and will be the subject of future reports.
- 2.5 Further detail on the financial position can be found in **Appendix 1**.

3. RECOMMENDATIONS

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

Tameside Strategic Commission

Finance Update Report
Financial Year 2022/23
Month 4 – July 2022

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Kathy Roe
Asif Umarji

Period 4 Finance Report

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This report covers spend across the Tameside Strategic Commission (Delegated Tameside Locality budgets from Greater Manchester Integrated Care Board (ICB), Tameside Metropolitan Borough Council (TMBC)) and Tameside & Glossop Integrated Care Foundation Trust (ICFT).

Forecasts reflect a full 12 months for TMBC, but only 9 months for the ICB for the period 1 July 2022 to 31 March 2023.

It does not incorporate financial data for Tameside & Glossop CCG, which ceased to exist on 30 June 2022. The CCG closedown position has been reported separately.

The report does not capture any health spend relating to Glossop, where commissioning responsibility was transferred to Derby & Derbyshire ICB from 1 July 2022.

Finance Update Report – Executive Summary

Tameside & Glossop CCG formally closed down on 30th June 2022, with responsibilities transferring to either Greater Manchester ICB or Derby & Derbyshire ICB. As such the scope of this report is different to that of previous months.

Reporting for TMBC and ICFT continues as usual, but the CCG position has been replaced by budgets delegated to the Tameside Locality by GM ICB. The report no longer includes any health spend relating to Glossop, where commissioning responsibility was transferred to Derbyshire.

Month 4 is the first month in which the ICB has been operational. As such final approved delegated budgets at locality level have not yet been confirmed. Work is ongoing to finalise budgets, but in the meantime this report presents indicative locality budgets.

Plans for Tameside were submitted for delivery of a £595k surplus in 22/23. At M4 we assume that this plan will be delivered, which is in line with wider ICB reporting for M4. But £7,977k of savings delivery is required to execute this plan, which represents a significant risk.

As highlighted previously, the Council is facing significant and growing inflationary pressures across a number of areas, combined with demand pressures in Adults and Children's services, resulting in a significant forecast overspend by 31 March 2023 of £12,305k. This represents a £545k improvement since M3, driven largely by Children's Social Care. But significant work is still required to balance the financial position in 2022/23.

Ongoing demand and cost pressures on Council budgets will have implications for the 2023/24 budget and work is in progress to identify mitigations for 2022/23, whilst planning for 2023/24.

ICB Locality Position

Final delegated budgets for localities are not yet in place. As such indicative budgets have been reported, with an assumption that we will deliver a £595k surplus as per plan (and consistent with wider ICB reporting for M4).

Council Financial Position

(£12,305k)

The forecast overspend on Council budgets has improved by £545k since M3, driven largely by Children's Social Care. However there is still significant work required to balance the 22/23 position.

ICFT Position

(£1,215k)

YTD adverse variance to plan, driven by agency spend in ED, delayed transfer and care and shortfall against efficiency target.

Forecast Position £000's	YTD Position (Net)			Forecast Position (Net)			Net Variance	
	Budget	Actual	Variance	Budget	Forecast	Variance	Previous Month	Movement in Month
ICB Locality Expenditure	7,357	7,357	0	70,706	70,706	0	0	0
TMBC Expenditure	68,517	69,441	(924)	208,609	220,914	(12,305)	(12,850)	545
Integrated Commissioning Fund	75,874	76,798	(924)	279,315	291,620	(12,305)	(12,850)	545

Finance Update Report – Executive Summary

Forecast Position £000's	YTD Position (Net)			Forecast Position (Net)			Net Variance		Gross Position (full year)	
	Budget	Actual	Variance	Budget	Forecast	Variance	Previous Month	Movement in Month	Expenditure Budget	Income Budget
Mental Health	748	748	0	6,733	6,733	0	0	0	6,733	0
Primary Care	564	564	0	5,075	5,075	0	0	0	5,075	0
Primary Care - Prescribing	3,419	3,419	0	31,803	31,803	0	0	0	31,803	0
Primary Care Co-Commissioning	191	191	0	2,185	2,185	0	0	0	2,185	0
Community	1,954	1,954	0	20,573	20,573	0	0	0	20,573	0
CHC	1,085	1,085	0	9,766	9,766	0	0	0	9,766	0
Other	(603)	(603)	0	(5,428)	(5,428)	0	0	0	(5,428)	0
Adults	14,577	20,838	(6,261)	43,731	46,447	(2,716)	(2,716)	0	103,772	(60,041)
Children's Services - Social Care	0	0	0	56,805	57,965	(1,160)	(2,405)	1,244	68,896	(12,092)
Education	2,438	1,673	766	7,129	8,858	(1,729)	(1,729)	0	33,250	(26,121)
Individual Schools Budgets	(2,240)	(5,718)	3,478	0	0	0	0	0	132,259	(132,259)
Population Health	4,691	4,200	491	14,072	13,925	147	147	0	16,290	(2,218)
Place	39,178	42,728	(3,550)	58,405	66,308	(7,903)	(7,903)	0	122,559	(64,154)
Governance	3,229	6,777	(3,548)	9,099	9,027	72	72	0	71,446	(62,347)
Finance & IT	3,105	4,124	(1,020)	9,759	9,564	194	194	0	11,411	(1,652)
Quality and Safeguarding	51	(71)	123	154	154	0	0	0	397	(243)
Capital and Financing	1,504	(135)	1,639	4,513	3,920	593	593	0	8,680	(4,167)
Contingency	(50)	(6,317)	6,267	(151)	(346)	195	894	(699)	7,291	(7,442)
Corporate Costs	2,035	1,343	692	5,093	5,092	1	1	0	5,403	(310)
Integrated Commissioning Fund	75,874	76,798	(924)	279,315	291,620	(12,305)	(12,850)	545	652,361	(373,046)
ICB Locality Expenditure	7,357	7,357	0	70,706	70,706	0	0	0	70,706	0
TMBC Expenditure	68,517	69,441	(924)	208,609	220,914	(12,305)	(12,850)	545	581,655	(373,046)
Integrated Commissioning Fund	75,874	76,798	(924)	279,315	291,620	(12,305)	(12,850)	545	652,361	(373,046)

Integrated Commissioning Fund – M4 ICB Locality Budgets

Month 4 is the first month in which the ICB has been operational. As such final approved locality delegated budgets have not yet been confirmed. Work is ongoing to finalise budgets, but in the meantime this report presents indicative locality budgets. Plans for Tameside assumed delivery of a £595k surplus in 22/23. At M4 we assume that this plan will be delivered, which in line with wider ICB reporting for M4. But £7,977k of savings delivery is required to deliver the plan, which represents a significant risk.

More detailed variance analysis will be available from M5. On the basis that spend from April – June has been already been reported in CCG closedown accounts, ICB budgets cover 9 months from July 2022 – March 2023.

The Locality position forms part of the wider ICB and system financial position. At M4 the following system position has been reported, with a projected overspend by providers being offset by a commissioner surplus:

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	Year to Date (Mth 4)			22/23 Forecast		
	Plan	Actuals	Variance	Plan	FOT	Variance
	(Def) / Surpl £m	(Def) / Surpl £m	(Def) / Surpl £m	(Def) / Surpl £m	(Def) / Surpl £m	(Def) / Surpl £m
GM ICB	1.6	2.2	0.6	63.6	63.6	0.0
GM NHSE						
Direct Commissioning (Public Health, Health & Justice, Appraisal and Revalidation)	0.0	(4.9)	(4.9)	0.0	(6.1)	(6.1)
Corporate (incl Senates)	0.0	0.2	0.2	0.0	0.0	0.0
Providers	(19.5)	(56.3)	(36.8)	(63.6)	(63.8)	(0.2)
Total GM ICS positionas reported to NHSE	(17.9)	(58.8)	(40.9)	0.0	(6.3)	(6.3)
Local Authorities - 12 month plan	tbc	tbc	tbc	tbc	tbc	tbc
Total GM Position	(17.9)	(58.8)	(40.9)	0.0	(6.3)	(6.3)
Total GM Position after NHSE out of envelope reimbursements	(17.9)	(53.9)	(36.0)	0.0	(0.2)	(0.2)

While nationally the ICB has reported that we are broadly on track to deliver against the plan as a system, significant efficiency savings are required to enable delivery. Against a £495.3m system savings target, £162.9m of risk is associated with delivery.

In Tameside against a commissioner savings target of £7,997k, we are reporting risk of £1,522k.

	Target	Risk
Commissioner	£118.8m	£45.0m
Provider	£310.0m	£51.4m
System	£66.5m	£66.5m
Total	£495.3m	£162.9m

Month 4 forecast is for a significant overspend of £12.305m by the end of year.

The overall forecast outturn on Council budgets has improved by **£545k** since period 3, and is a net movement reflecting a £1.244m improved position on Children's Social Care, and a £699k pressure in respect of the anticipated Local Government pay award, after allocating contingency to fund.

Children's Social Care overspend: This is predominantly due to External Placements which are forecast to overspend by a total of (£1.067m). This includes overspends on external residential placements for children under 18 (£0.853m). Additionally there is an overspend of (£0.260m) in relation to the number of young adults that remain in placements paid for by Children's Social Care due to the lack of appropriate accommodation for them to move onto. Work is continuing in this area with the Transformation Team to address sufficiency of appropriate accommodation and it is expected this will reduce costs in this area.

The budget for external residential placements was reduced by £2.919m as part of the council savings for 2022/23. The approved saving was based on a reduction in the number of cared for children in external residential placements and a reduction in costs by stepping children from residential homes to agency foster care placements. Whilst the number of residential placements has reduced from a peak of 102 in December 2020 to 79 in July 2022, unit costs have faced significant upward pressure and a low level of shared costs with NHS Partners in respect of Children with complex needs requiring residential places.

The forecast has improved by £1.244m since period 3, mainly due to an improvement of £1.4m in the expected cost of external placements. This relates to high cost placements reducing, following plans to appropriately step down support; and move young people into semi-independent placements. One significant high cost placement has reduced the placement costs by £0.7m. This has been offset by increased spending in the Cared for Children support team due to the need to use agency staff to cover vacant posts and an increase in costs for support for children with disabilities.

Pay Award: The Local Government Pay award for 2022/23 is still subject to negotiation however the employers have made a proposal which is currently being considered by Trade Unions. The assumption is that the cost of the 2022/23 pay award will not be any less than the current offer on the table.

The estimated cost of the current employer offer significantly exceeds the 2% assumed in 2022/23 staffing budgets by approximately £2.8m. An amount of £2.9m had been set aside in contingency budgets for any unexpected pressures arising during 2022/23 - £2.1m of this contingency has therefore been allocated to fund the expected pay award resulting in an adverse movement in contingency forecasts of £0.7m. An amount of £0.8m unallocated contingency has been retained to cover the rest of the financial year.

Inflationary Pressures: The current inflation pressures across the general economy increase the risk that budgets may face further expected cost pressures over the coming months and whilst there remains some unallocated contingency budget, this may not be sufficient if inflationary pressures impact further across a number of areas. The forecast outturn position for the Place Directorate already includes cost pressures in excess of £2.2m in respect of gas and electricity costs for street lighting and Council buildings. These cost pressures assume usage levels are similar to the previous financial year but reflect price increases which came into effect from 1 April 2022. The contract with the energy supplier fixes prices for the 12 month period to 31 March 2023 so no further cost pressures are currently anticipated (assuming usage remains constant with 2021/22). A new energy contract is currently being procured for the period from 1 April 2023 and at this stage significant cost pressures are anticipated for 2023/24 and beyond.

Finance Summary Position – T&G ICFT

	In Month			YTD		
	Plan £000's	Actual £000's	Variance £000's	Plan £000's	Actual £000's	Variance £000's
Total Income	£22,767	£23,136	£369	£91,055	£92,378	£1,323
Employee Expenses	(£16,626)	(£17,267)	(£641)	(£66,247)	(£67,932)	(£1,685)
Non Pay Expenditure	(£6,917)	(£7,188)	(£271)	(£27,728)	(£28,427)	(£699)
Total Operating Expenditure (excl. COVID-19)	(£23,543)	(£24,455)	(£912)	(£93,975)	(£96,359)	(£2,384)
Income - COVID-19	£0	£14	£14	£0	£60	£60
Employee Expenses - COVID-19	(£323)	(£237)	£86	(£1,000)	(£1,110)	(£110)
Non Pay Expenditure - COVID-19	(£8)	(£35)	(£27)	(£60)	(£164)	(£104)
Total Operating Expenditure - COVID-19	(£331)	(£258)	£73	(£1,060)	(£1,214)	(£154)
Total Operating Expenditure	(£23,874)	(£24,713)	(£839)	(£95,035)	(£97,573)	(£2,538)
Adjusted Financial Performance - Surplus/ (Deficit)	(£1,107)	(£1,577)	(£470)	(£3,980)	(£5,195)	(£1,215)
Income - Mass Vaccs & Hospital Hub	£200	£191	(£9)	£864	£869	£5
Expenditure - Mass Vaccs & Hospital Hub	(£200)	(£191)	£9	(£864)	(£869)	(£5)
Adjusted Financial Performance - Surplus/ (Deficit)	(£1,107)	(£1,577)	(£470)	(£3,980)	(£5,195)	(£1,215)
Trust Efficiency Programme	£1,062	£745	(£318)	£3,793	£2,573	(£1,220)
Capital Expenditure (Total)	£773	£715	(£58)	£1,726	£1,792	£66
CDEL	£235	£17	(£218)	£431	£182	(£249)
PDC	£538	£698	£160	£1,295	£1,610	£315
Cash and Equivalents		£21,310				

Trust Financial Summary – Month 4

At month 4 the Trust reported an in month variance against plan of c.£470k adverse and a YTD position of c.£1.2m adverse. This is largely driven by following key factors:

- Premium agency spend within ED and Urgent Care
- Additional costs due to delay transfer of care for inpatients to social care
- Unachieved Trust Efficiency Programme which is compounded by two points above

The in month actual position is a reported deficit of c.£1.577m. Total COVID expenditure incurred in month equated to c.£258k against planned spend of c.£331k which is slightly below plan. Total YTD spend for COVID is c£1.214k against a plan of c.£1.060k which represents an overspend of £154k.

Activity and Performance:

Activity plans set for the Trust for 2022/23 are in line with nationally prescribed activity targets. Assuming activity plans are met, this will enable the Trust to access Elective Recovery Funding (ERF), although payment is dependant upon achievement of activity targets on a Greater Manchester System-wide footprint.

Despite the continued operational challenges that the Trust is experiencing in terms of high levels of A&E attendances, bed availability and high levels of patients who no longer meet the criteria to reside, the Trust is performing well against its Elective, Day case and outpatient attendance targets, but is reporting below the threshold of 104% overall.

Efficiency target:


The Trust has set an efficiency target for 2022/23 of £13.628m. In month 4, the Trust delivered efficiencies equating to £745k against a plan of c.£1.062m which is an underachievement of c.£318k. YTD the trust has delivered c£2.573m – an underachievement of c.£1.220m versus plan.

The Trust continues to review and challenge its efficiency programme and new ideas to close the gap are being worked through with a view to deploying additional efficiency schemes in future months.

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Agenda Item 5

Report to:	EXECUTIVE CABINET
Date:	28 September 2022
Executive Member:	Councillor Leanne Feeley – Executive Member (Education, Achievement and Equalities)
Reporting Officer:	Tracy Brennand – Assistant Director (People and Workforce Development)
Subject:	EQUALITIES STRATEGY
Report Summary:	<p>This report seeks permission to consult on a new Equalities Strategy with the existing one expiring this year.</p> <p>Under the Equality Act 2010 the Local Authority has a duty to publish one or more specific and measurable equality objectives, and subsequently at intervals of no more than four years.</p> <p>This draft Strategy has been developed using an LGA self-assessment tool, advice from an independent review of our approach to Equalities in Tameside Council, consultation with the Partnership Engagement Network, Reports delivered through the Inequalities Reference Group and a review of equalities data available within the Local Authority.</p> <p>It is proposed that this draft Strategy forms the basis of an Action Plan owned and delivered by an Officer Group which will report to the Health & Wellbeing Board.</p> <p>Proposal is that this draft Strategy be taken through a six-week consultation exercise.</p>
Recommendations:	That Executive Cabinet be recommended to approve the consultation plan for the proposed strategy.
Corporate Plan:	Equality and diversity work is relevant to all Corporate Plan priorities
Policy Implications:	The issues highlighted in the report directly relate to meeting the requirements set out in the Equality Act 2010, and aid compliance with legislative and performance management frameworks.
Financial Implications: (Authorised by the statutory Section 151 Officer & Chief Finance Officer)	There are no direct financial implications arising from this report. Any policy decisions that arise as a result of the Equalities Strategy will need to be subject to separate reports and financial consideration.
Legal Implications: (Authorised by the Borough Solicitor)	The legal implications are contained in the main body of the report. It would be helpful if for the benefit of SLT further information is provided as to why 6 weeks is sufficient for the consultation period as the advised period is 12 weeks.
Risk Management:	This report fulfils the commitment for equalities issues to be monitored on a regular basis by Executive Cabinet. It also ensures awareness of the agenda across the organisation
Background Information:	The background papers relating to this report can be inspected by contacting Tom Hoghton – Policy & Strategy Service Manager

 Telephone: 0161 342 3542

 e-mail: tom.hoghton@tameside.gov.uk

1. INTRODUCTION

- 1.1 This report sets out a proposed response to our statutory duty to publish measurable equality objectives for the next four years in the form of a draft Equality Strategy (**Appendix 1**).
- 1.2 We seek permission to go out to consultation on the draft strategy for a period of six weeks.

2. BACKGROUND

- 2.1 The public sector equality duty is laid out in section 149 of the Equality Act 2010. It came into force on 5 April 2011, and it states that a public authority must, in the exercise of its functions, have due regard to the need to:- a) Eliminate discrimination, harassment, victimisation and any other conduct prohibited by or under the Act; b) Advance equality of opportunity between people who share a protected characteristic and those who do not share it; c) Foster good relations between people who share a protected characteristic and those who do not share it.
- 2.2 The Equality Act (Specific Duties) Regulations 2011 stated that by January 2012, and annually thereafter, public bodies must publish information to demonstrate compliance with the general duty, including information about the protected characteristic status of employees, and other persons affected by our policies and practices. By April 2012, public bodies were also required to publish one or more specific and measurable equality objectives, and subsequently at intervals of no more than four years from the date of first publication. The 2011 Regulations were replaced by The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 in March 2017.
- 2.3 Our previous iteration to meet this duty was the One Equality Scheme, which was published jointly by the Council and CCG, ran from 2018-2022. With the move from CCG to the Integrated Care System the Council must, once again and the expiry of the previous scheme the time is right to pursue a new set of Objectives.

3. APPROACH TO EVIDENCE

- 3.1 In developing the Strategy we undertook the following:
 - Equality Framework for Local Government – A Self-Assessment Tool benchmarking against good practice nationwide. We intend to repeat this process annually and explore the option of an independent assessment by the LGA.
 - All Equals Charter - We also recently funded an independent assessment by Manchester Pride called the All Equals Charter where they looked at systems, paperwork and physical infrastructure we have in place. We achieved a 'role model' accreditation which is the highest they offer but they also identified a number of issues which we have incorporated into the Strategy.
 - Partnership Engagement Network (PEN) - On 26 July we held a PEN conference where we took the Equalities Strategy for discussion and were able to capture views of attendees on our approach to equalities and what else we need to do to address these issues.
 - Inequalities Reference Group - Another great source of evidence for the Strategy has been the work of this group and the various reports and recommendations that have been produced. Again, this has added further evidence and weight to the Strategy

- Data - We have a wealth of evidence around equalities. From information produced by services to all of the equalities data produced through the various consultations we undertake. It provides some really useful insight into how accessible and visible we are as a Council.

4. CHANGES TO THE STRATEGY

4.1 The key changes from the previous Strategy to this one include:

- The previous Strategy was a joint between Council and CCG
- We incorporated the findings of an independent assessment of our approach
- We have made a greater commitment to more robust monitoring of our performance in the relation to equalities than previously, including our approach to Equality Impact Assessments
- We want to go further in addressing barriers to accessing services than previously and meaningfully respond to the comments received through consultation and engagement about accessibility.
- We want to instil an organisational culture and practice of acceptance of different staff needs and requirements through a variety of mechanisms including celebrating diversity.
- Finally, and most importantly, the previous strategy had no governance behind it to monitor delivery.

4.2 **Appendix 1** is the draft plan itself

5. NEXT STEPS

5.1 Consultation - 6 weeks public consultation on the document, which is a proportionate and appropriate length given the consultation already undertaken through the Partnership Engagement Network, the fact that it's a pre-existing scheme and that we have used the equalities monitoring we already do across every piece of engagement to inform this Strategy.. Consultation will involve presenting the draft strategy and inviting comments on its sufficiency and content.

5.2 The outcome of the consultation will then be fed back to Members by way of a further Cabinet report .

6.0 RECOMMENDATIONS

6.1 As set out at the top of the report.

Foreword

In developing Tameside Council's Equalities Strategy 2022 – 2026, we have had to reflect on a tumultuous few years where, through the COVID-19 Pandemic, the inequalities in society have had been laid bare. This experience has stiffened our resolve to ensure we are better placed to help everyone thrive regardless of their background.

There are **225,000** people living in Tameside, and it is home to a growing ethnic minority population which is estimated to make up **xx** of the total population, while one in every **xx** residents has a long-term illness or disability and **x%** are LGBT. Tameside is a wonderfully diverse place to live which must be harnessed for everyone's benefit.

There is an urgent need to improve the day-to-day lives of the most vulnerable and poorest residents whilst understanding the challenges disadvantaged communities face. This plan will help to ensure equality is considered at all levels of Council decision-making, policy, and service delivery.

We also want to acknowledge that there is more do to in tackling prejudice and hate with the recent Black Lives Matter protests showing that we can never be complacent and recognise that these issues are still an ugly part of our society.

We recognise that all people are different and their needs complex. We are confident that this strategy sets out how we aspire to achieve real and lasting progress for diverse groups and individuals alongside everyone else in Tameside over the next few years.

Councillor Leanne Feeley
Executive Member for Education, Achievement, and Equalities

Introduction and Scope

The world has changed significantly since the previous One Equality Scheme 2018-2022 was developed.

At the start of 2020, COVID-19 arrived in Britain on its global path of havoc. COVID-19 laid bare, entrenched, and exacerbated existing inequalities. Mortality rates and severe illness caused by COVID-19 was especially high amongst the elderly and those classified as “clinically extremely vulnerable”, including the disabled. Children and young people from socio-economically disadvantaged backgrounds were impacted to a greater detriment by disruptions to education. These are just a few of many important examples.

Amidst the COVID-19 pandemic, the killing of George Floyd by police in the United States catalysed global protests and conversations, including in the UK, about racial and ethnic disparities in all walks of life, not just the criminal justice system. Black women are four times more likely to die during pregnancy and childbirth than white women. There were higher mortality rates from COVID-19 amongst Black and South Asian communities compared to their White British counterparts. It is important that racial and ethnic disparities such as these are not forgotten.

Now, whilst learning to live with COVID-19, the “cost of living crisis” has erupted, with significant rises in energy bill costs and increasing costs of groceries. Many people and families are now struggling to make ends meet.

This tumultuous societal landscape means that it is imperative that at Tameside Council, there is an embedded approach and ethos in the organisation to addressing and alleviating inequalities throughout the borough. So, *developing this Equalities Strategy is the ethical and moral thing that should be done as an organisation*. This will ensure that addressing and alleviating inequalities orients and permeates throughout all strategies, policies, and services. If action is not taken and inactivity prevails then there is the danger of complicity in furthering existing inequalities. This goes against the mission to serve and deliver the best possible outcomes for all residents throughout Tameside.

Legal Duties

The Council has a legal duty under the Equality Act 2010 to produce and publish equality objectives every four years. These objectives should be specific and measurable. The approach to equality must account for all “protected characteristics”. These are attributes that can underlie a person’s or community’s marginalisation. There are nine such characteristics:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race, including colour, nationality, ethnicity, and national origin
- Religion or belief
- Sex
- Sexual orientation¹

In Tameside, There are four further protected characteristics that considered: current and former members of the armed forces, ill mental health, carers, and breastfeeding.

These legal duties, as well as the ethical imperative outlined above, underpin the development this Equalities Strategy.

This Strategy’s Scope

This Equalities Strategy does not identify the solutions to addressing all socio-economic inequalities

¹ More information about our legal duties in terms of equalities can be found in Appendix 1

throughout Tameside to avoid duplication and inefficiency of effort. Rather, it is about embedding an approach and ethos throughout the organisation that will orient and permeate all strategies, services, and operations. This will put us in a better position to address socio-economic inequalities. There are other strategies and policies that more appropriately address specific inequalities, such as the Poverty Strategy and the Inclusive Growth Strategy.

This strategy is for Tameside Council. The previous One Equality Scheme 2018-2022 was a joint strategy with NHS Tameside and Glossop Clinical Commissioning Group (NHS T&G CCG). The legal framework governing the commissioning and provision of healthcare services in Tameside and Glossop has changed in 2022. NHS T&G CCG has been disbanded. Healthcare services in Tameside have been incorporated into the newly formed Greater Manchester Integrated Care Partnership, which brings together healthcare commissioners and providers from across Greater Manchester to collectively plan and organise healthcare services to meet the needs of all local populations. In conjunction, healthcare services in Glossop have been incorporated into Joined Up Care Derbyshire. As a result, the Council is solely accountable for this strategy.

Nevertheless, work will continue to align with Greater Manchester Integrated Care (Tameside), the new body that oversees healthcare services in Tameside, considering especially the health inequalities that were brought to public attention during the COVID-19 pandemic.

Tameside Profile

This section is a placeholder. An up-to-date picture of Tameside's population disaggregated by protected characteristics will be provided once the relevant Census data is released in October.

Developing the Equalities Strategy: Engagement and Consultation

In reaching the objectives for the next five years a variety of public engagement, consultation, and self-assessment methodologies have been undertaken. This has helped us to understand where priorities are, the gaps in terms of working with the more diverse communities, and what must be done to address this.

The Local Government Association Equality Framework (EFLG)

The purpose of the Equality Framework for Local Government (EFLG) is to help Local Authorities review and improve their performance for people with characteristics protected by the Equality Act 2010.

The EFLG has four improvement modules:

1. Understanding and Working with your Communities
2. Leadership and Organisational Commitment
3. Responsive Services and Customer Care
4. Diverse and Engaged Workforce

The findings from the self-assessment contributed to the objectives set out below.

The Tameside Partnership Engagement Network

In July 2022 public engagement activity was undertaken with individuals, VCSE organisations and charities via the Tameside Partnership Engagement Network Conference.

A number of key local organisations participated in the engagement activity are detailed below:

- Action Together
- Ashton Pioneer Homes
- Diversity Matters
- Tameside Healthwatch
- Made By Mortals

- Stroke Association
- TOG Mind

Key feedback from the event can be found from the PEN report here: [PEN Reports \(tameside.gov.uk\)](https://www.tameside.gov.uk/pen-reports)

Tameside & Glossop Inequalities Reference Group

The Tameside & Glossop Inequalities Reference Group was established during the COVID-19 pandemic in November 2020. The group provides a forum to enable the sharing of ideas on responsibilities under the Equality Act 2010 and the Public Sector Equality Duty, with the ultimate aim of reducing inequality across Tameside. Whilst the group is not a decision making body, it makes recommendations for action via existing governance structures and steers action to address inequalities.

Membership of the group is made up of representatives from a range of public sector and VCSE organisations across the area. The group meet on a quarterly basis to share progress on inequalities work, discuss emerging issues and discuss chosen areas of focus.

The IRG has developed a work plan and the group have established leads from within the local community to drive each work area. The work areas are:

1. Digital Exclusion
2. Social Isolation and Wellbeing
3. Young People
4. Learning Disability
5. Community Cohesion
6. Communication and Language Barriers

Five of the areas of focus have concluded with presentations and reports published on the findings from engagement with local people living in Tameside alongside local research.

1. Digital Inclusion, looked at the prevalence of people in Tameside who struggle to access digital services, the drivers and impact.
2. The Tameside Community Cohesion carried out a deeper look into definitions, how community cohesion is achieved and recommended a new strategy be implemented.
3. The work stream on the voices of adults with learning disabilities concluded in November 2021, where the report looked at the inequalities faced by people with learning disabilities as a direct result of the pandemic.
4. The Experiences of Children in the pandemic looked in depth at the problems faced by children and young people during and after Covid-19. As a result of the findings a series of recommendations have been made. All recommendations have been approved by the Tameside Youth Council.
5. Tameside MIND undertook a series of focus groups, online and paper based surveys across their local client base. Common themes across different work streams is that people do not know what services are offered, and more promotion is needed. This information forms part of a series of ongoing recommendation by Tameside MIND.
6. Diversity Matters North West (DMNW) were commissioned by Tameside Council to provide an overview based on key local research and public engagement covering barriers faced by ethnic communities living in Tameside to accessing information. The research and engagement covered the methodology, findings, conclusions and future recommendations.

Recommendations for further work to support each of the work streams has been presented and approved by IRG. More details can be found [here](#)

Manchester Pride - All Equals Charter

Tameside Council and NHS Tameside and Glossop Clinical Commissioning Group (TGCCG) achieved high praise for their “exceptional” efforts to improve equality and inclusion and support

diversity.

Both organisations achieved 'Role Model' accreditation from the All Equals Charter, Manchester Pride's equality, diversity and inclusion programme. The All Equals Charter assists businesses and organisations in understanding, recognising and challenging any form of discrimination in the workplace. The charter aims to make the workplace inclusive, diverse and equal for marginalised people.

All Equals Charter members strive towards accreditation of various levels, beginning at Entry Level and ending with Role Model Level. The members are invited to follow a set of commitments and principles which they are regularly assessed on to ensure their services and company promotes equality and diversity for all members of marginalised communities.

Tameside Council and Tameside and Glossop CCG volunteered to become members of the All Equals Charter in 2019. Volunteering to take part in the All Equals Charter assures efforts to improve diversity in the work place and across local services are effective and support an inclusive environment. The feedback provided by the All Equals Charter facilitates organisations in developing an action plan to further improve equality in the work place and services for the LGBTQ+ and other marginalised communities.

Our Equality Objectives

From the engagement, consultation, and self-assessments outlined above, we have identified six Equality Objectives. Through these objectives, we aim to embed an approach and ethos throughout our organisation that will centralise equality, ensuring that equalities concerns will orient and permeate through all our strategies, policies, and services.

These objectives are:

1. **Continuous Effective Monitoring:** *Enhance our ongoing systematic approach to monitoring performance in terms of equalities and local community profiles, enabling transparency, accountability, and rigour in the tracking of equalities.*
2. **Embedding Equalities in Service Change:** *Embed equalities in service changes, strategy and policy development, and decision-making processes across the organisation through robust and rigorous Equality Analysis.*
3. **Cultivate Seldom Heard Voices in Engagement:** *Expand our engagement and consultation approaches to increase the involvement of seldom-heard groups, and tailor these where appropriate, to ensure that their perspectives and experiences are central in the development of Council strategies, policies, and services.*
4. **Addressing Barriers to Information and Services:** *Address barriers to accessing information and services, ensuring that such information and services are accessible to protected groups as much as possible.*
5. **An Accepting Organisational Culture:** *Instil an organisational culture and practice of acceptance of different staff needs and requirements to ensure that all staff, particularly those from protected groups, feel valued.*
6. **Celebrating Diversity:** *Promote and celebrate the value of diversity in Tameside, so that as an anchor institution, the Council can be a positive exemplar to the broader community.*

Action Plan

Under each of the Equality Objectives defined above, a series of actions have been identified that will enable our organisation to achieve each objective. These actions are set out in an action plan below:

1. **Continuous Effective Monitoring:** Enhance our ongoing systematic approach to monitoring performance in terms of equalities and local community profiles, enabling transparency, accountability, and rigour in the tracking of equalities.

Actions:

- Develop an Equalities Dashboard on Tableau, and provide access via the Council's website and intranet.
- Review and refresh community profiles by consulting Census data, the EHRC Measurement Framework, and so on, as well as refresh workforce data.
- Research whether equalities measures can be benchmarked against other local authorities, particularly our GM and statistical neighbours.
- **Issues monitoring:**
 - Develop a red-flag system that monitors issues that arise from complaints (and possibly other sources), so that these issues can be addressed through targeted interventions.
 - Ensure that these issues are scrutinised by protected characteristic to monitor which issues affect particular protected groups. Consider making the equalities section on the complaint mandatory, as it is not currently completed.
- **Monitoring of equalities by services:**
 - Conduct an audit to determine how/whether different services monitor equalities, what they monitor, and what they are using this information for.
 - Develop mechanisms to systematically monitor departmental commitments around equalities.
- **Procurement:**
 - Conduct audit of contracts with service providers to determine if equalities are monitored.
 - Introduce mandatory requirement that all contracts include equalities considerations and that equalities should be monitored.

2. **Embedding Equalities in Service Change:** Embed equalities in service changes, strategy and policy development, and decision-making processes across the organisation through robust and rigorous Equality Analysis.

Actions:

- Conduct an internal review of Equality Analysis processes to determine how equalities are embedded across directorates via an EIA Audit and anonymous staff survey.
- Review EIA template – include space for baseline data and/or data evidence.
- Promote the recording and monitoring of actions to keep with timescales in the completion of EIAs.
- Create an accessible Equalities toolkit, including EIA best practice, to improve equalities practices across the organisation, and to ensure EIAs efficiently and effectively.
- Provide equalities training, including EIAs, to Elected Members and staff to instil best practice across the organisation.
- Develop performance indicators to ensure that performance of Equality Analysis is tracked.
- Publish EIAs in a centralised location on the Council's website.
- Monitor the cumulative impact of service changes and policy development on particular demographic groups using EIAs as the source.
- Conduct a review on the extra protected groups included in Equality Analysis beyond those prescribed in the Equality Act 2010.

3. **Cultivate Seldom Heard Voices in Engagement:** Expand our engagement and consultation approaches to increase the involvement of seldom-heard groups, and tailor these where appropriate, to ensure that their perspectives and experiences are central in the development of Council strategies, policies, and services.

Actions:

- Improve our programme of reaching out to seldom-heard groups, in which a broad range of

- proven and innovative methods are used.
- Monitor the participation of protected groups in consultation and engagement compared to the demographic breakdown of Tameside’s population.
- Increase accessibility of consultations to those whom consultations are not currently accessible to: easy read format, paper versions, etc.
- In order to work with and improve relationships with VCSE groups that represent and support protected groups, create a relationship portfolio that includes the purpose, timetable of meetings, and contact persons of these groups.

4. **Addressing Barriers to Information and Services:** Address barriers to accessing information and services, ensuring that such information and services are accessible to protected groups as much as possible.

Actions:

- Develop inclusive and/or tailored communications approaches aimed at specific protected groups – through use of varied communications methods (e.g. leaflets, visual graphics, videos), translated materials, appropriate formats (e.g. Braille, Easy Improve Read).
- Promote the Council website’s accessibility functions – translations (including audio translations), colour formatting, etc.
- Review cultural training provisions for all staff, particularly those in customer-facing roles, to identify gaps, the quality of current training, etc.
- Provide refresher training on cultural sensitivity for all staff, particularly those in customer-facing roles.
- Conduct a review of all Council physical spaces to ensure that these are accessible for those with physical disabilities and visual/hearing impairments, as well as those who are neurodiverse and from an ethnic or cultural minority.

5. **An Accepting Organisational Culture:** Instil an organisational culture and practice of acceptance of different staff needs and requirements to ensure that all staff, particularly those from protected groups, feel valued.

Actions:

- Advance on the EDI training that is already offered to staff – e.g. training to be offered on neurodiversity, trans inclusion, and non-binary inclusion.
- Drive forward the establishment of staff network groups beyond REACH and the Neurodiverse Employee Network.
- Establish a staff survey to monitor wellbeing in the workplace, and disaggregate the results of this by protected group.
- Develop organisational policies around coming out and transitioning.
- Include staff pronouns in email signatures.
- Review workspaces to ensure they are inclusive environments for all.

6. **Celebrating Diversity:** Promote and celebrate the value of diversity in Tameside, so that as an anchor institution, the Council can be a positive exemplar to the broader community.

Actions:

- Promote important calendar periods and events – e.g. Black History Month, Pride Month, International Women’s Day, etc.
- Achieve the LGA Equality Excellence award through successful peer review.

Implementing the Strategy

Corporate Governance

The Health & Wellbeing Board will hold a Delivery Group accountable for implementation of this Strategy. Their status as an independent body provides the appropriate degree of challenge.

Each year the council will produce an end-of-year progress report against plans for implementation, which will offer an opportunity to reflect on challenges and achievements and also inform our plans for the coming year.

The Inequalities Reference Group, which comprises Elected Members, Council and Health Colleagues as well as third sector Partners takes a wider look at inequality across the borough. It acts as a forum for the sharing of ideas and thoughts on carrying out responsibilities under the Equality Act 2010 and the Public Sector Equality Duty. As a further degree of oversight it can also request updates on implementation, delivery and monitoring of equalities data.

Monitoring Performance

The proposed Equalities Dashboard will provide the means for the Governing Groups to monitor the impact of the Strategy.

A further recommendation around services adding equalities data to existing dashboards should also provide some insight into take-up of services by protected characteristic and, again, provide clarity on progress.

Links to Corporate Plan

Inclusivity is at the heart of the Corporate Plan, providing a cross-cutting link to each of the eight priorities across the themes of 'Starting Well', 'Living Well' and 'Ageing Well'. As a Corporate priority the end-of-year progress report will therefore also go to Cabinet for consideration.

Strategic Context

Work in Greater Manchester (led by Greater Manchester Combined Authority) also contributes to the Equalities landscape in Tameside. Through Groups such as the GM Equality Officers Group and the seven Equality Panels we are able to share best practice and contribute ideas to regional solutions.

Appendix 1: Case Studies of Good Practice

Free school meal voucher scheme

With thousands of local families were facing unprecedented challenges during the COVID-19 pandemic and beyond there was a need to do everything possible to support them. A free school meal voucher scheme was launched to ensure no Tameside children went hungry during holiday periods. Families were able to apply for the vouchers at www.tameside.gov.uk/voucher. Around 9,000 children were eligible for income based free school meals across the borough. Thousands of applications were sent in and verified, with vouchers being sent out. It was good to know those who needed support were getting it.

Free food vouchers to support struggling families

Thousands of Tameside families were facing unprecedented challenges during the COVID-19 pandemic. The Government's COVID-19 Winter Grant for a [package of measures](#) was used, which included free supermarket food vouchers for children eligible for free school meals, as well as for sixth form and college students from low income households. Care leavers also received vouchers and a limited number of vouchers were made available through the [Early Help Access Point](#) and [Welfare Rights](#).

The scheme was [recognised on Twitter by Marcus Rashford](#), who campaigned nationally for free school meals during the holidays for children living in poverty.



Marcus Rashford MBE @MarcusRashford · 16 Dec 2020

Tameside Council



Tameside Council @TamesideCouncil · 16 Dec 2020

Children eligible for free school meals will receive supermarket food vouchers to help ensure they don't go hungry over the Christmas & February holidays as part of our wider package of measures to support struggling households tameside.gov.uk/Newsroom/Schoo...

[Show this thread](#)

Read more: www.tameside.gov.uk/Newsroom/School-holiday-food-vouchers-for-struggling-famili

BILD Oliver McGowan Learning Disability and Autism Training

BILD Oliver McGowan Autism Training was carried out for Tameside Council's staff, which covers how best to support those with learning disabilities and autism amongst our workforce.

Tameside residents who are autistic or have a learning disability led the sessions. The training is named after Oliver McGowan, whose death shone a light on the need for health and social care staff to have better training

Hate Crime Awareness

As part of Hate Crime Awareness Week in 2021, a Hate Crime Small Grants fund was launched, in partnership with Action Together, where community groups bid for up to £1000 for projects that promoted hate crime awareness. There is more information on the newly refreshed [hate crime webpage](#). The Community Cohesion Officer, Terry Finn, offered online talks to community groups about hate crime and how to report it. Such talks are vital, as hate crime is hugely under-reported.

Half-Term Holiday Scheme

A half-term holiday scheme in February 2021 provided healthy activities for Tameside's vulnerable

children and those of key workers. Active Tameside provided a host of COVID-safe activities that gave parents and carers a half-term break and much-needed respite for families of children with disability. The diverse range of activities included sports and life skills that would help children keep fit and healthy and boost their abilities.



Reaccreditation of Charters – Mindful Employer and Disability Confident

In 2021, The Council were reaccredited with **Mindful Employer for Employers Positive about Mental Health**. This charter helps us as an organisation to be recognised as those employers who are working towards better mental health in the workplace, no matter where they are in their journey. It is clear that people experiencing mental ill health continue to report stigma and discrimination at work. Through the ‘Charter for Employers Positive about Mental Health a commitment to creating a supportive and open culture, where colleagues feel able to talk about mental health confidently, and aspire to appropriately support the mental wellbeing of all staff.



This includes an on-going commitment to:

- Provide non-judgemental and proactive support to staff experiencing mental ill health.
- Not make assumptions about a person with a mental health condition and their ability to work.
- Be positive and enabling towards all employees and job applicants with a mental health

condition.

- Support line managers in managing mental health in the workplace.
- Ensure we are fair in the recruitment of new staff in accordance with the Equality Act (2010).
- Make it clear that people who have experienced mental ill health will not be discriminated against, and that disclosure of a mental health problem will enable both the employee and employer to assess and provide the right level of support or adjustment.

The Council also been recently reaccredited with **Disability Confident**, which recognised how the organisation is thinking differently about disability and taking action to improve how recruitment, retention and training of disabled employees. Being Disability Confident is a unique opportunity to lead the way in our community, and you discover someone the business cannot do without!



As a Disability Confident Employer organisations must:

- have undertaken and successfully completed the Disability Confident self-assessment
- are taking all of the core actions to be a Disability Confident employer
- are offering at least one activity to get the right people for our business and at least one activity to keep and develop our people.

Tameside couple support LGBT+ Adoption & Fostering Week

A big thank you was given to our foster carers who were helping us to highlight New Family Social's annual LGBT+ Adoption and Fostering Week, which had a 'Build your Family' theme. People who foster for their local authority give local children the chance to experience a stable and loving family life and to remain within their local area. This means that local authority foster carers are helping children to stay close to friends and family, and to remain in the same schools, at what can otherwise be a very unsettling time in their lives. The Council needs foster carers from all backgrounds to look after children of all ages.

Mental Health Courses and Activities

Over the last few years, we have worked hard to change the conversation about mental health, by providing training courses and awareness sessions to staff, such as improving personal resilience, mental wellbeing in a hybrid workplace, and so on. This is in conjunction with the fantastic work that our Mental Health First Aiders, Health and Wellbeing Champions and of course our passionate individuals across the organisation making it a priority to talk about mental health.

New People Plan

The new [People Plan 2021 – 2024](#) launched in June 2021. It recognises that people drive success and enable the organisation to deliver on its vision, purpose, and priorities, and that people are our most important resource and asset. It sets out a charter for all people related matters, supporting the ambition to be an employer of choice, where employees feel valued, listened to, and know their contributions really matter. Following the challenges presented by the COVID-19 pandemic, it was important to re-evaluate the strategic aims for the workforce over the next few years, to ensure that we:

- Have a people offer that is robust
- Create and sustain a positive culture
- Continue to attract, develop and retain the best people
- Are ready and committed to embrace the opportunities and challenges presented to us by the pandemic and beyond
- Are able to capture and embed the positive aspects of our changed way of working, increasing flexibility and performance.

To achieve the aims set out in our new People Plan, a number of the organisation's people offers have been refreshed, so that the organisation can continue to support and develop the workforce effectively.

Social media celebration for Armed Forces Day

Tameside might not have been able to celebrate [Armed Forces Day](#) with the usual events in Denton but there was still a great deal to recognise the borough's long and close relationship with the forces.

Libraries and Culture were posting on social media all week. There was something on Twitter every 30 minutes from 9am, and every hour on Facebook, culminating in the release of a short video at 4pm featuring some of the highlights from previous Victoria Park celebrations. Dukinfield Town Hall were floodlit in red, white and blue.

The Armed Forces Day flag was raised in Denton at the town hall and the [Tameside Armed Services Community](#) (TASC) allotment. The allotment site at Rose Hill was completely transformed with a summer house, raised beds, a fruit cage and a polytunnel. Various crops and fruit trees were planted. It's available to all TASC members, whether they want to grow things or just meet up for a cup of tea and a chat.



Low Cost Food Scheme Opening to More Tameside families

It's great to be working with food surplus redistribution charity [The Bread and Butter Thing \(TBBT\)](#) to expand its innovative, affordable food service in the borough. A hub was already been operating in Hattersley since 2018 and now, thanks to external grant funding, the public health team commissioned a new hub at St Peter's Church in Ashton-under-Lyne next Wednesday (14 July). Two further hubs will open in subsequent weeks at Haughton Green Community Centre and Ridgehill BigLocal. Not only will it offer people on low incomes access to quality food at an affordable price, it also means that surplus food is being used and not wasted, so it was a great result all round.

Supporting Our Young People

Executive cabinet approved a new scheme to help a group of at-risk young people into employment, education, or training. The £280,000 scheme will focus on 46 young people identified as high risk of becoming NEET (not in education, employment or training) due to their attendance in education.

A multi-agency plan is in place to provide additional support including in education and pupil referral services. To further support the young people, the Youth Employment Scheme aspect of the Tameside Employment Fund has been reinstated to give the young people access to six months paid employment at local companies. This is a fantastic example of our commitment to ensuring vulnerable young people have the opportunities and support they need to succeed.

Active Tameside award for diversity and inclusion

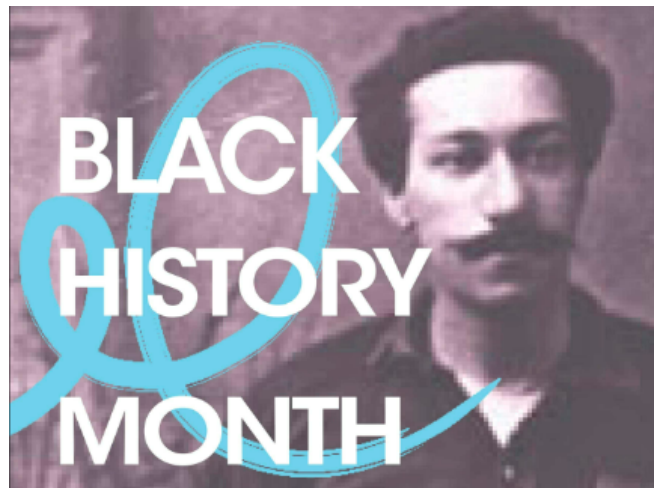
The '*Everybody Can*' service, run in partnership with Active Tameside, received the 'Diversity and Inclusion' Award for the second time at the national *ukactive Awards*. *Everybody Can* provides fully accessible and inclusive health, wellbeing, and social development support to thousands of residents with varying needs and abilities. It involves over 15,000 community-based sessions annually, attended by over 1200 young people and adults with a disability or additional needs, and includes adult social care and outreach support and activities such as sport, swimming, cooking and horticulture and essential respite services for parents and carers. This is much deserved recognition for this brilliant work, which is making a difference.



Black History Month

"PROUD to be" was the theme for [Black History Month](#) which took place throughout October. It's a national celebration to honour the too-often unheralded accomplishments of black Britons throughout the country's history.

In Tameside [Arthur Wharton](#), the world's first black professional footballer who played for two local sides, Ashton North End and Stalybridge Rovers, at the end of the 19th century was honoured. There is a blue plaque in tribute to him at the Tameside Stadium in Ashton.



[Local Studies and Archives](#) hosted a talk by Michelle Haller, who recounted her experiences as an NHS community nurse, and [Libraries](#) put together a reading list which included “100 Great Black Britons” by Patrick Vernon and Angelina Osborne.

Poverty Truth Commission

2021 saw the launch of the Tameside Poverty Truth Commission at the 4C Centre in Ashton.

The guiding principle is simple but powerful; creating effective and lasting solutions to poverty is only possible when we understand the everyday reality of poverty. In order to achieve this, Poverty Truth Commissions bring together people with lived experience of poverty (“grassroots commissioners”) and local community, businesses and political leaders (“civic commissioners”).

By giving a voice to those who would otherwise remain on the margins of society the Poverty Truth Commission allows for the development of new initiatives to tackle poverty at a local level, rooted firmly in the experiences of grassroots commissioners and the expertise of civic commissioners.

The Commission has continued to meet regularly since then and will be presenting its findings when it concludes in 2023

Tameside Youth Summit

Mental wellbeing, confronting sexism and homophobia, disruption to education, and improving public transport were some of the subjects discussed by young people at the first ever Tameside Youth Summit.

Designed and run by the members of the Tameside Youth Council with representatives from a number of schools and colleges in the borough, the event gave young people in attendance the opportunity to share their experiences of the coronavirus pandemic and what is important to them as the borough looks to build back better, fairer and greener.

The afternoon session of the Youth Summit then saw a number of local leaders and decision makers join the event to discuss with our young people the issues that were raised earlier on in the day.

This culminated in the drafting of a “Pledge Card” by every adult in attendance stating what they would do, both personally and within their organisations, to improve the lives of all young people in Tameside. The Youth Council will contact everybody who made a pledge in six months’ time to see if they’ve succeeded in turning them into action.

Some of the potential solutions discussed by young people and local leaders and decision makers in attendance included providing better mental health support through teacher training, wellbeing activities and “safe spaces”, strengthening youth councils in schools so that young people feel like

they have a voice in their own education, doing more to tackle sexist, homophobic, transphobic and racist bullying, especially on social media, and introducing more regular timetables for public transport.

Recognition for supporting Equality and Diversity in Tameside

Tameside Council received the 'Role Model' accreditation from the All Equals Charter - Manchester Pride's equality, diversity and inclusion programme. As an organisation, high praise was offered for "exceptional" efforts to improve equality and inclusion and support diversity.

The All Equals Charter is based on a set of commitments (as outlined below) which members pledge to follow;

- Recognition of the Diversity of LGBT+ People.
- Challenging Prejudice and Discrimination
- Employing a diverse workforce through open and fair recruitment procedure
- Developing and providing services that can be used by a diverse range of LGBT+ people
- Develop and review specific policies to implement this Charter
- Working with Partners
- Progress Tracking and Reporting



LGBT+ History Month

The diversity and talent of our LGBTQ+ communities were celebrated. It was also about raising awareness of and combating the prejudice and discrimination faced by many LGBTQ+ people.

Clarendon College and Tameside College came together with the Council on Wednesday 16th February, celebrating LGBT History month as part of our weekly groups with young people.

Weekly LGBT+ support groups are run by Tameside Youth Service for young people aged 17+ and for those in Years 7-11. It includes a safe space for LGBT+ young people, including those who are gender fluid, and/or questioning their sexual orientation or gender identity, where young people can meet, socialise, talk about what matters to them, make new friends, and participate in activities and have fun.

Ending Period Poverty with Hey Girls

Period poverty is a silent problem across Tameside and 1 in 10 people in the UK still cannot access or afford basic hygiene products. Working with [Hey Girls](#), Children's Centres across Tameside offer support for people who are experiencing period poverty by having a stock of hygiene products including sustainable products. Active Tameside centres have also recently partnered with Hey Girls and now provide free sanitary products in all of their venues too. People who visit the centres can discretely ask for a bag of products at reception by asking for Vera (pads) or Violet (tampons). Alternatively, people can take from the available stock in all female, unisex or accessible toilets. These products are stocked up at the same time as toilet roll so they should always be available.



It is important we work towards increasing access to free hygiene products. Thank you to services and organisations across Tameside for supporting people who cannot readily access these products.

Supporting Men's Mental Health

We all know men do not often reach out even when in crisis, so a campaign to engage men more in local mental health services was launched. Partners came together to organise Tameside Men's Mental Health and Wellbeing Conference.

The event aimed to raise awareness of mental health and wellbeing among men, foster conversations for mental health among men and to highlight the breadth of support available for men in Tameside and beyond.

Tameside Community Champions

Tameside recognised early on during the coronavirus pandemic that there are many people in communities who preferred to receive their information from those that they know and trust. It is for this reason that the "Community Champions" scheme was created.

The Tameside Community Champions network is designed to empower residents and workforces with the information they need to lead the way in their community. By bringing together existing networks and residents' groups together in one place, silos were broken down, a sense of collective spirit created, and a better relationship built between the council and residents.

As well as sharing information and leading by example, Champions also play a valuable role in providing essential insight from diverse communities to the Council and partners. We are opening doors to have better relationships between council and residents and providing free training to support them in their roles.

Appendix 2: Legal Context

Equality Act 2010

The public sector equality duty is laid out in section 149 of the Equality Act 2010. It came into force on 5th April 2011, and it states that a public authority must, in the exercise of its functions, have due regard to the need to:-

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

These are often referred to as the three 'arms' of the duty.

In short, this means that both Tameside Council and NHS T&G CCG must consider the impact actions have on equality, and whether when delivering a particular service or function, or in the role as employer the aims set out in law are being furthered. The specific duties, detailed below, show the minimum amount of information we must publish in order to show that we are complying with the general duty.

This duty replaced the previous Public Sector Equality Duties that were in force covering race, sex and disability and expanded the scope of the previous duties to cover all 'protected characteristics' (although only the first 'arm' of the duty applies to marriage or civil partnership).

The Duty also applies to bodies that deliver services on behalf of the Council, as in doing so they are exercising a public function. So for example, a private sector provider that is contracted to deliver a service in relation to adult social care would be required to consider the general duty and would be subject to its provisions. However, only the part of the organisation that is delivering the public service is subject to the duty; the organisation as a whole is not.

Having 'due regard' for advancing equality involves:

- a) Removing or minimising disadvantages suffered by people who share a relevant protected characteristic that are connected to that characteristic;
- b) Taking steps to meet the needs of people who share a relevant protected characteristic that are different from the needs of persons who do not share it;
- c) Encouraging people who share a protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

This means that when we are considering how practices, policies and procedures impact upon equality the Council needs to also be considering the ways in which any potentially negative impacts can be mitigated, and ensure that access to services remains fair and equitable.

For example, the law requires us to make reasonable adjustments to the way in which services and public functions are delivered where a disabled service user may be placed at a substantial disadvantage. In considering how a service is delivered or offered, we need to consider the potential barriers that a person with a disability may have to overcome in order to access it, and put in place reasonable adjustments to lessen these. Such adjustments may be physical, or they may involve providing an auxiliary aid, or altering the way in which the service is delivered

The Specific Duties

The specific duties are contained within the Equality Act 2010 (Specific Duties) Regulations 2011. They came into force from July 2011, and confirm the minimum steps that public bodies must take

in relation to publishing information on equalities, such as workforce monitoring data and equality objectives. The 2011 Regulations were replaced by The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 in March 2017.

The regulations state annually, public authorities (with 150 or more employees) must publish information to demonstrate compliance with the general duty, including information about the protected characteristic status of employees, and other persons affected by policies and practices.

The regulations also state that public authorities (with 150 or more employees) must publish one or more specific and measurable equality objectives, and subsequently at intervals of no more than four years from the date of first publication.

The information we publish must be in a manner that is accessible to the public, and may be contained within another published document. This in effect removes the requirement on public bodies to publish separate and specific equality schemes, as noted earlier.

Compliance with the Duty

Publication of the Equalities Strategy ensures that we are adhering to the regulation stating that we must publish one or more specific and measurable equality objectives, and subsequently at intervals of no more than four years from the date of first publication.

The Equalities Strategy contains equality objectives and we have ensured that these are outcome focussed and are in alignment with other key strategic documents.

These sections also detail the processes and structures in place to ensure that appropriate consideration of equality issues is embedded in decision making and day to day work.

Furthermore, it builds upon the work done as part of previous schemes and strategies of each of the organisations by including details of how we have engaged with communities and ensured that those protected under legislation have been involved as part of influencing, developing and shaping the commissioning and delivery of services.

In providing the framework of how we approach equality in the area; it confirms a number of actions and processes that services undertake in order to meet the general and specific duties. For example, the Equality Impact Assessment (EIA) process helps us ensure that the decisions we take have been properly considered for their impact on relevant protected characteristic groups, and are based on solid evidence, including feedback from consultation and engagement. We use the EIA process, and the principles embedded within it, to ensure that we are complying with the general public sector equality duty. Similarly, the EIA process is just one of the ways in which we satisfy the requirement of the specific duties by publishing information relating to individuals sharing a relevant protected characteristic who are affected by policies and practices.

The EIAs produced to support individual policy changes and practices by Tameside Council and are available within the individual decision reports produced by the services. Equalities information relating to the Council's workforce is published online at: www.tameside.gov.uk/workforceequalitydata

Protected Characteristics

The main provisions of the Equality Act 2010 came into force on 1st October 2010.

These provide the basic framework of protection against discrimination, harassment and victimisation, for the nine recognised 'protected characteristics' in employment, public functions and services, transport, premises, education, and associations.

The Act replaces all existing anti-discrimination laws with a single piece of legislation. The aim is to

streamline previous laws and 'level up' protection across the protected characteristic groups.

The nine protected characteristics, and what is meant by them, are detailed below, as are details of the protection given by the Act.

The nine protected characteristics are:

- Age
- Disability
- Race
- Sex
- Religion or Belief
- Sexual Orientation
- Gender Reassignment
- Pregnancy & Maternity
- Marriage & Civil Partnership

In Tameside, a further four protected characteristics were adopted:

- Carers
- Military Veterans
- Breastfeeding
- Mental Health

Please note that this is intended as a general overview and introduction only, and does not constitute legal advice.

The Equality Act 2010 is a wide-ranging piece of legislation and will apply differently in certain situations and circumstances. There are, for example, areas where discrimination is lawful, such as where the provisions of another law demand it, or where an action can be justified as a proportionate means of achieving a legitimate aim. The level of protection afforded by the Act will depend on individual circumstances.

Age

This is defined as a reference to a person's age group. This can mean people of the same age, or a range of ages, for example 'under 18s' or 'over 50s', or a specific age group e.g. '25- 34 year olds'. People who share the protected characteristic of age are therefore in the same age group, although this can be broad as well as very specific. Age groups do not have to be defined numerically, they can be relative e.g. 'older than you/me'.

Disability

The Equality Act 2010 defines a disability as a physical or mental impairment which has a longterm and substantial adverse effect on a person's ability to carry out normal day to day activities. This includes sensory impairments such as those affecting sight or hearing, and also any impairment which consists of a severe disfigurement. Long term means that the impairment has lasted, or is likely to last, for at least 12 months or the rest of the affected person's life.

The Act has changed previous disability law, in that a person now no longer has to demonstrate that their disability affects a particular function such as mobility or speech. This used to be known as the 'list of capacities'.

Some illnesses, such as cancer, multiple sclerosis and HIV infection, are covered by the Act, from the point of diagnosis, under the protected characteristic of disability. Progressive conditions, and those with fluctuating or recurring conditions, will also be considered as disabilities in certain circumstances.

The Act strengthens the support given to people associated with someone with a disability, such as carers, by expanding the coverage of discrimination by association to cover disability.

It also introduces the concept of discrimination arising from a disability, where someone suffers unfavourable treatment as a consequence of something arising from their disability.

The Act also seeks to ensure that disabled people are given fair treatment when applying for positions of employment, in that it now bans the asking of pre-employment health questions, including sickness absence (other than in certain, specific circumstances).

For information as to what constitutes a disability under the Act, and where the Act applies, please consult the Statutory Codes of Practice or the information held on the Office for Disability Issues website.

Race

A person who is from a particular racial group will have the protected characteristic of race. A racial group is defined as a group of people who have, or share, a colour, nationality or ethnic or national origins. All racial groups are protected from unlawful discrimination under the Act, and an individual may fall into more than one racial group.

Sex

Sex refers to a man or woman of any age, or groups of men and/or boys, and women and/ or girls. The protected characteristic of sex does not include gender reassignment or sexual orientation. These are covered separately.

Religion or Belief

Religion or belief includes any religion and any religious or philosophical belief. This protected characteristic therefore includes the commonly recognised religions such as Christianity, Islam, Judaism, Sikhism and Buddhism for example. However, in order to be protected, a religion does not necessarily need to be mainstream or particularly well known, but it must have a clear structure and belief system. It also includes a lack of any religion or belief, for example philosophical beliefs such as Humanism and Atheism.

Sexual Orientation

Sexual orientation refers to a person's sexual orientation towards persons of the same sex (i.e. a gay man or a lesbian), persons of the opposite sex (i.e. heterosexual), and persons of either sex (i.e. bisexual). It also relates to how people feel, as well as their actions. Discrimination under this protected characteristic covers discrimination as a result of how someone's sexual orientation manifests itself i.e. in how that person presents themselves, or the places they choose to visit.

Gender Reassignment

Gender reassignment is the act of moving away from one's birth sex to the preferred gender, i.e. from male to female, or vice-versa. It covers anyone who is proposing to undergo, is undergoing, or has undergone the process (or part of the process) to reassign their sex. The Act removes the requirement for the person proposing to undergo this change to be under medical supervision in order to be protected, recognising that it is a personal process and not necessarily a medical one.

Pregnancy and Maternity

Where a woman is pregnant or on maternity leave she is covered by this protected characteristic, as well as being covered by protection and rights afforded to her by other statutory rights such as time

off for antenatal care and health and safety protection. In cases where an employer has to treat a pregnant employee more favourably than other workers, men cannot make a claim for sex discrimination based on this more favourable treatment.

Marriage and Civil Partnership

When the Equality Act 2010 was first introduced marriage referred to any formal union of a man and a woman which is legally recognised in the UK as a marriage.

Civil Partnership refers to a registered civil partnership under the Civil Partnership Act 2004, including those registered outside of the UK. Civil partners must not be treated less favourably than married couples (except where permitted by the Equality Act).

However, following legal changes in 2014, same sex couples can now marry in civil ceremonies or religious ones where the religious organisation allows it throughout England, Scotland and Wales. Civil partners who wish to convert their civil partnership into marriage are also able to do so. Additionally, married transgender men and women are now able to change their legal gender without having to end their marriage.

The status of being unmarried or single is not protected. Similarly, people who intend to marry or form a civil partnership but have not yet done so, or who are divorced or have had their civil partnership dissolved, are not protected by this characteristic.

Additional Locally Determined Characteristics

The additional local determined characteristics are defined as:

Carers – anyone who cares, unpaid, for a friend or family member who due to illness, disability, a mental health problem or an addiction cannot cope without their support. This includes young carers who may be providing support to a parent.

Military Veterans – those who have served in the British Armed Forces and since left them.

Breastfeeding – those mothers who are feeding their infants.

Mental Health – those with a condition related to their psychological and emotional well-being.

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Agenda Item 6

Report to:	EXECUTIVE CABINET
Date:	28 September 2022
Executive Member:	Councillor John Taylor – Executive Member (Adult Social Care, Homelessness & Inclusivity)
Reporting Officer:	Stephanie Butterworth – Director Adult Services
Subject:	TRANSFORMING ADULT SOCIAL CARE IN TAMESIDE – PEOPLE AT THE HEART OF CARE: PHASE 2
Report Summary:	This report seeks approval of the proposed delivery model/service arrangements for Adult Social Care in Tameside from 1 st April 2023 onwards. This to ensure the Council's ability to deliver the new burdens placed on the Council through the Adult Social Care reforms. This will be phased over a two year period (2023/24 & 2024/25).
Recommendations:	<p>That approval be given to the increased capacity required in Adult Social Care and relevant corporate services to deliver the intentions of 'The People at the Heart of Care' reforms. Proposals are backed by the new Health and Social Care Levy announced in September 2021, of which £5.4 billion is being invested into adult social care over the next 3 years. Beyond the next 3 years, an increasing share of funding raised by the levy will be spent on social care in England.</p> <p>That approval be given to begin the full redesign of Adult Social Care as set out in this report to ensure appropriate service arrangements are in place from 1 April 2023.</p>
Corporate Plan:	<p>The proposals align with the Living Well, Working Well and Aging Well programmes for action.</p> <p>The service links into the Council's priorities:</p> <ul style="list-style-type: none">• Help people to live independent lifestyles supported by responsible communities.• Improve Health and wellbeing of residents• Protect the most vulnerable
Policy Implications:	The White Paper lays out a 10 year strategy to include all those who interact with social care not just those accessing direct services that have been identified as having eligible needs under the Care Act 2014 or assessed as requiring preventative services to delay eligibility and entrance to eligible services. It also includes new burdens on local authorities for those who currently self-fund their care and support needs. These people are not currently known to services and will be entitled to financial and care assessments.
Financial Implications: (Authorised by the statutory Section 151 Officer & Chief Finance Officer)	Following a review of resourcing requirements to address the objectives of the Adults Social Care Reform, this paper seeks permission to use the associated monies to fund 73 additional posts (90 across 2 phases) at a full year cost of £3.34m by 2024/25 (phased implementation over 3 years). The indicative funding from government that is expected for Tameside MBC for 23/24 is £6.7m and £9.7m for 24/25. The additional funding is expected to support the implications outlined in the white paper. This will include the implementation and resourcing to ensure readiness and the

changes to the charging reform including the fair cost of care and cap on care. This paper addresses the resourcing requirements only and a further paper is to follow on completion of the Fair Cost of Care and Market Sustainability exercises due in September 2022.

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

The White Paper sets out a range of policies to be implemented over the next three years, which have been detailed in previous governance reports.

In summary the main changes and additional demands are:

- People who self-fund their care do not pay more than local authorities for the same service under Section 18(3) Care Act 2014
- From October 2023, the cap on personal care cost will be set at £86,000
- A new means-test will come into effect from October 2023 when the lower capital limit changes from £14,250 to £20,000 and the upper capital limit changes from £23,250 to £100,000. From that date anyone with capital and assets above £100,000 will fund their own care unless the individual chooses to exercise their right to request the local authority to meet their care under Section 18(3) provision.

This report concentrates on the financial and additional workforce implications for the Council to deliver and continue to meet its statutory obligations under the 'Fair Cost of Care' proposal and Section 18 (3) of the Care Act 2014 over the next 3 years.

Adult Services have identified that an increase in workforce and a service redesign will be required in order to be able to meet the new requirements. Support will be provided by colleagues in Human Resources.

The new requirements will also require increased support from legal services not only during the transition period but also to undertaken the necessary support under the new legislation as set out in section 5 of this report.

As this legislation is a major step change to the provision of these services legal officers are engaging with colleagues at a regional level in order to develop shared knowledge and learning.

Risk Management:

A transformation programme has been established which includes a risk management log, and is reflected in the corporate risk register. However early indications are clear financial and workforce risks in delivering the requirements of the white paper within the budget allocated.

Background Information:

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



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1. INTRODUCTION

- 1.1 On 27 April 2022 Tameside Strategic Commissioning Board noted the implications of 'The People at the Heart of Care: Adult Social Care Reform White Paper', which places new burdens on the Council that are far reaching and will affect a number of functions across the Council, and agreed key priorities for implementation of the required reforms. The proposals in this report are based on those key priorities and required reforms. The Adult Care reforms were legislated for through the Health and Care Act 2022.
- 1.2 This report focuses on delivery of new burdens for the 'Commissioning of Care and Support' through a redesign of Adult Social Care. Government has recognised that implementing the reforms will impose significant additional burdens on the local authority and accordingly has allocated additional funds nationally over the current and following two financial years to cover initial costs. The indicative budget allocations are outlined below:
- 1.3 For Tameside we anticipate we will receive in the region of:
- | | | | |
|---------|----------------------------|-------|-----------------------------|
| 2022/23 | Fair cost of care | £779k | Implementation Support Fund |
| 2023/24 | Direct to local government | £6.72 | million |
| 2024/25 | Direct to local government | £9.70 | million |
- 1.4 It should be noted that the above allocations must also deliver the ambition of a 'Fair Cost of Care', which will be subject to a separate report to Cabinet in October 2022. Future years funding is expected to be funded through the Health and Social Care levy.

2. CONTEXT AND NEW BURDENS

- 2.1 This report has a key focus on the delivery of the 'Commissioning of Care and support' and aligns to the following key aims of Adult Social Care reforms:
- Reform how people in England pay for their care so no one needs to pay more than £86,000 for their personal care costs, alongside more generous means-tested support for anyone with less than £100,000 in chargeable assets.
 - Ensure that self-funders can access the same rates for care costs in care homes that local authorities pay, ending the unfairness where self-funders have to pay more for the same care, whilst ensuring local authorities move towards paying a fair cost of care to providers.
 - Ensure fees for care are transparent to allow people to make informed decisions.
 - Improve information and advice to make it more user-friendly and accessible, helping people to navigate the care system and understand the options available to them.
 - Provide information and advice that is accurate, up to date and in formats that are tailored to individual needs
- 2.2 This means that from October 2023 every person who needs care and support will have a care account that will track his or her means tested contributions to the cost of that package of care to a maximum contribution of £86,000 over their lifetime, and pay the same care fees as the Local Authority. To determine a person's contribution both a care assessment and a financial assessment are required. This includes those who currently self-fund care and support.
- 2.3 The Local Authority has (through its Public Health Team) commissioned a Joint Strategic Needs Analysis (JSNA) to better understand the future demand for Adult Social Care in Tameside.

- 2.4 However, we do know that between 2020 and 2030, the 65+ population is projected to grow by 16.7% (6,800). By 2040, the 65+ population is projected to grow by 29.1% (11,800). Projected growth in Tameside is slightly lower than across the North West at 18.6% and 32.4% respectively.
- 2.5 Population growth amongst 18-64 year olds is expected to be slower than the growth predicted for the 65+ age group. Between 2020 and 2030, the 18-64 population is projected to grow by 1.3% compared to 0.5% across the North West. By 2040, population growth in this age group is predicted to be 3.3% compared to 1.2% across the North West.
- 2.6 Additionally, there are 37 young people transitioning from children's services to adulthood in 2022/23 with an estimated cost of £1.7m. In 23/24 and 24/25 indicative data estimates costs to be approximately £1.2m and £2.3m respectively. Further work is required to gain a clear understanding of current and future demand that ensure timely and appropriate transition to adulthood.

3. CURRENT POSITION

- 3.1 Adult Care currently support 6,417 individual service users who are in receipt of an adult social care service provision including our community response service. There are 2,099 between 18-64, and a further 4,318 aged 65 and over. It should be noted that a service user can have more than one service provision in place, there are currently 9,466 service provisions in place across the system. This is a snapshot at the beginning of August 2022.

Table 3.1 – Number of Service Provisions by Type

Service Provisions	Number of Service Provisions	Service Provisions	Number of Service Provisions	Number of Individuals
Carers	1,091	Professional Support	556	
Day Care	448	Residential Care	606	
Direct Payment	292	Respite	48	
Extra Care Housing/Supported Accommodation	396	Shared Lives	104	
Homecare	1,412	Re-ablement	148	
Nursing Care	187	CRS	2628	
OT	1,550	Total	9,466	6,417

- 3.2 It should also be noted we have seen a 12% increase in requests for support from adult care services between 2020/21 and 2021/22. In 2021/22 there were 10,930 contacts made to the Gateway of which 48.5% (5300) required further triage or an assessment of care and support needs. There is also significant demand from those we actively support within the neighbourhood teams and Community Response Service (CRS). As well as demand at the front door, teams receive a large volume of calls each month:

Table 3.2: Number of Telephone Calls in July 2022

Telephone number	Number of telephone calls received in July 2022
Community Response (PNC calls)	12,670 – resulting in 1,090 warden visits
IUCT	553
Neighbourhood Teams	2,213
Out of Hours emergency calls	1,415

- 3.3 At the time of writing this report, since April 2022 there are 1,016 people who have an open contact with an adult social care service where work is ongoing to determine a suitable outcome for them. This includes our IUCT team providing professional intervention and short term support to people living in the community and in intermediate care or acute hospital settings. It also includes the work carried out by neighbourhood teams around assessment of long-term need, investigation work around safeguarding incidents and further requests for support from existing clients. We currently have around 1,500 people awaiting assistance from our Occupational Therapy team. Please see appendix 1 which demonstrates the current demand for adult social care services in Tameside.
- 3.4 Utilising the NHS capacity tracker which was introduced in the pandemic to track activity in the independent care sector, we have been able to draw some high level figures to indicate the current volume of self-funded care activity in the local care market. There are approximately 996 self-funders in Tameside.
- 3.5 Work is now underway to establish the exact numbers of people who self-fund their care who have not had an assessment of their needs and are therefore not currently 'known' to the Council. However data currently suggests a likely 26% increase in demand for care and financial assessments in readiness for the introduction of care accounts and fair access to care.
- 3.6 Furthermore, there will be financial implications because of the increase in lower and upper capital limits with the lower limit rising from £14,250 to £20,000 and the upper limit rising from £23,250 to £100,000. At the time of writing this paper there were 454 people who would be impacted by these changes, resulting in additional costs to the Council (see table 3.3 below). Work is underway to establish the financial implications for the Council and will be subject to a further report to Cabinet in October 2022.

Table 3.3 – Self-funders and financial implications

	Residential	Non-Residential	Total	Implication
Clients with assets between £20,000 - £23,250	69	48	117	Increased part funded
Clients with assets between £23,250 - £100,000	39	112	151	Self-funded to part funded
Clients with assets between £14,250 - £20,000	61	125	186	Part funded to fully funded
	169	285	454	

- 3.7 Given the increase in demand that is predicted the service has established a significant transformation programme and redesign for Adult Social Care, which includes a review of current resources to ensure sufficient capacity to deliver safe services and meet statutory requirements.

4. FUTURE DELIVERY MODEL/OPTIONS

As approved in the report to Strategic Commissioning Board in April 2022 we have already increased initial capacity in key functions to ensure the Council's ability to review our current position and to inform a future service configuration for Adult Social Care and other interdependent functions across the Council.

- 4.1 Our approach has included a review of the following:
- Current capacity and alignment of staff in the service
 - Current activity and backlogs
 - Likely future demand
 - Local and National priorities
 - Good practice and benchmarking across the country
 - Piloting new ways of working
 - Workforce development including Social Work apprenticeships
- 4.2 To meet the increased demand and new burdens outlined in section 3 of this report the following key functions are required in the service configuration from 1st April 2023:
- 4.2.1 **Robust strategic leadership across the directorate** – Ensure we have clear responsibilities, roles, systems of accountability and good governance to manage and deliver good quality, sustainable care and support; and that we act on the best information about risk, performance to encourage a focus on continuous learning, innovation and improvement across our organisation and the local system to improve outcomes for people.
- 4.2.2 **Key focus on practice improvement and safeguarding** – Ensuring the care and support delivered is safe, responsive to individual needs and rights. To do so by ensuring assurance is strengthened to drive up standards of care, making brilliant outcomes easier to identify and share and address areas where improvements can be made.
- 4.2.3 **Transition to adulthood and a key focus on working age adults with disability and/or mental health needs** – provide a specialist team to work with people with a learning disability to ensure people have a good choice of alternative housing and support options; so people can choose where they live and who they live with, with the opportunities to plan ahead, and take up those options in a timely fashion.
- 4.2.4 **Sufficient resource within our Integrated care and support teams across urgent care and neighbourhoods** – ensure people receive care and support that is co-ordinated, and everyone works well together to plan ‘my’ care, bringing together services to achieve the outcomes that are important to individuals by ensuring people can ‘live well at home’ as independently as possible.
- 4.2.5 **Long term support (direct delivery of registered provision)** - ensuring people can live as part of a community, where they are connected to the people who are important to them, including friends and family and have the opportunity to meet people who share interests.
- 4.2.6 **Integrated Client Finance function** – introduce a face to face and person centred approach to financial assessments and introduce ‘care accounts’ to ensure that people have access to affordable care, and do not have to face unpredictable and unlimited care costs.
- 4.2.7 **Commissioning and homes for all** – Make sure that people can access a range of personalised support that reflects their own choices and circumstances – including finding new approaches to improve on the ways we have traditionally delivered care and support; and ensure people can adapt their homes and access practical tools and technology, in order to live independently and live well in their own home.
- 4.2.8 **Systems and performance ability to respond to national requirements** – Ensure that all professionals involved in providing care have access to the right digitised information at their fingertips to provide safe, outstanding quality care; and that there is high-quality and timely data available nationally, regionally and locally to help

identify best practice and address areas of improvement.

4.2.9 **Information, advice and guidance** – Ensuring people know where to find user-friendly information and advice that is inclusive of my communication and accessibility needs, to make informed and empowered decisions about their life – now and in the future; and that people know what their rights are and can get information and advice on all the options for my health, care and housing with ease.

4.2.10 Workforce development – the service will build in opportunities to ‘grow our own’ by supporting a total of nine social work apprentices at any one time. This will be three apprentices per year over a three year course and when graduated move into the available posts. In addition, we will also support six final year student social workers again with the option to apply for a permanent post where available. By July 2024 the service will have nine apprentices that will become qualified social workers.

4.3 The transformational element of this programme of work is the realignment of key functions and the introduction of new teams and increased capacity across 2023/24 & 2024/25 to ensure the service continues to build on innovative practice, provide a focus on the local authority’s commitment to integrated services and key priorities to achieve the outcomes described above.

4.4 Following an extensive review of the current structure, an additional 77 posts are required in Adults to address the additional demand and new burdens. All posts proposed for removal from the structure are currently vacant.

Table 4.1 new posts required

Service Area	Post	FTEs		
		New	Remove	Total
Adults Commissioning Service	Social Worker	1		1
	Rehabilitation Assistant - Visual Impairment		-1	-1
	Business Support Officer	1		1
	Management Support Clerk	1		1
Adults Commissioning Service Total	Total	3	-1	2
Adults Neighbourhood Teams	Integrated Neighbourhood Manager		-1	-1
	Team Manager	1		1
	Social Work Consultant		-1	-1
	Assistant Team Manager	1		1
	Senior Occupational Therapist		-1	-1
	Safeguarding Lead		-1	-1
	Occupational Therapist	1	-1	-1
	Social Worker	14		14
	Assessor/Care Co-ordinator	8		8
	Manual Handling Practitioner		-1	-1
	Direct Payments Officer		-1	-1
	Community Care Officer	1		1
	Wellbeing Advisor	1		1
Team Clerk	7		7	
Adults Neighbourhood Teams Total	Total	33	-7	27
Integrated Urgent Care Team	Head of Service Integrated Care & Support	1		1
	Service Unit Manager	1		1
	Team Manager	2		2
	Assistant Team Manager	4		4
	Social Worker	9		9
	Assessor/Care Co-ordinator	12		12
	Home Care Operational Support Co-Ordinator	1		1
	Team Clerk	2		2
Integrated Urgent Care Team Total	Total	32	0	32
Long Term Support, Reablement & Shared Lives	Carers Lead	1		1
	Social Worker		-1	-1
	Assessor/Care Co-ordinator	1		1
	Carers Activity Co-ordinator	1		1
Long Term Support, Reablement & Shared Lives Total	Total	3	-1	2
Mental Health / Community Response Service	Team Manager	1		1
	Assistant Team Manager	1		1
	Social Worker	2		2
	Business Support	1		1
Mental Health / Community Response Service Total	Total	5	0	5
Safeguarding, Workforce & Quality Assurance	Principal Social Worker	1		1
	Allegations Manager	1		1
	LPS Implementation Lead	1		1
	Practice Improvement Lead	1		1
	Safeguarding Lead	1		1
	Work Force Development Lead	1		1
	Inspection Project Manager	1		1
	PIPOT Business Support	1		1
	Workforce Development Business Support	1		1
Safeguarding, Workforce & Quality Assurance Total	Total	9	0	9
Senior Management	Programme Management Support	1		1
Senior Management Total	Total	1	0	1
Total Adults	Total	86	-9	77

4.5 In addition to the operational posts required to deliver the objectives of the social care reform, a further 13 posts are required across support functions. All of the posts outlined below with the exception of the Legal Services posts (see 5.6) have been approved as part of Phase 1 which was agreed on 27th April 2022 Tameside Strategic Commissioning Board.

Table 4.2 Support Function Staffing

Other Support Areas					
Service Area	Post	FTEs			
		New	Remove	Total	
Finance	Service Manager	1		1	
Finance	Visiting Officers	2		2	
Finance	Assessment Officers	4		4	
Finance	Temp Team Manager	1		1	
Systems	Systems Officer	1		1	
Policy, Performance & Intelligence	Data Manager	1		1	
Communications	Communications Officer	1		1	
Legal Services	Legal Officer	1		1	
Legal Services	Adult Social Care Solicitor	1		1	
Total Support Areas		13	0	13	

4.6 Furthermore the service has reviewed the alignment of services across service units within the directorate which has resulted in the suggested transfers of some functions to ensure the service is fit for the future. These areas can be seen in Appendix 2 and also referenced in 5.3 for completeness.

What will be different?

4.8 As a result of key changes the service anticipates we should see an improvement in the following measures:

- Improved quality in assessments demonstrated person centred outcomes
- Improved timeliness of adaptations to support people to live well at home
- Improved ease for service users and carers in finding and accessing information about services available from ASC
- Increased satisfaction in the care and support received by both service users and carers from ASC
- Increase in the proportion of the SEND community who feel included in decisions regarding preparation for adulthood
- Improvements in timeliness and planning of transitions
- Decreased spend on care and support for those transitioning to adulthood
- Reduction in Adult services debt
- Reduction in staff absences and vacancies
- Increased timeliness in access to assessment and provision and reduction in backlogs
- Reduction in complaints and concerns to Adult Social Care
- Decreased spend on care and support for those transitioning to adulthood

5 FINANCIAL IMPLICATIONS

5.1 The estimated funding for 23/24 is £6.7m and for 24/25 is £9.7m. This has to cover fair cost of care work, implication of cap on care as well as resourcing.

5.2 There has been a significant amount of work carried out with adult leadership team and managers to review all staffing line by line, which has ensured a clear understanding of the whole staffing resource; and terms and conditions across the directorate.

5.3 Across the service we are seeking approval to increase staffing for phase two A & B as outlined in the table below, noting that phase one has been agreed by Strategic Commissioning Board paper in April 2022 :

Service Area	FTEs	2022/23		2023/24	2024/25
		Phase 1a	Phase 1b	Phase 2a	Phase 2b
Adults Commissioning Service	3	£0	£0	£55,551	£104,655
Adults Neighbourhood Teams	22	£0	£0	£294,363	£785,393
Integrated Urgent Care Team	118	£74,015	£0	£3,812,771	£3,812,771
Long Term Support, Reablement & Shared Lives	-46	£45,418	£22,141	£-1,284,308	£-1,284,308
Mental Health / Community Response Service	-32	£0	£0	£-1,095,626	£-1,095,626
Senior Management	-1	£0	£30,066	£-67,467	£-67,467
Safeguarding, Workforce & Quality Assurance	13	£119,185	£40,371	£600,817	£600,817
Adults Total	77	£238,618	£92,579	£2,316,102	£2,856,235
Financial Management	8	£140,952	£0	£274,416	£255,900
Systems	1	£22,094	£0	£44,188	£44,188
Performance	1	£26,234	£0	£52,467	£52,467
Communications	1	£22,094	£0	£44,188	£44,188
Legal	2	£0	£0	£89,500	£89,500
Support Areas Total	13	£211,373	£0	£504,759	£486,243
Total Resourcing	90	£449,991	£92,579	£2,820,861	£3,342,478

- 5.4 The full year cost of the additional resourcing requirements totals £3.34m. A phased approach has been used to establish the posts who will lead on the implementation of the Adult Social Care objectives. All posts are to be funded from the additional Adult Social Care Reform monies from government and equate to 42% and 34% of the total estimated funding expected to be received in 23/24 and 24/25 respectively. The posts in phase 1a & 1b are funded from the implementation monies already received for ASC reform. Phase 2a £2.82m needed for 23/24 and phase 2b £3.34m in 24/25. (figures cumulative)
- 5.5 The resourcing exercise also includes the realignment of some services, which compliments the 'right service, right place, right time' ethos.
- 5.6 A holistic approach has been taken to ensure that the overall resourcing impact of the reforms has been considered and therefore, additional capacity in support areas is required to support on:

Financial Management: increased financial assessments due to increased demand for services, implementation of the cap on care and care accounts and supporting on fair cost of care modelling and market sustainability plans.

Systems: implementation of new finance systems and significant LAS system upgrades and continued in-house support to respond to changes in legislation and reporting.

Performance: improved data and reporting to improve decision making and evolve services to ensure quality service is delivered to residents.

Communications: improved communications and information via a range of mediums to connect better with service users and allow them to make informed decisions about their care requirements.

Legal Support: increased legal advice and support required through the transition process and thereafter on care needs, financial assessments and court applications for example. Legal Services note that the process of doing so may lead to the potential identification of hidden demand activity which the Council must address such as, safeguarding and issues arising from a lack of mental capacity. It is right to address these needs, but the increased demand will come with further costs and personnel within Legal Services. For example, in relation to s21a (challenging a deprivation of liberty order) and s.16 welfare (asking a court

to make decisions on P's personal welfare/property and affairs) applications are anticipated to increase by approximately 50%.

6 HUMAN RESOURCES APPROACH TO TRANSFORMATION

6.1 In order to support the white paper implementation, for the Council to respond to the additional burdens imposed there will be a requirement to review the current staffing structure and propose changes to certain working practices that are no longer fit for purpose. Coupled with this changes there is also a requirement to grow the workforce as presented in section 5 of this report.

6.2 It is proposed, subject to consultation, that the staffing structure will be reviewed and aligned as detailed in Appendix 2 of this report.

6.3 As detailed in section 4 of this report there is currently work ongoing to review the following

- Current capacity and alignment of staff in the service
- Current activity and backlogs
- Likely future demand
- Local and National priorities
- Good practice and benchmarking across the country
- Piloting new ways of working
- Workforce development – grow our own

6.4 In April 2022 and July 2022 reports were presented to the Employment Consultation Group (ECG) detailing the following pilots/reviews that are currently in progress;

- Review of seven day working rota within the social work teams
- Realignment of Assessment Centre and OT Functions
- Out of hours manager on call provision

These pilots/reviews are being undertaken in consultation with staff, and the outcomes will be presented to ECG in October 2022.

6.5 Should the outcomes of the above pilots/reviews as detailed in section 6.4 above indicate a requirement for a change to contractual working patterns, this will require a variation to the terms and conditions of employment for those affected staff. We would initially seek voluntary sign up to the new terms and conditions of employment, where this cannot be achieved it will be necessary to enter into a dismissal and reengagement process with those affected staff (with appropriate notice being issued to affected staff).

6.6 Appropriate consultation will take place with staff on any proposed changes to terms and condition of employment and will be undertaken with support from Human Resources following the Council's policies. Our approach to this will be to engage with staff and trade union colleagues and due support will be put in place with one to one welfare discussions held with affected staff.

6.7 Activity will be undertaken as follows:

- ECG report October 2022
- HR activity and formal consultations by mid November 2022
- Implementation action would follow that in the period December 2022 to March 2023
- Implementation completed by end of March 2023
- New arrangements start in April 2023

- 6.8 Subject the outcome of the consultation process it is anticipated that the new structure and changes to terms and conditions for those affected staff will be in place by 1st April 2023.

7 EQUALITIES IMPACT ASSESSMENT (EIA)

- 7.1 An initial EIA has been conducted which highlights a direct impact on age, disability and people on low or no income. There are significantly more older people and people with disabilities in receipt of adult social care services than the general population of Tameside. Furthermore, the Charging Reforms will impact on low or no income groups through the proposed changes to the Cap on Care.
- 7.2 However, at the time of undertaking the initial screening, there is not enough detail to complete the full EIA with any meaningful outcome. Please see appendix 3 for the initial EIA screening.
- 7.3 There are still many variables in terms of detailed guidance and direction from national government around the reforms e.g. outcomes of the Mental Capacity Act consultation and impact on Liberty Protection Safeguards, finalised Operational Guidance on implementing the Cap on Care and conclusion of the Fair Cost of Care exercise, to name a few. Alongside that, there is further work required to gain a detailed understanding about Tameside's ~996 private self-funders in terms of their demographics, support needs, financial circumstances etc.
- 7.4 These would be required to be able to work through the full EIA, and so we remain committed to complete this when further information is available, and update what is possible by the end of March 2023.

8 CONCLUSION

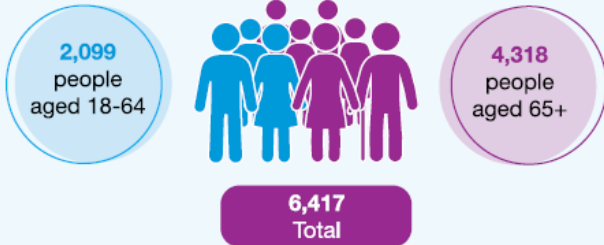
- 8.1 The introduction of the 10 year strategy for Adult Social Care has been largely welcomed and does reflect many of the challenges that we have seen exacerbated locally through the course of the pandemic. It will touch on all those who interact with adult social care, whether that's those who draw on support and care, unpaid carers, the care and support workforce, care providers both large and small and for and not for profit, local authorities, voluntary organisations to name but a few.
- 8.2 It is an opportunity to have a major impact on outcomes for individuals and demonstrate improvement in corporate priorities whilst delivering on the new burdens required.
- 8.3 The recommendation in this report is based on giving the local authority the best chance to achieve a greater level of improvement against key priorities and is based on evidence of good practice across the country.
- 8.4 However there continues to be a risk to the local authority that the funding indicated to meet the new burdens is likely to be insufficient in future years and this will need to be built into a review of the medium term financial strategy following the outcome of the fair cost of care exercise.
- 8.5 A further report to Cabinet will follow in October 2022 that will cover the Fair Cost of Care and recommended care provider fees for 2023/24.

9 RECOMMENDATIONS

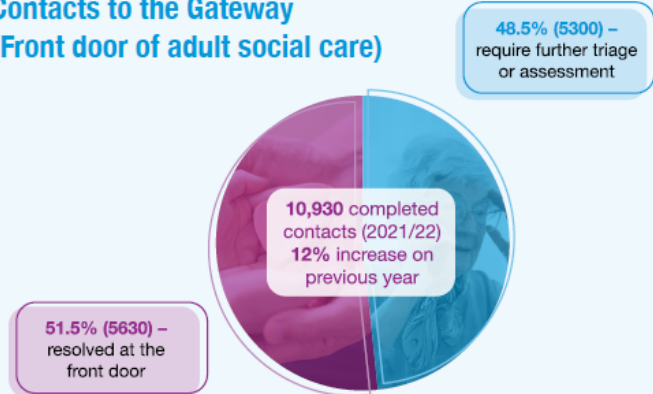
- 9.1 As set out on the front of the report.

Adult Social Care – Demand

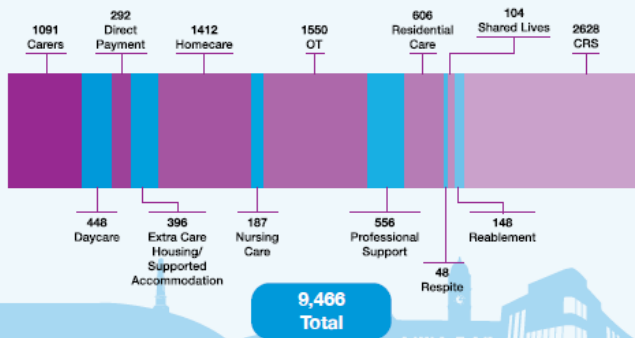
Adult Social Care supports:



Contacts to the Gateway (Front door of adult social care)



Number of services provisions currently provided:

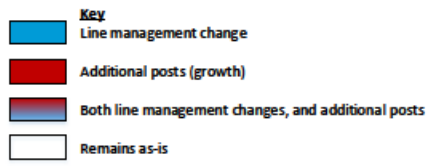


Number of contacts made to Adult Social Care in July 2022:

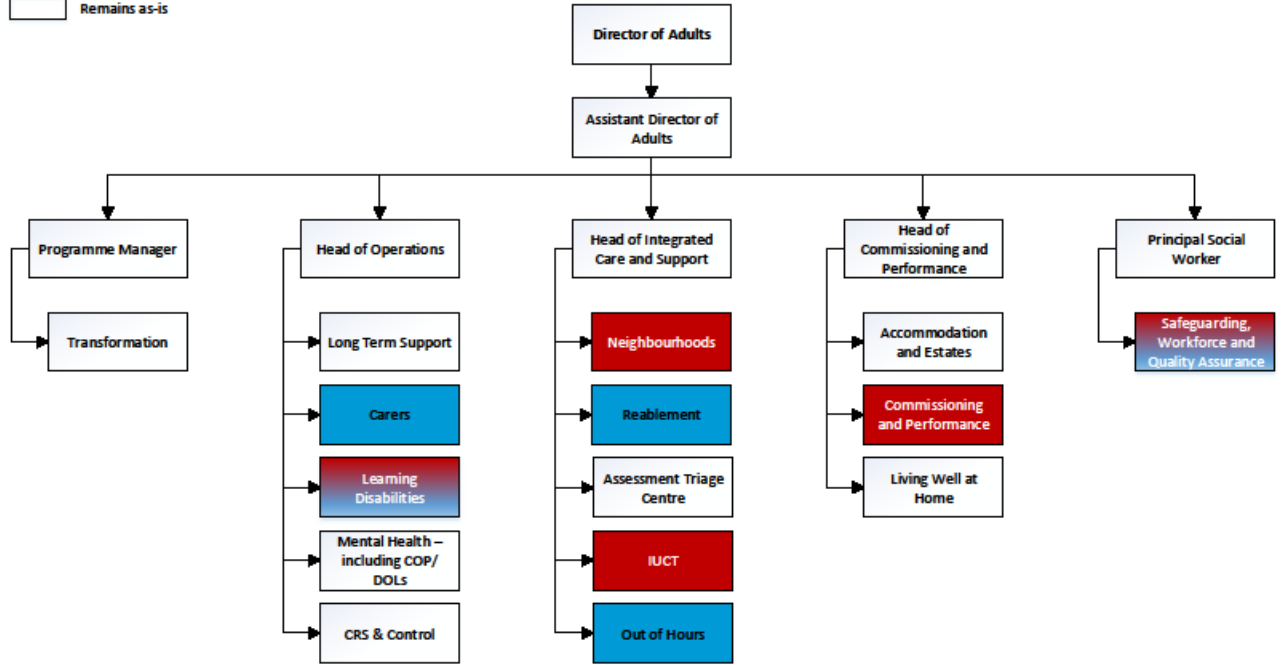
Gateway Contacts	1,418
Community Response (PNC calls)	12,670 – resulting in 1,090 warden visits
IUCT	553
Neighbourhood Teams	2,213
Out of Hours emergency calls	1,415



APPENDIX 2



Phase 2 – High level proposed Adults structure



APPENDIX 3

EQUALITIES IMPACT ASSESSMENT

Subject / Title	Transforming Adult Social Care in Tameside – People at the Heart of Care: Phase 2	
Team	Department	Directorate
Adults Transformation	Adults	Adults
Start Date	Completion Date	
1 August 2022	31 March 2023 (subject to change – please see 1E)	
Project Lead Officer	Tracey Harrison	
Contract / Commissioning Manager	Trev Tench	
Assistant Director/ Director	Stephanie Butterworth	
EIA Group (lead contact first)	Job title	Service
Tracey Harrison	Assistant Director	Adults
Vicky Marshall	HR/OD Business Partner	HR
Reyhana Khan	Programme Manager	Adults
Sonya McKay	Finance Manager	Finance
Tom Houghton	Team Manager	Policy
Lorraine Kitching	Performance Manager	Performance

PART 1 – INITIAL SCREENING

An Equality Impact Assessment (EIA) is required for all formal decisions that involve changes to service delivery and/or provision. Note: all other changes – whether a formal decision or not – require consideration for an EIA.

The Initial screening is a quick and easy process which aims to identify:

- *those projects, proposals and service or contract changes which require a full EIA by looking at the potential impact on, or relevance to, any of the equality groups*
- *prioritise if and when a full EIA should be completed*
- *explain and record the reasons why it is deemed a full EIA is not required*

A full EIA should always be undertaken if the project, proposal and service / contract change is likely to have an impact upon, or relevance to, people with a protected characteristic. This should be undertaken irrespective of whether the impact or relevancy is major or minor, or on a large or small group of people. If the initial screening concludes a full EIA is not required, please fully explain the reasons for this at 1e and ensure this form is signed off by the relevant Contract / Commissioning Manager and the Assistant Director / Director.

1a.	<p>What is the project, proposal or service / contract change?</p>	<p>The ASC Reform White Paper lays out a 10 year strategy to include all those who interact with social care not just those accessing direct services that have been identified as having eligible needs under the Care Act 2014 or assessed as requiring preventative services to delay eligibility and entrance to eligible services.</p> <p>It also includes new burdens on local authorities for those who currently self-fund their care and support needs. These people are not currently known to services and will be entitled to financial and care assessments.</p> <p>In order to support the white paper implementation, for the Council to respond to the additional burdens imposed there will be a requirement to review the current staffing structure and propose changes to certain working practices that are no longer fit for purpose. Coupled with this changes there is also a requirement to grow the workforce to meet statutory duties and responsibilities, and ensuring vulnerable people are kept safe.</p>
1b.	<p>What are the main aims of the project, proposal or service / contract change?</p>	<p>The proposed redesign delivery model/service arrangements for Adult Social Care in Tameside from 1st April 2023 onwards.</p> <p>This proposal is to ensure the Council's ability to deliver the new burdens placed on the Council through the Adult Social Care reforms. This will be phased over a two year period (2023/24 & 2024/25).</p>

1c. Will the project, proposal or service / contract change have either a direct or indirect impact on, or relevance to, any groups of people with protected equality characteristics? Where there is a direct or indirect impact on, or relevance to, a group of people with protected equality characteristics as a result of the project, proposal or service / contract change please explain why and how that group of people will be affected.				
Protected Characteristic	Direct Impact/Relevance	Indirect Impact/Relevance	Little / No Impact/Relevance	Explanation
Age	x			<p>23.5% of the Tameside population is aged over 60, however, 73.4% of the adult social care client base is aged over 60.</p> <p>Therefore, significantly older people are in receipt of adults social care services than the general population.</p>
Disability	x			20.9% of Tameside's

				<p>overall population have a disability, in comparison with 37.8% of people in receipt of adult social care services (this does not include people in receipt of Reablement and CRS)</p> <p>Therefore, significantly more people with a disability are in receipt of adults social care services than the general population.</p>
Ethnicity		x		
Sex		x		
Religion or Belief		x		
Sexual Orientation		x		
Gender Reassignment		x		
Pregnancy & Maternity		x		
Marriage & Civil Partnership		x		
Other protected groups determined locally by Tameside and Glossop Strategic Commission?				
Group (please state)	Direct Impact/Relevance	Indirect Impact/Relevance	Little / No Impact/Relevance	Explanation
Mental Health		x		
Carers		x		
Military Veterans		x		
Breast Feeding		x		
Are there any other groups who you feel may be impacted by the project, proposal or service/contract change or which it may have relevance to? (e.g. vulnerable residents, isolated residents, those who are homeless)				
Group (please state)	Direct Impact/Relevance	Indirect Impact/Relevance	Little / No Impact/Relevance	Explanation
Low or no income groups	x			The thresholds for people who are charged for

				<p>their care are planned to change nationally, from October 2023.</p> <p>The upper capital limit (UCL), the point at which people become eligible to receive some financial support from their local authority, will rise to £100,000 from the current £23,250.</p> <p>As a result, people with less than £100,000 of chargeable assets will never contribute more than 20% of these assets per year. The UCL of £100,000 will apply universally, irrespective of the circumstances or setting in which an individual receives care.</p> <p>The lower capital limit (LCL), the threshold below which people will not have to pay anything for their care from their assets will increase to £20,000 from £14,250.</p>
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Utilising the NHS capacity tracker which was introduced in the pandemic to track activity in the independent care sector, we have been able to draw some high level figures to indicate the current

volume of self-funded care activity in the local care market. The data shows that of the 4,678 individual service users with a service provision, 2764 are in receipt of funded care and a further 996 indicative additional self-funders in Tameside provision will require a care account and assessment through the new reforms.

Due to the increase in lower and upper capital limits - with the lower limit rising from £14,250 to £20,000 and the upper limit rising from £23,250 to £100,000, there will be an impact to 454 people currently known to services. Work is underway to establish further implications for the Council from the charging reforms and will be subject to a further report to Cabinet in October 2022.

	Residential	Non-Residential	Total	Implication
Clients with assets between £20,000 - £23,250	69	48	117	Increased part funded
Clients with assets between £23,250 - £100,000	39	112	151	Self-funded to part funded
Clients with assets between £14,250 - £20,000	61	125	186	Part funded to fully funded
	169	285	454	

Self-funders impacted by new thresholds: older people

Of the 454 people currently self-funding their care through the council, and who would be impacted by the new thresholds, 88.1% are aged over 60.

If we are to assume that the new burdens will follow a similar pattern, there is likely to be an impact for older people who pay towards their own care.

*'The analysis by the Institute for Fiscal Studies and the Health Foundation shows that for many people the latest proposals are considerably less generous, as many people could still face losing more than 70% of their assets to pay for care. For these people they are not getting any protection from catastrophic costs and still face the prospect of losing almost everything – including the value of their home - to pay for care. While the government says everyone paying the same is fair, understanding what this means for both accumulated care needs over your lifetime and for catastrophic costs shows this change is unfair for poorer older people.'*¹

The inequality here is that the value of people's homes in Tameside is less than the value of properties in other more affluent areas.

Self-funders impacted by new thresholds: working age

*Whilst the majority of those known to be impacted are older people, it is important to reflect on the impact on working-age adults. Working-age adults with care needs tend to not have the same opportunity to earn similar income levels to the general population and this means that many receive financial support through the means test. Under the proposed change, this support won't count towards the cap. This will mean it will take much longer – a much higher amount of accumulated care needs – to reach the cap. This is critically important as it means for all that additional time, the working-age adult is contributing to their care costs from their income.*¹

Self-funders impacted by new thresholds: financial assets

Of the 454 people currently self-funding their care through the council, and who would be impacted by the new thresholds, the council would see an increase in people that would require their care to be part-funded by 25.7%. 33.3% would move from being fully self-funded to being part funded, and 41% would move from having the council part funding their care to the council fully funding their care. In this way there is an impact on people's total assets and their income – more people are eligible for support.

The assumption is that the additional – unknown – self funders (~996 people) follow a similar pattern where they may be eligible for some support from the council. However, at the time of writing this report, the details are not known.

That being said, people in receipt of social care services will continue to be means tested and fairly charged within these new rules; so people will only be charged what they could afford to pay. If people were financially assessed as not being able to afford to pay for their care - but had a Care Act assessed and eligible need - then the council would contribute towards paying for their care.

¹ [The cap on care costs: what does the government proposal mean? | The King's Fund \(kingsfund.org.uk\)](https://www.kingsfund.org.uk/news/2020/care-costs)

1d.	Does the project, proposal or service / contract change require a full EIA?	Yes	No
		x	
1e.	<p>What are your reasons for the decision made at 1d?</p>	<p>The screening process has indicated that it would be beneficial to conduct a full EIA. However, at the time of undertaking the initial screening, there is not enough detail available to complete the full EIA with any meaningful outcome.</p> <p>There are still many variables in terms of detailed guidance and direction from national government around the reforms e.g. outcomes of the Mental Capacity Act consultation and impact on Liberty Protection Safeguards, finalised Operational Guidance on implementing the Cap on Care, conclusion of the Fair Cost of Care exercise etc. Alongside that, there is further work required to gain a detailed understanding about Tameside's ~996 private self-funders in terms of their demographics, support needs, financial circumstances etc.</p> <p>These would be required to be able to work through the full EIA, and so we remain committed to complete this when further information is available.</p> <p>The following DHSC Impact Assessments have also been drawn upon:</p> <ul style="list-style-type: none"> • Adult social care system reform: impact statement (publishing.service.gov.uk) (Feb 2022) • Adult social care charging reform: public sector equalities duty impact assessment - GOV.UK (www.gov.uk) (March2022) (Charging Reform is a significant aspect of the overall ASC Reform Agenda) 	

If a full EIA is required please progress to Part 2.

Report to:	EXECUTIVE CABINET
Date:	28 September 2022
Executive Member:	Councillor Leanne Feeley – Executive Member (Learning, Achievement and Equalities)
Reporting Officer:	Tim Bowman, Director of Education (Tameside and Stockport)
Subject:	UPDATED SCHOOLS STRATEGY
Report Summary:	<p>This report aims to outline the rationale and the ambition of this updated Schools Strategy in Tameside. The paper celebrates the success of Tameside’s current Strategy and explores the impact of the Schools White and Green Papers and Tameside’s response to them, a response which will build on existing strengths and successes and on our existing Schools Strategy as well as on the strengthened partnerships developed with schools and between schools over the last four years.</p>
Recommendations:	<p>That Executive Cabinet:</p> <ul style="list-style-type: none">(i) Approve this revised School Strategy in light of the DfE’s White Paper and implications for local Government in line with national changes(ii) Agree that at this stage the Council does not need to express an interest in establishing a local authority MAT(iii) Agree that officers will continue to negotiate with DfE officials to establish plans for a fully trust-led system at pace subject to the necessary due diligence required and a further report advises of the same particularly the financial impact on the council relating to traded services.(iv) That such conversions can only take place where the cost of conversions are fully met by the DfE and schools.
Corporate Plan:	<p>The content of this report supports most aspects of the corporate plan by ensuring that schools are able to provide high quality early years education for children and thus ensure that they have the best chances of starting well and living well in Tameside.</p>
Policy Implications:	<p>The report sets out the position in line with Council policies and the statutory framework.</p>
Financial Implications: (Authorised by the statutory Section 151 Officer & Chief Finance Officer)	<p>The strategy outlined within the report, considers converting schools at pace to academy in Tameside. Academy conversions currently are currently managed by diverting internal resources to support the process.</p> <p>To move Tameside schools at pace to a fully trust led system, would require additional investment across the support service functions, with the financial challenge the council currently faces this would increase the budget gap for the council.</p> <p>A fully trust led system either at pace or not will bring financial challenges, the Council currently trades services with schools in areas that tend not to be bought back from MAT’s, the loss of this business will need to be factored into the councils Medium Term Financial Plan.</p>

Tameside's High Needs budget continues to overspend the allocated grant, the DfE expect the local authority to live within grant allocated. The cumulative deficit is estimated to be £6m by the end of 2022/23 financial year. High Needs funding will continue to be a responsibility of the local authority in a trust led system, the deficit recovery plan needs to be updated.

**Legal Implications
(Authorised by the Head
of Legal Services)**

This report is seeking to reaffirm and further develop the council's school strategy. This report sets out the landscape within which the Council needs to operate however much more work is required on the financial impact of this change whether undertaken at pace and a greater understanding of the scale and how it will be managed as it is unlikely that the academies will wish to take these services preferring their own arrangements.

Risk Management:

There are potential future budget pressures associated with schools moving out of local authority control and into MATs, likely to be more challenging if conversions take place over a longer period of time, which will be closely monitored. There is a risk that the political landscape may change and the promised monies to support Priority Areas is no longer available.

Background Information:

The background papers relating to this report can be inspected by contacting Tim Bowman



Telephone:



e-mail: tim.bowman@tameside.gov.uk

1. INTRODUCTION

- 1.1 The current Schools Strategy was agreed by Executive Cabinet in August 2018, outlining Tameside's approach, it stated in section 3.2:

'The key to a revised and updated Tameside Schools Strategy is to exert more assertive and systematic leadership in order to deliver these key functions. To do this well we must be a credible, effective and responsive partner for schools and central government and we must have an effective and engaged relationship with all our schools. Our success is dependent on mutual co-operation.'

- 1.2 Since 2018, Tameside has been realising this vision successfully. The Council has developed positive relationships with schools and between schools. We have moved the system closer towards a school-led system but have remained a system leader. The Council has developed partnerships and established stability and has supported schools causing concern into formal partnerships with strong Multi-Academy Trusts to secure improvement. The Council has worked with home-grown Trusts and supported others to establish in Tameside to provide the system leadership we need to ensure good schools in the Borough.
- 1.3 The current Schools Strategy has prepared schools well for the future but the publication of the recent Schools White Paper (March 2022) has implications for the Council and its family of schools (accelerated targets for improvement, a fully trust-led system, which are set out and explored in this paper) and an updated Schools Strategy for Tameside is now needed, one which defines the current and future challenges and priorities which are most important and most urgent and explores how these challenges could be met.
- 1.4 The local authority's (LA) role has changed since 2018 however, as have the challenges, which give rise to the need to have a refreshed strategy in place. In order to be confident in our leadership we must ensure our Schools Strategy continues to address new challenges.
- 1.5 This paper will explore the key strategic issues, policy, performance improvement and financial, which will affect our system in the medium term. Whilst these challenges have been exacerbated by the pandemic, our pre-pandemic challenges remain. We must seek to impose our strategy on this challenge, rather than allow the pandemic to impose its challenge on us.
- 1.6 The purpose of this updated Schools Strategy is to identify the opportunities and refresh thinking to ensure that we have a school system which is fit for purpose and responds to the requirements of the White Paper. By this we mean it is planned, sustainable and able to directly respond to the needs of children in the Borough. We have a window to act and it is a narrow one. As ever our strategy must be thoughtful, hopeful and impatient about improving outcomes for children.
- 1.7 Whilst there has been much debate in the last decade about the role of local authorities in leading education improvement, Tameside's Schools Strategy has been clear about its role in education and must continue to confidently assert that this role is enduring. Tameside must continue to be confident in its leadership. In addition to fulfilling its statutory duties, the role of the local authority is to be a system leader and place-shaper; it is to advocate for all children; be the commissioner of high quality school places; be an intelligent broker of school support; and provide leadership for the whole borough, setting shared education priorities and embodying values. The Council cannot be passive as a system leader and advocate for all children. Rather it must have a clear voice in determining the future of all schools and must be concerned with the long term sustainability and viability of its schools. Our current Schools Strategy, agreed by Executive Cabinet in August 2018, already reflects this assertive role.

- 1.8 The clarity we already assert, is confirmed in the White Paper; local authorities remain at the heart of the education system, championing all children in their area, especially those most vulnerable. The White Paper states that Councils will do this by:
- Coordinating local services to improve outcomes for children
 - Meeting the needs of communities for good school places in terms of planning and securing provision
 - Securing the best outcomes for individual children, especially those most vulnerable, in terms of admissions, safeguarding, and attendance.
 - And the Council will have new legal powers to object to PAN and there will be a backstop power to direct trusts to admit children.

2. BUILDING ON OUR STRENGTHS AND FACING THE CHALLENGES

- 2.1 Despite the challenges of the current context, we are building on our strengths, and it is clear that we do so many things well.
- 2.2 In the most recent published national data set (2019), progress in reading and maths is strong (0.5, 0.7) between Key Stage One (KS1) and Key Stage Two (KS2) and ranks highly compared to LAs with similar challenges to Tameside (2nd and 4th in the group respectively). In the recent end of KS2 tests (2022), Tameside children have scored better than children nationally in reading. Reading has been a strategic focus through our Tameside Loves Reading campaign since 2018.
- 2.3 Tameside schools have exceptionally good pupil attendance, in the main, and therefore low pupil absence. It is consistently better than national and the best of comparative LAs, 2nd in Greater Manchester and 4th in the North West. Tameside's Education Welfare Service has provided high quality support and partnership to schools over time and continue to support schools to achieve such high attendance standards.
- 2.4 As the 24th most deprived local authority (IMD) in England, Tameside ranks higher than its level of deprivation at KS2 and only a handful of local authorities outperform Tameside's level of deprivation at Key Stage Four (KS4) on Progress 8 and strong passes in GCSE English and maths. Tameside always strives to reach at least national expectations for its children, but due to the high level of deprivation in the Borough, this will always be a stretch-target.
- 2.5 This updated Schools Strategy will build on the strengths of Tameside's offer to children and is intended to further embed what is working well within a sustainable and successful local school system. These strengths include:
- 2.5.1 Tameside's response to the pandemic (communication, collective action and collaboration, empowered schools, united approach).
 - 2.5.2 Shared vision, common purpose.
 - 2.5.3 Shared whole system commitment to inclusion
 - 2.5.4 Schools and settings at the heart of communities; the heart of the response to challenges and the recovery.
 - 2.5.5 Values leadership.
 - 2.5.6 Outstanding relationships with schools and between school leaders.
 - 2.5.7 Pupil achievement and attendance as detailed in 2.2-2.4.
- 2.6 Strong partnership needs to be both a partnership between schools and the local authority, and between schools and schools. Partnerships between schools are vital to their success and must be central to our strategy. Partnerships between schools improve financial sustainability; provide a vehicle for sharing high quality practice; and maximise the impact of strong leaders, vital to continuing success over time.

- 2.7 Tameside is rightly proud of the quality of education provided by its schools, colleges, and Early Years settings. In the last academic year, all schools inspected with a less than good judgement (six) have moved to Good or improved their judgement. Our % of Ofsted Good or better primary schools is now 94% from 89% in September 2021 and our secondary % is on track to be 75%.
- 2.8 However we are facing a number of notable challenges. We are significantly challenged by our High Needs settlement as it does not reflect the exponential increased demand for our children with SEND. The SEND Green paper highlights the unprecedented investment in the high needs sector where funding has increased by 40% between 2019-20 and 2022-23. As detailed at Schools Forum on 21 June 2022, despite this, Tameside continues to face significant deficits on DSG. Part of this is in relation to the cap on funding on the High Needs National Funding Formula, a significant part of the funding allocation is still based on 2017-18 baseline spend. Tameside has been receiving a cap on funding since 2018-19, the cap for 2022-23 is £2.988m. The table below shows the current High Needs Funding allocations across all Greater Manchester and Tameside is receiving the second lowest allocation per pupil despite having among the highest needs.

Table 1: High Needs Funding Allocations all GM Authorities

LA	2022-23 High Needs Block	Mid 2022 2-18 Population	Unit Per Pupil Funding
Trafford	£36,667,827	55,340	£663
Tameside	£32,917,502	48,784	£675
Wigan	£45,620,718	65,626	£695
Stockport	£42,816,539	61,424	£697
Rochdale	£36,870,805	51,557	£715
Bolton	£53,292,486	65,585	£813
Salford	£48,580,888	55,440	£876
Oldham	£51,158,374	56,805	£901
Manchester	£114,058,597	117,712	£969
Bury	£40,929,921	41,626	£983
	£502,913,657	619,899	

- 2.9 The majority of our primary schools are small; 45 out of 76 are one-form of entry schools, this is just under two thirds of all primary schools. In addition we have five secondary schools with under 800 pupils on roll.
- 2.10 Children who experience special education needs and those who have disabilities do less well at school than their peers nationally. There is a significant gap between the attainment of pupils who are eligible for Pupil Premium funding and their more affluent peers. Tameside has experienced entrenched challenge with outcomes in the early years and with early reading (phonics) despite targeted support improving outcomes at a school level.
- 2.11 A report was taken to Executive Cabinet on 9 February 2022 detailing the outcome of the SEND Area Inspection. A number of SEND updates have been provided in recent years to both Executive Cabinet and the Education Attainment and Improvement Board (EAIB). This includes updates to the March 2019, October 2019 and June 2021 EAIB. In the last update to EAIB the report concludes that “whilst we continue to make significant improvements across all areas of the SEND Service, we anticipate that because of the significant work still needed to be done we expect that the outcome of an inspection will be that we are asked to prepare a Written Statement of Action.” The outcome of the inspection therefore whilst extremely disappointing was not a surprise to leaders. Inspectors in their summary of the main findings rightly concluded that, “implementation of the 2014 code of practice started

very late in Tameside” as we note in our self-evaluation, which was submitted to inspectors, “the impact of this continues to be felt and that there is more to do to improve the SEND offer”. The Written Statement of Action was accepted by Ofsted on 1 July. The production of a Written Statement of Action is an important opportunity to redefine our improvement plans and to ensure that they are sufficient to meet the challenges we face.

2.12 The SEND Green Paper was published on the 29 March 2022, the same week as the Schools white Paper. The national SEND review had been undertaken since 2019 and has been significantly delayed. The Green Paper recognises that:

- The 2014 SEND reforms have not delivered on aspirations for SEND families and there needs to be change
- The system is too bureaucratic and adversarial
- Outcomes are still not good enough for SEND learners and identification is not early enough
- Systems are not financially viable
- Deliver clarity in roles and responsibilities with every partner across education, health, care and local government having a clear role to play, and being equipped with the levers to fulfil their responsibilities.
- There will be greater clarity about which partners should fund specific forms of support and provision
- The Code of Practice needs to be reviewed and updated
- EHCP process/multi-agency SEN panels will be digitalised and standardised
- The Family Hub model is central to support going forwards.

A further update on the Green Paper is being provided separately to Executive Cabinet at the same time as this paper.

2.13 It is important to consider these significant changes together; we must be aware that there is a large amount of proposed policy change for schools and education all taking place simultaneously which includes significant large-scale programmes such as Family Hubs.

2.14 Children’s learning has been disrupted in an extraordinary and significant way by COVID-19. The impact of this lost learning and disruption is greater in Greater Manchester than any other part of the country and within Greater Manchester, Tameside had one of the most sustained level of disruption. The impact is most profoundly felt by those who experience the greatest disadvantage. Whilst we must not catastrophise this challenge neither should we underestimate it. In autumn 2021, the average primary school pupil had lost 1.9 months in maths and 0.8 months in reading. Disadvantaged children lost an additional 0.3 months in maths and 0.4 months in reading (DfE, May 2022). This is likely to have been exacerbated since autumn 2021 with high levels of disruption to staff and pupils due to the Omicron variant of COVID-19.

2.15 Tameside is committed to every child, and should be clear about what we are trying to achieve, discussing the hardest issues, when they need discussing and making decisions. We must be clear about what we are trying to achieve, and prepared to hold each other to account for our behaviours and performance. We should set our own standards of high performance and a clear way to measure and demonstrate impact, and know that bringing about long term improvement requires us all to focus on improving practice and the quality of our leadership.

3. THE WHITE PAPER AND OUR RESPONSE

3.1 On 28 March 2022, the Department for Education released the long-awaited ‘**Schools White Paper: Opportunity for All**’. This set out the basis of new legislation and direction of travel to achieve this vision. As the local authority we must play a key role in ensuring resources

are best placed to support our schools to achieve the expectations within the report but to also maintain an holistic, child-centred focus. The government's vision is designed to be delivered over the next eight years, so that the ambition can be realised nationally by 2030. The schools bills have been laid before Parliament already.

- 3.2 The White Paper itself has four key themes:
- That all children should be taught by excellent teachers
 - That all schools deliver a high-quality curriculum and enable children to reach high standards
 - That targeted support will be provided where it is needed
 - To develop a stronger, fairer education system.
- 3.3 The most important intention of the White Paper, is that the school system in England will become a fully trust-led system, all schools will become academies in a strong multi-academy trust by 2030.
- 3.4 The central ambition of the White Paper is that the government's national education improvement targets - 90% of pupils achieving the national expectation at the end of Key Stage Two and improved GCSE outcomes in English and maths by half a grade - will be achieved through all schools being placed in a strong multi-academy trust (MAT) by 2030. The school system in England will become a fully trust-led system and all schools will become academies by 2030.
- 3.5 The White Paper poses a number of structural issues:
- 3.5.1 A **fully trust-led system** with a single regulatory approach, which will drive up standards, through the growth of strong trusts and the establishment of new ones, including trusts established by local authorities.
 - 3.5.2 A **clear role for every part of the school system** with local authorities empowered to champion the interests of children and a new collaborative standard requiring trusts to work constructively with all other partners.
 - 3.5.3 Collaborative standard requiring **trusts to work constructively with all other partners**.
 - 3.5.4 Consulting on **moving schools that have received two consecutive below 'Good judgments from Ofsted into strong trusts** to tackle underperformance.
 - 3.5.5 **Avoid converting single academy trusts**, most MATs are on a trajectory to serve a minimum of 7,500 pupils or run at least 10 schools.
 - 3.5.6 **Local authorities can set up MATs** where too few strong trusts exist. These will be regulated the same way as all MATs with limits to Council involvement on Trust Boards.
- 3.6 We must respond to the White Paper both strategically and operationally. Strategically we need to consider the structure and form of our schools system; the interaction between a fully trust-led system and council services; democratic accountability for the schools systems; maintaining relationships and influence; and of course the financial implications. Operationally we need to consider if the Council wants to express an interest in inaugurating a local authority-established multi-academy trust; how we should manage the move to a fully academised system and the pressure that this will likely put on Council services; how we maintain cohesion in our school system; how we manage the risks of PFI schools converting to academies; and, critically, how we support vulnerable children.
- 3.7 In addition to the Schools White Paper the government also launched its '*Levelling Up White Paper*' in February 2022. This paper announced 55 Education Investment Areas (EIAs); these are councils facing entrenched educational challenges. In its '*Implementing School System Reform in 2022/3*', published in May 2022, the government announced its early attention and financial support will be on EIAs and that EIAs will also benefit from other support. The Schools White Paper sets out that, within the 55 EIAs, a subset of 24 areas will

become Priority EIAs (PEIAs). Seven of the 10 Greater Manchester LAs are Education Investment Areas with four being Priority areas, these are: Tameside; Oldham; Rochdale; and Salford. The Government plans to build on this support by offering additional benefits to Priority areas, such as a local needs funding pot of around £40m nationally, Family Hubs, a MAT Leadership development programme for aspiring trust leaders, and an extension of the Connect the Classroom offer to all schools.

3.8 The Government's clear aim is for the plans laid out in the White Paper, namely establishing a fully trust-led schools system, are to be accelerated for Priority areas. In short, Tameside's schools will have to move to a fully trust-led system much more quickly than other areas.

3.9 Tameside is a Priority Area not because schools are not good, but because we are the 24th most socio-economically deprived LA in England. We have good schools, good school leaders and good outcomes but we want children's outcomes to be better and challenge is entrenched.

Responding to the White Paper

3.10 The Government engaged in initial regional planning conversations in June 2022 which included Tameside. It will follow this with a prospectus covering each Priority EIA in early autumn 2022. This will set out the key educational priorities for MAT development in each area – for example, whether there is space for a trust to grow into the area and detailing the phase of schools which might join it. Existing trusts, faith bodies, mainly dioceses, and groups of schools will then be invited to submit proposals that respond to these priorities, enabling underperforming schools to improve.

3.11 Nationally, LA options in the implementation of this policy are limited, but Tameside has an opportunity to be at the fore front of this policy change. By acting first and fast, there is great opportunity for us by being bold and shaping the system before it is shaped for us. The pace of change could be uncomfortable for schools and the Council, so it is about how we work together to gain the greatest advantage. The Government is open to ideas and wants local plans to reflect each area. For the DfE's timeline of activity, see Appendix One.

3.12 50% of children in Tameside are already educated in academies (April 2022), broadly in line with the national percentage of 52% (January 2021). Regional variation means that there are not enough strong trusts in areas most in need e.g. in the North West only 23% schools are in MATs vs 52% in the South West). We have a significant opportunity to plan for further success in our system in a way which works for Tameside but we must maintain a central voice in those conversations in order to sustain the harmony and high quality we have achieved to date, thus making any transition smoother for children and their parents and carers.

3.13 Around half of the schools in Tameside that are not academies are faith schools. Diocesan Education Authorities working in partnerships with local schools will be responsible for determining which MAT these schools join. There are therefore only 24 maintained schools in the borough for whom a strong MAT partner needs to be determined.

3.14 There are potential benefits to overseeing this change at pace. Most notably this would give the sector clarity on the intended strategy, it aligns with Tameside's Schools Strategy, and it would be helpful to services trading with schools to manage resources within a known timeframe. In order to do this we would need to be supported by central Government in at least the following areas:

- Trust capacity Funding
- Funding to support legal, HR and other costs incurred by the Council
- Significant resources to support the PEIA priorities.

3.15 This will bring some pressure for services supporting these conversions (HR, Legal, Finance) it is likely that a small dedicated team will be required to do this work.

- 3.16 The only option for the Council is how we engage not whether we engage. The alternative to moving *at pace to implement a trust led system* is that the Council takes a less assertive position and the pace of change is slower. It is likely that this approach would limit our ability to influence the system and we may lose the ability to maximise funding from the Government. A less assertive position would also be more difficult for Council services delivering to schools, as a reduction in maintained schools over a longer period of time without a clear and co-ordinated plan, would likely present significantly more challenge and cost to the Council.
- 3.17 The biggest change to the school system in the last decade has been the rise of academies and multi-academy trusts. This is a permanent change to our school system and the ambition is reflected in the White Paper. In order to affect outcomes for all children we must continue to embrace the academies agenda. By harnessing the power of the academies agenda we can influence the shape and structure of our school system; ensure that we have a sufficient supply of school places in the right areas; ensure that the right support is in place for schools which need to improve; and we can better influence the quality of provision.
- 3.18 The Council has a policy of full cost recovery for academy conversion and therefore would expect either the DfE or Multi-Academy Trusts to meet the conversion costs in order that other schools or Councils services do not pick up the bill for this work.

4. UPDATED SCHOOLS STRATEGY

- 4.1 Our existing Schools Strategy (2018) is very clear about our strategic objectives:

Our strategic objective should be for a relatively small number of outstanding locally led MATs who can work with the Local Authority to drive improvement, and for that we need a more assertive approach in which we expect to be a key influencer, we expect to be included in school's early thinking about academy conversion and their options, and we expect to work with the RSC's team to shape the MAT landscape in Tameside.

- 4.2 This policy change and our engagement with the PEIA offers a unique opportunity to deliver this objective.
- 4.3 These proposed policy changes will impact upon all schools and every local area, but perhaps the greatest change is for existing MATs. There is lots of shaping and brokering for the LA to do and we need to be clear about where to start. Single Academy Trusts (SATs) and small MATs are the most likely to need to respond strategically. Tameside must make its current trusts sustainable. It must identify where the gaps are and help the right trusts to grow as well as identifying the right external support.
- 4.4 We have some clear guiding principles when working successfully with MATs in Tameside. Looking at our MAT landscape, we have successful MATs in Tameside. Some are local, home-grown MATs working closely with the LA; some are new home-grown MATs needing to grow in size and capacity; some are externally based MATs with single schools in Tameside which need to grow more schools; and some are trusts that need to consolidate and grow stronger through doing so.
- 4.5 **Primary Multi-Academy Trusts with schools in Tameside:**
- Changing Lives in Collaboration – 1 school in Tameside 4 in the Trust
 - Chester Diocesan Academies Trust – 2 schools in Tameside 11 in the Trust
 - Epworth Education Trust – 1 school in Tameside 6 in the Trust
 - Focus Academy Trust (UK) Ltd – 1 school in Tameside 15 in the Trust
 - Forward as One Church of England Multi Academy Trust – 3 schools in Tameside 9 in the Trust

- Great Academies Education Trust – 1 school (and 2 secondary schools) in Tameside 4 in the Trust
- Oasis Community Learning – 1 school in Tameside 52 in the Trust
- Prestolee Multi Academy Trust – 1 school in Tameside 5 in the Trust
- The Enquire Learning Trust – 9 schools in Tameside 30 in the Trust
- The Harmony Trust Ltd – 1 school in Tameside 15 in the Trust
- Victorious Academies Trust – 6 schools in Tameside 7 in the Trust
- Two SATs.

4.6 Secondary Multi-Academy Trusts with schools in Tameside:

- Great Academies Education Trust – 2 schools (and 1 primary) in Tameside 4 in the Trust
- Stamford Park Trust – 2 schools (and 1 college) 3 in the Trust
- Tame River Educational Trust – 1 school in the Trust
- The Laurus Trust – 1 school in Tameside 8 in the Trust
- Four SATs.

4.7 Special School Multi-Academy Trusts in Tameside:

- New Bridge Trust – 2 schools in Tameside 6 in the Trust

4.8 From this data and context, it is our contention that the Council does not need to establish a LA established MAT. There are enough strong trusts already in the Borough and instead, we need to work to strengthen these trusts rather than fragment the system. The only exception to this might be in the need to support the establishment of a MAT for the Tameside Pupil Referral Service working with similar schools in Greater Manchester, this could be an LA established MAT, but will require further consideration.

Actions required

4.9 Whilst our current schools strategy continues to be fit for purpose. We contend that the following actions are required to update it.

4.10 Supporting every Tameside school to join a local MAT at pace, strengthening our existing MATs and maintaining our current strong relationships and partnerships with the school system. This will require the local authority to work with its school and MAT leaders to ensure we have a network of local MATs which are sustainable and successful. We have enough strong, local MATs operating in Tameside already but need to act quickly to support the growth of these MATs in a way that supports the Council's ambitions for children and in a way which supports families. We have a window to act and it is a narrow one (see Appendix One).

4.11 We already operate in an environment which enjoys good relationships but we should shore up and formalise our expectations for MATs working effectively in and with Tameside. We should require our local MATs to share our values:

- To embrace our vision for inclusion for every child
- To commit to our agreed strategies, plans and processes
- To engage with the local authority to ensure we have the right number of school places in the right areas of our borough
- To be an active partner in the borough, prepared to be held to account for their behaviours and performance in a culture of mutual high challenge and high support.

4.12 We should reaffirm the commitment, made in our Schools Strategy in 2018, to focus on creating a school-led system which recognises that the capacity and expertise to improve schools exists in our school system and recognises that the accountability for school outcomes lies with school leaders. We must re-assert that the Council's offer to schools - its

services, and support - must create the conditions in which good school leaders can run good schools.

- 4.13 The Council needs to develop a clear strategic and proactive plan to manage fluctuation in pupil numbers in a fully trust-led system.
- 4.14 We have already established a commitment to our enhanced partnership work with Stockport around education services and ensuring that we have maximised the collaborative advantage of the partnership and taken maximum advantage of the efficiencies it can deliver. We should also explore collaboration opportunities with the three other Greater Manchester Priority Education Investment Areas: Salford, Oldham and Rochdale to share learning and efficiency of process.

5. CONCLUSION

- 5.1 The school system in England will become a fully trust-led system, with all schools becoming academies in a strong multi-academy trust by 2030. Priority EIAs will move to this first and at pace.
- 5.2 The Council cannot be passive as a system leader. Tameside wants to be seen as a powerful and impactful advocate for all children. It must have a clear voice in determining the future of all Tameside's schools and must be concerned with the long-term sustainability and viability of its schools.
- 5.3 In implementing this strategy we must be clear that the structure and form of our schools system will change and that the interaction between a fully trust-led system and Council services will be different.
- 5.4 There are enough strong trusts already in the Borough, rather than establishing new Trusts or attracting existing Trusts into the area, we need to work to strengthen these local trusts rather than fragment the system.
- 5.5 Embracing this change and moving *at pace* to establish a fully trust led system, as outlined in 3.14, offers the best opportunity to ensure that our schools system works for all children and has the capacity needed to improve outcomes.
- 5.6 Tameside has a time-limited opportunity to be at the front of this policy change. There is great opportunity for us by being bold and shaping the system before it is shaped for us.

6. RECOMMENDATIONS

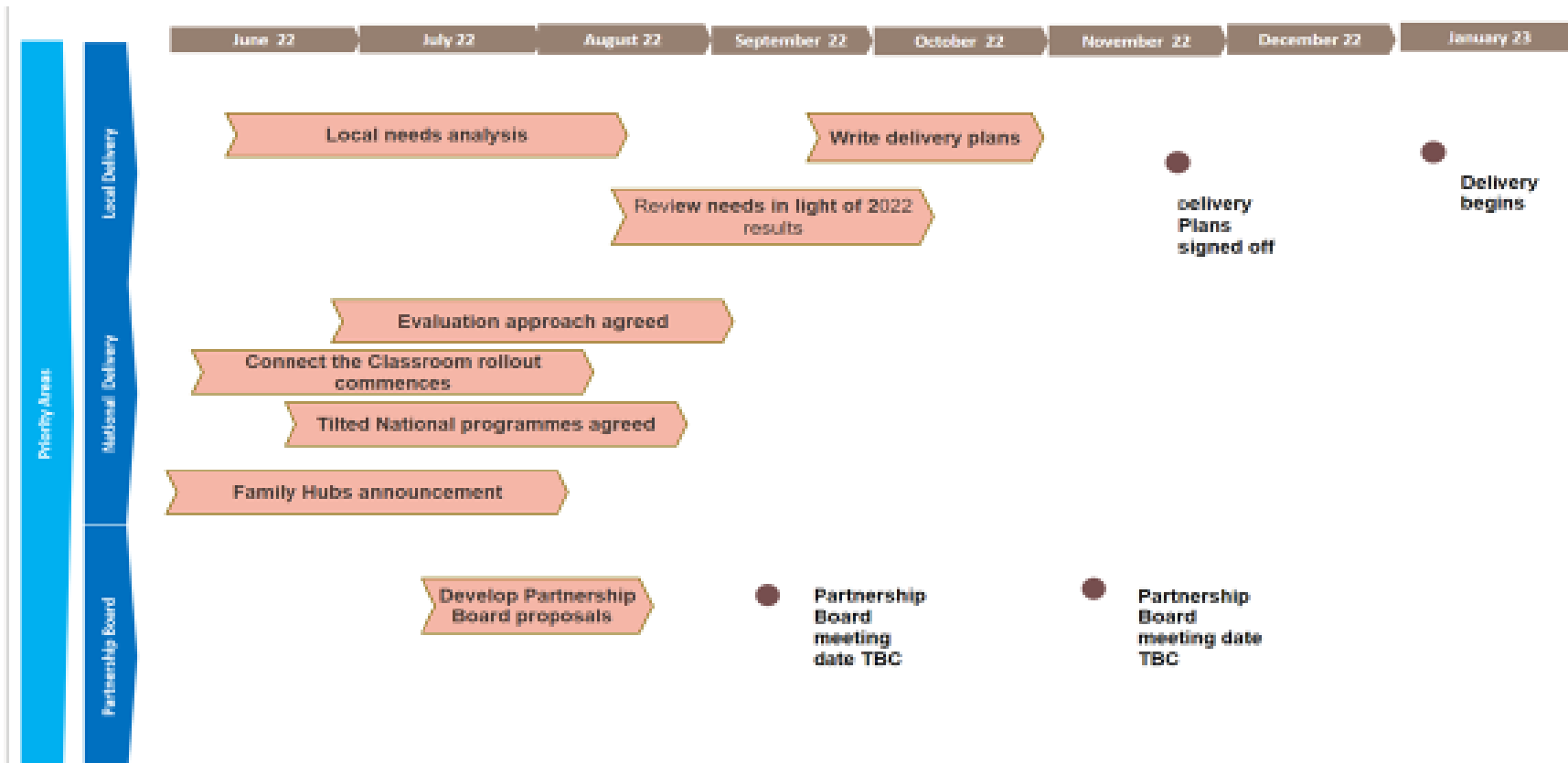
- 6.1 As set out at the front of the report.

Appendix One: Delivery timeline for Priority Education Investment Areas (DfE slide 2022)

Timeline



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Agenda Item 8

- Report to:** EXECUTIVE CABINET
- Date:** 28 September 2022
- Executive Member:** Councillor Leanne Feeley Executive Member (Learning, Achievement and Equalities)
- Reporting Officer:** Tim Bowman, Director of Education
- Subject:** SEND GREEN PAPER, WRITTEN STATEMENT OF ACTION UPDATE AND BUSINESS PROCESS REVIEW UPDATE
- Report Summary:** This report contains an overview of our response to the SEND Green Paper, an update on the progress of our Written Statement of Action including an updated position on the resources required to deliver the plan and a summary of the SEND Assessment Team Business Process Review and recommended next steps
- Recommendations:** That Cabinet take note of all updates and:
- (i) approve the requested resources as outlined in section 2.
 - (ii) note the improvements to be followed as set out in the recommendations in the SEND Assessment Team Business Process Review at **Appendix 3**.
- Corporate Plan:** Early identification of high quality support for children and young people with special education needs and / or disabilities is a vital part of our living well and starting well objectives.
- Policy Implications:** None Identified
- Financial Implications:** Detailed financial work will need to be carried out to assess the outcome of consultation on the SEND Green Paper. The proposals on finance for national Top-up rates is welcomed. In Tameside we spend more on our top ups than our statistical neighbours and compared to national averages.
- (Authorised by the statutory Section 151 Officer & Chief Finance Officer)**

The WSOA agreed action plan requires additional financial resources to deliver in addition to those identified in March 2022 cabinet report.

No	Description	One Off	Continuing
3.2.1	Review of SEND offer content	9,000	2,250
3.2.2	Provision of Local Offer Website	40,700	22,500
7.1.3	SEND quality first teaching CPD		1,200
7.2	SEND Moderation of Practice	3,000	2,000
7.2.3	SEND/Inclusion reviews of practice	6,000	3,000
8.1.2	Provision of hard copy of Matching Provision to Needs document for all settings	4,000	
	Total Additional Funding	62,700	30,950

There is not sufficient budget within the service to pay for the above identified additional requirements.

As outlined in section 3, It is suggested that the review of caseworker's workload with benchmarking covers both assessment and review in total the service has 9 SEND Caseworkers and 6 Education Health Care Plan writers supporting the whole process.

Legal Implications:
(Authorised by the
Borough Solicitor)

The report provides an update on 3 issues

- (a) send green paper;
- (b) written statement of action update; and
- (c) business process review update

It is important that in approving the additional request for budget members are satisfied that it will be delivered and represents value for money given there is little implementation detailed. The business process review needs to be implemented expediently and the Executive Member needs to have clear oversight so that where necessary further action can be taken.

Risk Management:

The drafting of the Written Statement of Action has been overseen by the SEND Improvement Group. This group, reporting to the Health and Wellbeing Board, includes senior officers from both the Council and CCG as well as Headteachers and Clinicians. The SEND

Improvement Group will continue to meet and will provide oversight of the delivery of this plan. In addition formal oversight will be provided by the Education Attainment and Improvement Board (EAIB) as well as via regular updates to Executive Cabinet. Effective use of data will be essential we will work closely with the Council's Transformation Team to achieve this.

Background
Information:

The background papers relating to this report can be inspected by contacting Charlotte Finch



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1. **LOCAL AREA RESPONSE TO THE SEND GREEN PAPER, CONSULTATION, “RIGHT SUPPORT, RIGHT PLACE, RIGHT TIME”**
- 1.1 The publication of the SEND green paper marked the start of a 13-week consultation process, which closed on 22 July 2022. All stakeholders, including Local Authority Special Education Needs and Disabilities teams (LA SEND), were encouraged to reflect on the proposals in the green paper and respond to the consultation. Tameside submitted a comprehensive consultation response to the green paper on 22 July.
- 1.2 The SEND review sets out the government’s proposals for a revised SEND system, intended to offer children and young people the opportunity to thrive, with access to the right support, in the right place, and at the right time, so they can fulfil their potential and lead happy, healthy and productive adult lives.
- 1.3 The review recognises that since the reforms to the SEND system in 2014, despite some examples of good practice, often the experiences and outcomes of children and young people are poor. Parents and carers report frustration at having to navigate an increasingly complex and adversarial system. Growing tension across the system is causing delays in accessing support and increasing financial challenges for local government. The Green paper sets out the government’s response to the widespread recognition that the system is failing to deliver for children, young people and their families.
- 1.4 The review identified 3 key challenges facing the SEND and alternative provision system:
1- Navigating the SEND system and alternative provision is not a positive experience for too many children, young people and their families.
2- Outcomes for children and young people with SEND or in alternative provision are consistently worse than their peers across every measure.
3- Despite the continuing and unprecedented investment, the system is not financially sustainable.
- 1.5 The review concludes that there is a need for much greater consistency in how needs are identified and supported, so decisions are made based on a child or young person’s needs in co-production with families, not on where they live or the setting they attend.
- 1.6 The green paper sets out a range of proposals to improve the experience of SEND children and their families, including measures to ensure consistent practice nationally, greater investment into the schools’ budget and a commitment to excellent practice, through excellent training and commitment to effective leadership and expertise.
- 1.7 The review sets out the intention to clarify the role of alternative provision and to make alternative provision an integral part of local SEND systems.
- 1.8 The green paper proposes a set of measures to clarify roles and responsibilities for all partners, across education, health, care and local government through the new national standards.
- 1.9 A more detailed overview of the green paper can be found by following the link. [Summary of the SEND review: right support, right place, right time - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/consultations/summary-of-the-send-review-right-support-right-place-right-time)
- 1.10 Tameside submitted our local area response to the Green paper on 22July. An overview of our submission is appended to this document, entitled “Tameside green paper Response.” (**Appendix 1**)
- 1.11 In responding to the green paper, stakeholders were asked to reply to 22 specific questions, exploring all elements of the review. Each question required a detailed response. In general, as an area we expressed support for the intentions and many of the proposals contained within the review paper. We also offered a range of our own suggestions to strengthen

systems and improve the experience of SEND children and their families, including the following:

- inspection regimes should link into the standards for all agencies, not just through SEND inspections but also in individual focussed inspections
- Detailed analysis of the impact of the covid pandemic on all SEND groups, and the consequent impact on the commission of provision for Low incidence high need SEND and indeed all SEND groups
- One national funding formula for all bandings, co-production of the new EHCP format with a clear intention to put the child's voice at the centre.

1.12 Whilst as an area, we were largely in agreement with the contents of the review paper, we expressed reservations and/ or concerns about some of the proposals. For example, the proposals around mandatory mediation could potentially add another layer into the system, creating another barrier to meeting need. We questioned whether this might create another "industry" around the SEND agenda rather than a restorative, co-production focus.

1.13 See the appended paper for response in full.

1.14 Later this year, following the completion of the consultation, the government will publish a national SEND delivery plan, setting out their response to the consultation and how the final proposals will be implemented.

2. UPDATE ON THE WRITTEN STATEMENT OF ACTION AND OUTLINES THE RESOURCES REQUIRED TO DELIVER THE PLAN EFFECTIVELY

2.1 Between 18 and 22 October 2021, Ofsted and the Care Quality Commission (CQC) conducted a joint inspection of the local area of Tameside to judge the effectiveness of the area in implementing the special educational needs and/or disabilities (SEND) reforms as set out in the Children and Families Act 2014.

2.2 We have received the findings report, published 11 January 2022, which is published and available publically. A link to the report is available [here](#) and from our [Local Offer webpage](#).

2.3 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. Our initial WSOA was submitted on 12 April 2022, but unfortunately was not accepted. In a feedback session, Ofsted advised us how to improve the plan, emphasising the need to ensure the WSOA contained more measurable metrics and outcomes and that the outcomes clearly demonstrated how our work would have a positive impact on children and families. The WSOA was redrafted with this guidance and submitted on 17 June 2022. This second iteration was accepted on 1 July 2022. The local area were praised for the clear improvements noted in the second draft.

2.4 On 23 March 2022, we presented a paper to Executive Cabinet, asking that the Strategic Commissioning Board and Cabinet:

- Agree that the draft Written Statement of Action could be shared with DfE and NHS Improvement Advisors for final comment.
- Agree that a recommendation be made to Council for an additional investment of £275k
- Agree that a report be presented to the Strategic Commissioning Board seeking permission for an additional investment of £820k to provide adequate therapy provision and address waiting times for services including physiotherapy, occupational health and speech and language.

2.5 We also committed to return to the Strategic Commissioning Board with a further report following the submission of the Written Statement of Action outlining what if any further resource commitment is required to deliver the plan. Sections 2.3-2.8 below, set out the

identified additional resource required to deliver the WSOA. However, a full breakdown of all resources required, those already agreed and allocated from the CCG and TMBC, along with the additional resource requested via this report can be found in the appended document, entitled "Financial Implications". (**Appendix 2**)

- 2.6 Section 3.2.1 of the financial document appended relates to the local offer, and how it is helping to identify gaps in provision. Additional resource is requested to review the current content of the Local Offer with all partners and Parent and carer forum (OKE) to ensure it is fit for purpose, well publicised and accessible to parents, young people and professionals so that they understand what is on offer to meet their needs. An additional £9,000 is required for content review, consultation meetings with parents and carers, and travel expenses, with continued update and maintenance of content ongoing £2,250..
- 2.7 Also relating to the Local Offer, Section 3.2.2 of the financial document sets out the intention to develop proposals and business cases to move the local offer website to its own domain to allow for better search, tracking and reporting of use and gaps. In order to achieve this additional resources are required. A review of options for the website development is needed, however Market testing estimates the cost to be one off of £40,700 with an annual maintenance costs of £22,500.
- 2.8 7.1.3 of the financial document sets out the intent to deliver a joined up SEND Quality First Teaching CPD programme for classroom/subject practitioners. In order to achieve this an additional resource of £1,200 is required.
- 2.9 Section 7.2 of the financial document relates to best practice SEND provision and how it is identified and shared to ensure that children are prepared for the next stage of their education or life journey. To achieve this we aim to establish a model of 'moderation' of SEND practice and policy across all education settings. An additional resource of £5000 is required to deliver this, £3,000 in the first year with an annual maintenance cost of £2000. It is also in the plan to develop and establish peer SEND/Inclusion reviews of practice. An additional resource of £9,000 is required to deliver this aspect of the plan; the cost of developing the review process and training will cost £6,000, administration, £1,000 annually and training will cost £2,000 annually.
- 2.10 Section 8.1 of the financial document relates Thrive Matching provision to Need and our objective to fully embed it across Tameside. Specifically 8.1.2 sets out the aim to deliver training around the SEND Children Thrive: MPTN documents alongside the parent created leaflet. All educational settings will receive a hard copy of the MPTN document. An additional resource of £4000 is required for printing costs.
- 2.11 In total therefore, the request is for an additional funding to deliver the WSOA. £62,700 of this is required as a one off cost in the first year, with the remaining £30,950 recurring annually. As stated, a more detailed breakdown of all resources required to deliver the WSOA can be found in the financial document appended to this report

3. OVERVIEW OF THE SEND ASSESSMENT TEAM BUSINESS PROCESS REVIEW AND OUTLINES THE RECOMMENDED NEXT STEPS

- 3.1 Following the Local Area SEND report, and the development of the written statement of action, the service has commissioned a business process review to be undertaken by the Council's Transformation team. This is in recognition of the fact that robust effective processes, systems and digital enablers contribute to the service's overall effectiveness. The service highlighted their main concerns to be around volumes of work and associated backlogs, performance against statutory targets, management oversight and capacity and requested a clear process improvement action plan to be developed as an outcome to this review.

The final report, (full reported appended to this report and entitled “SEND Recommendations Report **Appendix 3**”) sets out an improvement action plan with recommendations around SEND operating systems, team structure and processes in order to provide a list of priority actions to ensure that statutory responsibilities can be met, to improve the customer journey and service provided. In line with the recommendations within the report, the next steps to immediately commence the improvement journey are set out below.

- 3.2 In the team, across both reviewing and statutory work, there are currently 4 caseworkers responsible for reviewing and monitoring EHCP’s annually and 3 EHC writers. With the current number of active EHCP’s if they were split equally across the team they would have approximately 270 cases each, which the report concludes is not a manageable workload. The recommendation therefore is to explore whether this is a reasonable workload, by completing a full benchmark and analysis exercise. Should those findings indicate that caseloads are untenable, it will be necessary to put forward a revised plan with any additional recommendations and identified solutions.
- 3.3 The administrative team is split into two admin assistants supporting the statutory side and two supporting the review team. Over the last 2 years the administrative team have been operating with three admin assistants and one temporary vacancy. This absence has had an impact on the workload and has meant that post review paperwork has not been processed in a timely manner. To improve the performance of the administrative team, it is recommended that focus should be made on system and process improvement rather than adding additional positions at this stage.
- 3.4 We estimate that completing this review has mitigated the introduction of 2 x grade C admin roles. This amounts to cost avoidance of £50,728.
- 3.5 Finally, the report recommends the following next steps
- ✓ *Communicate recommendations to service*
 - ✓ *Engage workforce to timeline, identify leads and deliver improvement plan*
 - ✓ *Establish monthly feedback process*
 - ✓ *Assess capacity with service after first quarter*
- 3.5 All recommendations are detailed in full within the appended recommendations report (**Appendix 3**).

4. CONCLUSION

- 4.1 Tameside submitted a comprehensive consultation response to the SEND green paper “*Right Support, right place, right time*” on 22 July, broadly expressing agreement with the intent and content of the paper, whilst also putting forward a range of improvement suggestions, and pointing out potential drawbacks, where appropriate.
- 4.2 The Written Statement of Action has now been approved by Ofsted and the CQC and the full delivery costs calculated. In total, the request is for an additional funding to deliver the WSOA. £62,700 of this is required as a one off cost in the first year, with the remaining £30,950 recurring annually.
- 4.3 The SEND Business process review has now been completed and recommendations and next steps identified. Permission is requested to proceed with the recommendations as set out in Section 3 above.

5. RECOMMENDATIONS

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

TAMESIDE LOCAL AREA RESPONSE SEND GREEN PAPER

The following is the Tameside Local area response to the SEND Green paper. This has been compiled from feedback across the system. This has included:

- Focussed session at Education Management team
- Focussed session at SEND Headteacher meeting
- Discussions with Council officers with specific strategic responsibility
- Specific discussion with the DCO

1. What key factors should be considered when developing national standards to ensure they deliver improved outcomes and experiences for children and young people with SEND and their families? This includes how the standards apply across education, health and care in a 0-25 system.

- The standards need to be mindful of individual legislative and policy context for all partners. There are clear legislative contexts at present.
- It is unclear why adding in additional standards would change the experience of SEND families, unless these are linked into individual inspection regimes or refined monitoring processes. Standards need to be owned by senior leaders within each sector of the system.
- Inspection regimes should link into the standards for all agencies not just through SEND inspections but also in individual focussed inspections and monitoring
- The standards need to have lived experience as central and should be clear for all to understand
- The standards need to be achievable and realistic given current resource contexts for local areas
- There needs to be a focus on adult care and provision
- There needs to be an awareness of standards which focus on specific groups, for example Sensory impairment. These already exist but are not DFE publications-specialist sector standards. Ofsted and CQC and recognising SI services-link national standards? but will national standards be too broad to be able to encompass SI standards? What happens if standards aren't met? There will be a need for specialist knowledge and oversight in the systems.

2. How should we develop the proposal for new local SEND partnerships to oversee the effective development of local inclusion plans whilst avoiding placing unnecessary burdens or duplicating current partnerships?

- Individual areas should be given the responsibility of setting up the partnerships once the clear functions are outlined. This is in recognition of the differing strategic picture of areas, and governance arrangements. There needs to be flexibility to build into current governance rather than set up whole new partnership boards where the existing arrangements could be adapted to cover.
- There need to be clearly defined roles/decision making powers/escalation processes. The accountability needs to be clearly set out
- There will need to be a resource available at a local level to implement the partnerships. This funding needs to be considered when the proposals reach implementation.
- Could be a SEND partnership oversight board across an ICB – informed by place-based SEND (local delivery) partnership boards.

3. What factors would enable local authorities to successfully commission provision for low-incidence high-cost need, and further education, across local authority boundaries?

- One national funding formula for all bandings
- Joint working across geographical footprints is key and this could be formalised into a consortia arrangement including a key point for commissioning/contracting in a region for

high cost/low incidence.

- Detailed analysis of the impact of the covid pandemic on all SEND groups, and the consequent impact on the commission of provision for LI/HN SEND and indeed all SEND groups.
- There may be a need to do some national level planning for low incidence provision. This needs to include scoping and centralising of information
- There needs to be clear links in within the CETR and dynamic risk register information
- Data to be collected nationally on individual early years and regional sufficiency
- We need to ensure we look at links to safeguarding and presentations within hospital settings

4. What components of the EHCP should we consider reviewing or amending as we move to a standardised and digitised version?

- There needs to be co-production of any new format
- All sections need to be reviewed and co-produced. There needs to be clear guidance and explanation for all sections.
- There is a need to strengthen the child's voice
- There is a need to ensure focus on preparation for adulthood
- Plans going forwards need to be more accessible, electronic, assistive tech,
- Any plans do need to take into account digital poverty and not prejudice families who may not have access
- Plans should ensure that EHCP production is a wholly inclusive exercise, and that pupil and family voice is always at the centre of the assessment process- regardless of circumstance
- All associated documentation should be standardised- including application paperwork, assessment and post assessment quality assurance, review documentation etc

5. How can parents and local authorities most effectively work together to produce a tailored list of placements that is appropriate for their child, and gives parents confidence in the EHCP process?

- We welcome the proposal for a list of placements to ensure that there is transparency within the sector. However, these need to be well thought out and linked very closely to the local coproduced inclusion plan
- There would need to be clear guidance provided centrally on parameters
- There needs to be clear transparency of why schools/provision is on the list
- There needs to be an element of being able to commission specific specialist provision as needed to ensure all need is met
- Clear guidance around quality assurance protocols

6. To what extent do you agree or disagree with our overall approach to strengthen redress, including through national standards and mandatory mediation? Strongly Agree, Agree, Neither Agree nor Disagree, Disagree, Strongly Disagree – If you selected Disagree or Strongly Disagree, please tell us why, specifying the components you disagree with and alternatives or exceptions, particularly to mandatory mediation.

- As a local area we feel that mandatory mediation would add another layer into the system and potentially create another barrier to meeting need. This could create another "industry" around the SEND agenda rather than a restorative, co-production focus. The co-production element within the standards needs to be strengthened in order that throughout the process there are more partnership working.
- There would be a need to resource the mediation in terms of existing staffing. There is currently not the capacity within the system, for example DCO role could only be undertaking mediations

7. Do you consider the current remedies available to the SEND Tribunal for disabled children who have been discriminated against by schools effective in putting children and young

people's education back on track? Please give a reason for your answer with examples, if possible.

- The tribunal process is lengthy and comes when relationships have broken down. If the standards are strong on co-production, then this may assist. The individual establishments need to also be accountable through inspection regimes in regard to SEND learners and support.

8. What steps should be taken to strengthen early years practice with regard to conducting the two-year-old progress check and integration with the Healthy Child Programme review?

- There needs to be very clear links to the healthy child programme. This is lacking in the Green paper. The Green paper misses the opportunity for early identification of need, and the use of other screening tools, for example autism. These should be funded and mandatory within the early years. The healthy child programme needs to be adequately funded in order to achieve this, and this would ensure need was picked up at the earliest point and supported. In the longer term this would reduce spending and have much better outcomes for our children with additional needs.
- Currently the 2-year check is mandated as part of the Healthy Child Programme. We strongly feel in Tameside (and GM) that the 2 year mandated contact should be moved to an 18 month contact to ensure early identification of need and time to support the child before they take up their 2 year FEF.
- Children in black or grey ASQ at this point would then be supported with a package of support depending on their developmental need(s) and a transition into settings at 2 year could then be planned through Team Around the Early Years (TAEY) to ensure all practitioners working with the child share relevant information and work in a sequenced way to meet need. We strongly recommend the use of Welcomm as a SLC tool to identify and support children with SLC needs alongside ASQ3 and SE throughout the country as mandated.
- ASQ app could then be used at 2 years (pilot in GM) to ensure all children still have an ASQ 3/SE which would identify any need at 2 years and again through TAEY be supported in a seamless pathway of care.

9. To what extent do you agree or disagree that we should introduce a new mandatory SENCo NPQ to replace the NASENCo? Strongly Agree, Agree, Neither Agree or Disagree, Disagree, Strongly Disagree – If you selected Disagree or Strongly Disagree, please tell us why.

- As an area we recognise that the current qualification is good. This is already a leadership qualification. The Manchester Met model used in Tameside is positive. We do not think that the current qualification is unfit. However the Green paper does not adequately cover the whole school system, and training for other teachers and senior leaders. The SENCo is only one role within a school and there needs to be understand and oversight across the system.

10. To what extent do you agree that we should strengthen the mandatory SENCo training requirement by requiring that headteachers must be satisfied that the SENCo is in the process of obtaining the relevant qualification when taking on the role? Strongly Agree, Agree, Neither Agree nor Disagree, Disagree, Strongly Disagree – If you selected Disagree or Strongly Disagree, please tell us why

- We as a local area feel that the idea that the Headteacher should be satisfied that the SENCo is in process upon recruitment is not viable. Given the current issues in relation to recruitment and retention of the SENCo workforce.
- We also feel that the emphasis on the training specifically of SENCo does not sufficiently cover the wider issues in relation to their heavy workloads, and the need for protected time. The paper states: "recommends 'sufficient protected time' and 'dedicated administrative support', this is similar to wording in current Code of Practice we feel that this needs to be strengthened within the final act.
- There are sustainability issues within the current system, and these are not adequately addressed in the Green paper. We would like to see it being mandatory that the SENCo role is part of the senior leadership team within schools and that there is a minimum protected

time given, with resource to fulfil the role.

- We feel that the omission of wider teacher training and how all teachers should be teachers of SEND is unfortunate. The initial teacher training needs to be strengthened in this area, with SEND being a clear focus, rather than an add on. Ongoing CPD for all teachers should also include SEND as core.

11. To what extent do you agree or disagree that both specialist and mixed MATs should be allowed to coexist in the fully trust-led future? This would allow current local authority maintained special schools and alternative provision settings to join either type of MAT. Strongly Agree, Agree, Neither Agree nor Disagree, Disagree, Strongly Disagree – If you selected Disagree or Strongly Disagree, please tell us why

- We strongly agree that there should be specialist only MAT so that there is the expertise within the area. We would also be in favour of these operating across a geographical borough area to ensure that there is fair access to all children in an area.
- There does need to be a clear SEND and inclusion focus in every MAT

12. What more can be done by employers, providers and government to ensure that those young people with SEND can access, participate in and be supported to achieve an apprenticeship, including through access routes like traineeships?

- Supported Apprenticeships – Tameside Council have provided these and we are committed to continuing, being the 'employer' of young people with SEND needs for payment of wages, arranging Apprenticeship provider, support for the young person, etc. These can also include individuals being based in mesother host employers where they actually work. Government funding of Supported Apprenticeships would add opportunity to offer significantly more Supported Apprenticeships with employers – a key pathway into Apprenticeships to young people with SEND needs. This is resource intensive and additional capacity is needed.
- We believe Social Value commitments in Public Sector procurement – There is the opportunity to have specific employment related social value commitments relating to people with disabilities/SEN in contracts with suppliers. Therefore the National Social Value indicators can be used more to capture quantitative impact in recruitment of people with disabilities e.g. Apprenticeships. The Council have identified SEND as a key priority group for social value commitments.
- We believe that there could be support for employers could consider alternative recruitment routes, e.g. job carving, working with employment support organisations supporting young people with SEND, and also consider if current recruitment practices inadvertently disadvantage young people with SEND needs, e.g. language used in adverts, job descriptions.
- To support employers, awareness raising and training by providers among employers is key, e.g. the benefits of recruiting young people with SEND needs and the talents they bring.
- Wage support schemes can also be provided to support employment of target groups into employment, including through Apprenticeships. It is important to ensure this also includes in-work support for the young person and the employer to sustain the employment. If national funding was used to commission programmes to have such an offer for SEND Apprenticeships recruitment, this could make a big difference.
- Apprenticeship's pathway opportunities for young people with SEND, need to be developed by skills providers, working in collaboration with employers, and financially supported by Government. In particular, this needs to include pre-Apprenticeship programmes that are sector focused, with entry into Apprenticeships starting at Level 2.
- Promotion of good practice in Apprenticeship recruitment of SEND young people e.g. linked into social value commitments or Employment Charter commitments.

- More and better targeted awareness raising in schools, of the opportunities that Apprenticeships can offer for all young people including those with SEND.
- Government to give ring fenced SEND incentives to employers to employ young people with SEND
- Employers to have positive discrimination to enable a diverse workforce
- Extended supported internship and supported apprenticeship opportunities e.g. two years. SEND young people often need more work experience support time.

13.To what extent do you agree or disagree that this new vision for alternative provision will result in improved outcomes for children and young people? Strongly Agree, Agree, Neither Agree nor Disagree, Disagree, Strongly Disagree – If you selected Disagree or Strongly Disagree, please tell us why

- We agree that there needs to be some focus on alternative provision in its widest sense.
- A new vision is needed but this also needs to be resourced. This needs to be from early years upwards

14. What needs to be in place in order to distribute existing funding more effectively to alternative provision schools, to ensure they have the financial stability required to deliver our vision for more early intervention and re-integration?

- There needs to be a clear national funding formula, with delegation to AP from commissioners for their budgets
- The funding needs to be from early years upwards and be available to LA to ensure they can commission AP provision in planned rather than reactive way
- A standard pricing tariff needs to be in place to ensure consistency

15.To what extent do you agree or disagree that introducing a bespoke alternative provision performance framework, based on these 5 outcomes, will improve the quality of alternative provision? Strongly Agree, Agree, Neither Agree nor Disagree, Disagree, Strongly Disagree – If you selected Disagree or Strongly Disagree, please tell us why

- We agree that there should be transparency within the system, and that AP provision in definition does differ from other education settings.
- Agree with robust standards - but it can only be effective if the measures /monitoring are appropriate. There needs to be a degree of flexibility to make it workable - to help capture /reflect the specific challenges/needs of a variety of cohorts and provision specialisms

16.To what extent do you agree or disagree that a statutory framework for pupil movements will improve oversight and transparency of placements into and out of alternative provision? Strongly Agree, Agree, Neither Agree nor Disagree, Disagree, Strongly Disagree – If you selected Disagree or Strongly Disagree, please tell us why

- We would agree that there needs to be some oversight of the movement of vulnerable pupils. There does need to be transparency within the system. This needs to be part of individual school monitoring and discussions.

17.What are the key metrics we should capture and use to measure local and national performance? Please explain why you have selected these.

- There needs to be an early help focus on any metrics for SEND before the EHCP process.

This should be from early years upwards.

- There needs to be a strong focus on SEN support at a local and individual school level
- There needs to be links in with inclusion data- pupil attendance/exclusions/moves within year
- Data on timeliness of access to services- therapy/statutory mental health/diagnostic pathways
- Data on support given- short breaks/personal budgets/status of children- CP/child in care
- Data on adulthood and outcomes for SEND pupils including linking to PFA

18. How can we best develop a national framework for funding bands and tariffs to achieve our objectives and mitigate unintended consequences and risks?

- Ensure that regional differences and nuances are taken into account
- Engage with regional partners to gain a current overview and to look at regional difference.
- Ensure that there are market scoping exercises undertaken in regions to ensure no unintended consequences to external provider markets.

19. How can the National SEND Delivery Board work most effectively with local partnerships to ensure the proposals are implemented successfully?

- Focussed communication that is by named individuals
- Specific support linked into local authority areas providing advice/support as needed.

20. What will make the biggest difference to successful implementation of these proposals? What do you see as the barriers to and enablers of success?

- Co-production and ownership are key
- Linking into wider policy context to ensure they speak to each other
- Accountability and linking into inspection regimes is also key across the whole system
- A significant barrier is capacity. Additional capacity is crucial, there is no spare capacity within the SEND system to implement, we would need time/resource to plan and implement. Systems are already under considerable strain and are facing issues with staff retention and increased demand.

21. What support do local systems and delivery partners need to successfully transition and deliver the new national system?

- Additional revenue resource within local areas not as a one-off implementation grant but to ensure the right structures are in place going forwards
- Ring fenced training and development for school's workforce and wider systems including social care on SEND
- Ring fencing and review of the SEN monies within mainstream school's budgets. The figure of £6000 has not been changed since 2009 and is not addressed in the green paper. Needs to be increased so schools can support early on..

22. Is there anything else you would like to say about the proposals in the green paper

- We are clear that we welcome the SEND review and Green paper. We are pleased that there is an analysis and recognition of the current issues and challenges. We agree with the position represented in the review. The Green paper has an opportunity to look at those challenges and make significant change.
- We are concerned about the overall strategic context. The local area believes that the current education white paper and the SEND Green paper do not speak to each other strategically in relation to inclusion. The emphasis on performance of schools in relation to results in the White Paper does not support the inclusion agenda as detailed in the Green paper and could be counterproductive.

- The wider systems and rigid progress measures outlined in the White Paper do not match aims for wider inclusion in the Green Paper. The proposed wider systems, including inspection frameworks do not actively reward inclusivity and actually penalise schools who are being inclusive. The Green Paper doesn't say anything about the 90% reaching ARE as per White Paper. In the White paper there appears to be a lack of understanding of the fact that some children will be working at lower levels and will continue to do so. Inclusive systems should not be using the phrase 'falling behind'/'levelled up'. We believe that the White paper has a punitive culture regarding getting everyone to the same point at same time and this is not appropriate for our SEN learners. Instead, inclusive schools should be celebrated through the new legislation, and individual progress taken into account.
- There is a strong focus on academic standards in the Green paper, rather than on the goals that are appropriate for the child. It would be preferable to have individually agreed ambitions for each child/family and focus on meeting those? What is the holistic set of goals for each child/family? Where is vocational learning? The paper is focussed on academic or employment. There needs to also be a recognition of life skills in their widest sense.
- We feel that the Green paper missed an opportunity to focus on early help and particularly SEN support. There is no mention of the graduated response within the Green paper and how this needs to be evidenced robustly.
- The specialist role of some staff is not recognised within the Green paper, for example teachers of deaf, teachers of sight impaired. These are specialist roles which should be clearly recognised.
- There is a need to recognise the workforce sustainability within the SEND sector. The current shortage of staff does not only exist across teachers and teaching assistants. In these two areas there are issues, particularly in the area of TA support. There are also significant staff shortages across the EP service, Specialist teachers and EHCP caseworkers. There is a need to focus on this going forwards and how nationally we can redress

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Outcomes & Impact Measures Refs	Actions	Completion Date	Lead	Resource (cost/time)	Resources
1.1 Improved timeliness of EHC Plans					
1.1.1	Conduct a full service review of SEND assessment - considering all aspects of the service- including staffing structure and process, to improve the experience of children parents and carers.	Jul-22	Charlotte Finch (Head of SEND)	10 days	From Existing TMBC resources, the outcomes of the review will need to be part of a business case if further resources are required.
1.1.2	Further develop the SEND Health data set to include training uptake, timeliness, QA progress and ensure data systems and flow are robust from GM ICB, ICFT and Pennine Care.	Nov-22	Bunmi Lawson (DMO), Karen Kromolicki (DCO)	30 days	GM ICB Existing Resource
1.1.3	EHCP Timeliness Recovery Plan reviewed and implemented.	Jan-23	Wendy Young (Deputy Head of SEND)	30 days	From Existing TMBC resources
1.1.4	Review the process for responding to statutory requests for advice from all services (health, CSC, schools, EPS) that includes improving EHCP administration processes.	Sep-22	Wendy Young (Deputy Head of SEND) , Karen Kromolicki (DCO)	15 days	From Existing TMBC and GM ICB resources
1.1.5	Establish and embed a new sustainable EHCP health administration tracking team.	Sep-22	Ashleigh Smith (Directorate Manager Children and Young People), Karen Kromolicki (DCO)	Additional staffing resources as identified 5.1 & as identified 1.1.2	GM ICB Funding
1.2 Improved Quality of EHC Plans					
1.2.1	EHCP Quality Improvement Schedule established and Implemented and Quality Assurance Audit process in place.	Jan-23	Wendy Young (Deputy Head of SEND)	30 days	From Existing TMBC resources
1.2.2	Identify and secure an EHCP CPD framework, addressing all aspects of the EHC assessment - delivered to all contributing personnel and partners. Secure agreement and delivery of a rolling training programme to assure consistency and quality and informs induction and CPD		Wendy Young (Deputy Head of SEND)[Claire Jackson (Principal Educational Psychologist), Lynn Barnett (Partnership Manager), Karen Kromilicki (DCO), Daniel Murphy (Service Unit Manager, CSC), Jo Robinson (Team Manager Prep for Adulthood)]	2 hours sessions available every 3 months	From Existing TMBC and GM ICB resources Direct Resources from NASEN
1.3 Improved culture of co-productivity & greater engagement with children and families and agreement among all contributors that SEND is "everybody's business"					
1.3.1	Establish systematic co-production opportunities with parent groups to measure satisfaction levels.	September 2022, repeated monthly for 2 hour session	Charlotte Finch (Head of SEND)	2 hours every month from senior managers, Admin support	From Existing TMBC resources
1.3.2	Establish Student Fora schedule enabling young people's voice to influence service delivery and create consultation opportunities with young people to measure satisfaction levels. [Five primary schools, five secondary schools, two Post-16 settings to establish a SEND student co-production forum].	Jan-23	Andrew Foord (Headteacher, Cromwell Specialist School), Naomi Cartledge (Headteacher, Corrie Primary School and Specialist Resource Base)	Total two days of time from school time per month.	From Existing TMBC resources

1.3.3	Annual SEND student conference established to create a celebration of achievements, success and best practice.	May 2023 and repeated annually	Mark Whitehead (Head of Operation Services, Adults)	Funding required for venue hire, publicity, refreshments, transport, etc.	From Existing TMBC resources
1.4 To provide good quality health advice that accurately reflects the Children and Young People's needs					
1.4.1	Establish a programme of audits across health to address shortfalls to ensure that EHCPs are holistic, timely and accurate and ensure that appropriate input is captured at all stages of the process.	Nov-22	Bunmi Lawson (DMO), Karen Kromolicki (DCO)	15 days [plus actual audit time]	From Existing GM ICB Resources
1.5 Professionals are confident that the established quality assurance processes are appropriately supportive & challenging and will increase the quality of EHC Plans.					
1.5.1	Increase capacity of Designated Medical Officer role.	Feb-22	Louise Rule (Head of Starting Well), Gill Gibson (Director of Nursing, Quality & Safeguarding)	£40,000	From Existing GM ICB Resources
1.5.2	Produce and publish guidance for health providers on the EHC needs assessment process.	Oct-22	Bunmi Lawson (DMO), Karen Kromolicki (DCO)	15 days	From Existing GM ICB Resources
2.1 Increased parental satisfaction – as evidenced in survey returns					
2.1.1	Issue and analyse the area parent / carer satisfaction survey of views of SEND network and systems.	Jul-22	Charlotte Finch (Head of SEND)	5 days	From Existing TMBC resources
2.1.2	Establish an area parent and family satisfaction survey schedule	Dec-23	Charlotte Finch (Head of SEND)	10 days	From Existing TMBC resources
2.1.3	Set up a Health system navigation post/service via.	Dec-22	Karen Kromilicki DCO); Louise Rule (Head of Starting Well) and Elaine Healey (OKE)	£40,000	GM ICB Funding
2.1.4	Establish systematic co-production opportunities with parent groups to measure satisfaction levels.	September 2022, repeated monthly for 2 hour session	Charlotte Finch (Head of SEND)	2 hours every month from senior managers, Admin support	From Existing TMBC resources
2.2 Parents and families feel that they are communicated with well					
2.2.1	Establish monthly meeting between the parent and carer forum (OKE), SEND and Health representatives. Ensure open communication channels and opportunity for information to be communicated to parents and parents views heard	May-23	Charlotte Finch (Head of SEND)	12 days	From Existing TMBC and GM ICB resources
2.2.2	Parent and carer forum (OKE) Chair to join SENDIG membership and participate monthly.	Mar-22	Elaine Healey	12 days	Existing Resources
2.2.3	Health to provide clear information for families on what to expect from services, including information about waiting times and service offer. A range of bite-size information products such as factsheets will be developed to give families an overview of conditions and common themes. Generic email addresses to be established across all areas so that parents and carers can easily contact services.	Sep-22	Karen Kromilicki (DCO), Ashleigh Smith (Directorate Manager Children & Young people), Steven Hand (Operational Manager)	20 days ongoing commitment	GM ICB Existing Resource
2.3 Parents and carers feel well prepared and have greater involvement in person centred planning					
2.3.1	Person-centred planning CPD rolled out across all EHC contributors and SEND Service	Jan-23	Claire Jackson (Principal Educational Psychologist) Wendy Young (Deputy Head of SEND)	10-20 days	From Existing Support from EPS service. Is this chargeable to schools?

2.3.2	Parent consultation sessions (ref 2.1.4) gather parental views on optimum models of person centred planning	Sep-22	Claire Jackson (Principal Educational Psychologist) Charlotte Finch Elaine Healey	2 days	From Existing TMBC Resources
2.4 Successful completion and delivery of the area SEND sufficiency Plan.					
2.4.1	Establish a SEND Sufficiency strategy group, to create a strategic plan and monitor capacity and provision.	Sep-22	Charlotte Finch (Head of SEND), Pierre Coiffait (Headteacher, Hawthorns Special School)	15 days	From Existing Resources
2.4.2	Deliver Strategic SEND Sufficiency Plan	Dec-23	Charlotte Finch (Head of SEND), Pierre Coiffait (Headteacher, Hawthorns Special School)	To be delivered by SEND Project manager	Additional Resources agreed at March 2022 cabinet.
3.1 Families are aware of and use the local offer and it helps them to find the information they need					
3.1.1	Establish a multi-agency co-production ownership board for the Local Offer responsible for:	Jun-22	Adrian Rocks (Head of Education Commissioning)	4 days annually	From Existing Resources
3.1.2	Develop a marketing and communication plan for the Local Offer based around the current Local Offer.	Jun-22	Kristiane Sulek	1 day	From Existing Resources
3.1.3	Deliver an ongoing marketing plan which promotes the current offer, and the relaunch of the offer following improvement work.				From Existing Resources
3.1.4	Develop attractive family-friendly materials to promote the Local Offer which is sent with standard correspondence relating to EHCPs.	Jun-22	Kristiane Sulek	2 days	From Existing Resources
3.1.5	Further develop and embed the 'Meet the Local Offer' virtual and in-person events.	Sep-22	Elaine Healey	see 3.1.1	DfE Funded activity no council funding needed.
3.2 The local offer is helping to identify gaps in provision					
3.2.1	Review the current content of the Local Offer with all partners and Parent and carer forum (OKE) to ensure it is fit for purpose, well publicised and accessible to parents, young people and professionals so that they understand what is on offer to meet their needs.	Aug-22	Adrian Rocks (Head of Education Commissioning)	5 days	Additional resources required £9000, for content review, consultation meetings with parents and carers, and travel expenses.
3.2.2	Develop proposals and business cases to move local offer website to its own domain to allow for better search, tracking and reporting of use and gaps.	Sep-22	Allan Pearce	Market currently being tested. Costs likely to include one off fee plus annual fees.	Additional resources required. A review of options for the website development is needed. Market testing estimates the cost to be one off of £40,700 and annual maintenance of £22,500
3.2.3	Develop, test and launch new local offer website including co-production of functionality with children and families (this will include user access testing).	Apr-23	Allan Pearce	12 days	DfE Funded activity no council funding needed.
3.3 All services clearly convey their offer via the Local Offer					
3.3.1	Identify provision which is currently missing from the local offer.	Aug-22	Adrian Rocks (Head of Education Commissioning)	2 days	Resources outlined in 3.2.1
3.3.2	Develop and implement a plan to target provision that is not properly captured or omitted on the local offer site	Aug-23	Adrian Rocks (Head of Education Commissioning)	5 days	Resources outlined in 3.2.1
3.4 Young people, families / carers and professionals have access to a clear and accessible information including the Transition Pathway and Protocol that accurately reflects the transition					

3.4.1	Promote understanding, insight into and opportunities regarding prep for Adulthood on Local offer.	Sep-23	Adrian Rocks (Head of Education Commissioning) [Mark Whitehead (Head of Operation Services, Adults)]	2 days	From Existing resources
3.5 The Local Offer is fit for purpose for all families, services and providers.					
3.5.1	Ownership Board for the Local Offer steers delivery and commissions an annual review of the local offer. Reviews progress and impact of Priority 3 action plan.	October 2022 and recurring	Ownership Board	4 days annually	From Existing resources
4.1 Successful implementation of the area SEND Sufficiency Plan; 4.2 Improved parental satisfaction with education provision;					
4.3 Increased specialist capacity and capability.					
4.1.1	See 2.4.1 and 2.4.2				
4.1.2	Increase SEND specialist provision places across the borough, including the expansion of existing settings, the development of satellite bases within mainstream settings and the addition of further resource bases across Tameside.	Sep-23	Charlotte Finch (Head of SEND)	£20,646,000 capital funding identified, with £12.5m allocated to the new Hawthorns School build	New places across the borough to be delivered from within existing ring-fenced capital and revenue resources.
4.4.1	Implement an inclusion charter across all schools to secure improved practice across all settings (see priority 7- action 7.3.1).				From Existing resources
4.4.2	'SEND Children Thrive: Matching Provision to Need' fully embedded across all settings (see priority 8 – actions 8.1.1, 8.1.2, 8.2.1)				From Existing resources
4.5 Annual Review management and monitoring process in place - all Capita one IT systems fit for purpose.					
4.5.1	Implement Annual Review Recovery Plan.	Sep-23	Wendy Young (Deputy Head of SEND)	Cost to be determined	From Existing resources
5.1 Children and young people are seen and assessed in a timely way so that they can receive appropriate intervention and therapy					
5.1.1	Review and align the Therapy services with the Thrive/Graduated Response to ensure they are effective.	Jan-23	Amy Brierley (Divisional Director Surgery, Women's & Children's Services), Ashleigh Smith (Directorate Manager Children & Young people)	28 days	GM ICB Funding Resources
5.1.2	Recruit to provide additional capacity to enable delivery of identified needs in line with the capacity and demand review.	Feb-23	Amy Brierley (Divisional Director Surgery, Women's & Children's Services). Ashleigh Smith (Directorate Manager Children & Young people)	Additional investment resource of approx. £820,000	GM ICB Funding Resources
5.1.3	Agree standard operating procedures for the provision of therapy services across Tameside.	Jul-23	Philippa Robinson (Children's Commissioning Project Manager), Ashleigh Smith, Bunmi Lawson		GM ICB Funding Resources
5.1.4	Implement the mobilisation project plan following additional investment in CAMHS and the neuro-developmental pathway.	Feb-23	Sarah Leah (Associate Director of Operations), Steven Hand (Operational Manager)	Additional resource already in place - £1,500,000.	GM ICB Funding Resources
5.1.5	Waiting List Initiative to reduce number of people waiting for ASD assessment with additional weekend slots over the next 12 months	Mar-23	Sarah Leah	Additional weekend slots will require ongoing review	GM ICB Funding Resources

5.1.6	Increased awareness and understanding of neurodiversity for professionals through training programme	Mar-23	Philippa Robinson (Children's Commissioning Project Manager)	£18,000 allocated	GM ICB Funding Resources GM Funding
5.1.7	Establish and embed feedback mechanisms to provide dynamic data on impact of additional investment and continuously review waiting times and referral numbers to ensure in line with projected targets.	Aug-22	Steven Hand (Operational Manager)	None	GM ICB Funding Resources
5.2 Effective, transparent and accessible system-wide support offer in place for children, young people and families whilst waiting for assessment and therapy					
5.2.1	Increased parent carer offer for families on the Neurodevelopmental pathway to access information and support sessions and tailored activities.(in conjunction with action for Navigator Post action 2.1.3)	Mar-23	Philippa Robinson (Children's Commissioning Project Manager)	£10,000 allocated	GM ICB Funding Resources
5.2.2	Family Support Offer for families who may have difficulties with emerging neurodiversity, who may or may not be on a diagnostic pathway but who may need additional peer support, help with strategies or additional services input.	Mar-23	Philippa Robinson (Children's Commissioning Project Manager) and Lorraine Hopkins (Head of Early Help, Neighbourhoods and Early Years)	£96,000	GM ICB Funding Resources
6.1 Improvement in the quality of social care contributions to EHC Plans, and in the timeliness of contributions from social care professionals to the EHC plan process					
6.1.1	New Designated Social Care Officer (DSCO) role implemented	Sep-22	Tony Decrop (Assistant Director of Children's Services)	£58,000	Funding approved at March 2022 Cabinet
6.1.2	Convene a meeting of Children's Social Care (CSC) leaders to develop and agree a shared understanding of the challenges in this priority area, and to form a task and finish group whose purpose is to agree the actions required and oversee their implementation.	Dec-22	Daniel Murphy (Service Unit Manager, CSC) [Joanne Brown, David Lamb (Service Unit Manager, Cared for Children Services), Kim Scragg (interim Head of CIN/ CP), Wendy Young (Deputy Head of SEND), Kerry Dalston (ISCAN Team Manager), Lorraine Hopkins (Head of Early Help, Neighbourhoods and Early Years)]	3 days	From Existing Resources
6.1.3	Develop a monitoring and oversight process for timeliness and quality of social care professionals' contribution to EHC Plans (see priority 1-outcomes 1.1, 1.3, 1.4, and actions 1.2.1, 1.3.1)	Jan-23	Kim Scragg (Head of Child Protection and Children in Need)	10 days	From Existing Resources
6.1.4	Implement the improved process for social care contribution to EHC Plans in both the Early Help and CSC section of LCS (Liquid Logic). This will include a process to ensure all children, including those not known to social care, receive a social care advice as part of the EHC assessment.	Jan-23	Kim Scragg (Head of Child Protection and Children in Need)	20 days	From Existing Resources
6.2 Through co-produced training, develop an improved understanding of the EHC Plan process with all social care professionals					
6.2.1	Develop and deliver regular bespoke training to social care professionals, co-produced with SEND and social care staff and families and children with EHC Plans.	January 2023 repeated three times a year	DSCO	6 days	DSCO post funding agreed at March 2022 cabinet.

6.2.3	Quality Assurance and Practice Standards established for CSC and Early Help.	Jan-23	Tony Decrop (Assistant Director of Children's Services), [DSCO]	10 days	From Existing Resources
6.3 Shared Practice Standards for contribution from social care professionals to the EHC Plan process implemented across the service					
6.3.1	Develop and implement Practice Standards for the contribution from social care professionals to the EHC Plan process.	Jan-23	DSCO	20 days	as per 6.2.1
7.1 SEND data is used to understand and improve SEND provision					
7.1.2	Complete and communicate to schools detailed annual analysis of SEND Census information regarding EHCP and SEN Support numbers, incidence, areas of primary need and use this information to improve provision in all education settings to inform future training programmes coproduced with education settings and oversight.	Nov-22	Dean McDonagh (Education Data Lead) and Charlotte Finch (Head of SEND)	Capacity provided by Education Data Team	Existing Resources
7.1.3	Joined up SEND Quality First Teaching CPD programme for classroom/subject practitioners. "Whole School SEND" training programme in place across all settings.	Sep-22	EPS, SOSS, Resource Bases, SSSP	Schools charged for training with subsidy to cover development of courses, strategic oversight, and community of practice. Annual cost of £5,000.	No cost of the course training materials provided free by DfE. 6 course per year budget for room hire and facilitation needed. £1200
7.2 Best practice SEND provision is identified and shared to ensure that children are prepared for the next stage of their education or life journey					
7.2.1	Identify and utilise existing school groups [Tameside Primary Consortium (TPC) Inclusion Committee and Task and Finish Group; Tameside Association of Secondary Heads (TASH); Special School Heads (SSSP)] to ensure culture and practice change through ownership and accountability.	May-22	Jane Sowerby (Head of Education Improvement and Partnerships)	Meeting time	From Existing Resources
7.2.2	Establish a model of 'moderation' of SEND practice and policy across all education settings.	Mar-23	EPS; Head of SEN Assessment Team	(£3,000 estimated) to create the framework and deliver this activity twice a year (£2,000 annually)	Moderation across peers will require dedicated resource and backfill additional resources of £3000 in year 1 is requested and £2000 ongoing
7.2.3	Develop and establish peer SEND/Inclusion reviews of practice with an ambitious delivery schedule.	Apr-23	Jane Sowerby (Head of Education Improvement and Partnerships)	Cost of developing the review process and training (£6,000 estimated); administration (£1,000 annually); training costs £2,000 annually)	SENCO network will develop training across peers will require dedicated resource and backfill additional resources of £6000 in year 1 is requested and £3000 ongoing
7.3 SEND provision in schools and settings is effectively evaluated and LA has clear oversight					

7.3.1	Co-produce a SEND Charter/Pledge for Tameside which outlines the provision and opportunities that children with SEND and their families can expect 0-25.	Jul-22	Charlotte Finch (Head of SEND), Jane Sowerby (Head of Education Improvement and Partnerships) , Elaine Healey, Andrew Foord (Headteacher, Cromwell Specialist School)	3 days each, 12 in total	From Existing Resources
7.3.2	Incorporate a bi-annual SEND focus in the systematic review of schools in E&P	June 2022 repeated bi-annually	Jane Sowerby (Head of Education Improvement and Partnerships)	½ day	From Existing Resources
7.3.3	Design and implement a SEND Data Dashboard for performance information accessible to all SEND managers and front line staff on customer satisfaction data	Sep-22	Charlotte Finch (Head of SEND) and Dean McDonagh (Education Data Lead)	5 days	From Existing Resources
7.3.4	Establish a model for reporting qualitative feedback from complaints and compliments to understand system health.	Aug-22	Charlotte Finch (Head of SEND) and Wendy Young (Deputy Head of SEND)	3 days	From Existing Resources
7.3.5	Design and agree a delivery and monitoring plan for a dynamic Inclusion Quality Partnership (IQP) (this will work like a Quality Mark)	Dec-22	Jane Sowerby (Head of Education Improvement and Partnerships) , Charlotte Finch (Head of SEND), Pierre Coiffait (Headteacher, Hawthorns Special School), Andrew Foord (Headteacher, Cromwell School)	3 days	From Existing Resources
7.3.6	Design and implement a dynamic Inclusion Quality Partnership (IQP) and secure sign up from all educational settings with a co-produced delivery and monitoring plan in place	June 2023	Andrew Foord (Headteacher, Cromwell School), Bev Oldham (Headteacher, Discovery Academy); Gus Diamond (Headteacher, All Saints Catholic College), Charlotte Finch (Head of SEND), Jane Sowerby (Head of Education Improvement and Partnerships)	As this is a new initiative this needs to be fully costed and funding sources identified.	No additional cost to be delivered from a traded model.
7.3.7	Implement more effective brokerage and monitoring of commissioned Independent and Non-Maintained school placements to ensure value for money and delivery aligns with Tameside's performance framework	Dec-22	Adrian Rocks (Head of Education Commissioning) and Wendy Young (Deputy Head of SEND)	work to be undertaken by placement officer (within the brokerage team. Brokerage team	The outcome of the review will consider this work stream and resources will need to be part of the business case.
8.1 Thrive Matching provision to Need is fully embedded across Tameside					
8.1.1	Active promotion of the Thrive Matching Provision to Need (MPTN) documents across the networks of schools, early years settings, and post-16 providers. Schools to identify and share good practice models for the different areas of need in order to support clear expectations for what mainstream settings should provide and how the physical environment should look to meet needs.	Nov-22	Erica Douglas-Osborn (Senior Specialist Educational Psychologist) and Claire Jackson (Principal Educational Psychologist)		From within existing resources

8.1.2	Delivery of training around the SEND Children Thrive: MPTN documents alongside the parent created leaflet. Sessions delivered in pairs in order to collect feedback and impact from the initial training. All educational settings to receive a hard copy of the MPTN document.	June 2022 to July 2023 then annual programme	Erica Douglas-Osborn (Senior Specialist Educational Psychologist)	Print costs for MPTN document c£4,000	additional cost of printing £4000
8.1.3	Linked training sessions to include: Emotionally Friendly Settings, ELSA, EBSA. Education settings to be supported to work towards Emotionally Friendly Settings accreditation.		Erica Douglas-Osborn (Senior Specialist Educational Psychologist)	15 days	From within existing resources, this is chargeable work to schools.
8.2 Positive change in attitude, ethos, skills and knowledge across education settings shown in an increase of inclusive practices (e.g. increase in breadth of support provided within mainstream settings / reduction in permanent exclusions etc.)					
8.2.1	Development of 'SENDCo Induction Training' for all new SENDCos including developing 'SEND Children Thrive Action Plans' and workshops for experienced SENDCos.	Oct-22	Erica Douglas-Osborn (Senior Specialist Educational Psychologist) and Naomi Cartledge (Headteacher, Corrie Primary School and Specialist Resource Base)	12 days	From within existing resources
8.2.2	Develop and deliver SEND workshop for all Headteachers and included as part of induction programme for all new Headteachers annually.	Oct-22	Erica Douglas-Osborn (Senior Specialist Educational Psychologist)	10 days	From within existing resources.
8.2.3	Termly SENDCo networks for all SENDCos that will include LA updates, national updates and having different speakers from schools and other services sharing good practice.	September 2022 ongoing	Erica Douglas-Osborn (Senior Specialist Educational Psychologist)	5 days	From within existing resources.
8.2.4	Develop and implement a model of school-led peer coaching, support and training based on a form of peer review	Nov-22	Jane Sowerby (Head of Education Improvement and Partnerships) and Naomi Cartledge (Headteacher, Corrie Primary School and Specialist Resource Base)	As this is a new initiative this needs to be fully costed and funding sources identified.	From within existing resources.
8.3 Joint training programmes attended by school, setting and college staff which improve practice across the sector					
8.3.1	Offer training for all schools on Whole School SEND practice as part of a SEND 'training passport' programme.	Jul-22	Charlotte Finch (Head of SEND)	Nil	Resources provided by DfE
8.3.2	OKE-led training and information days for parents with a focus on the Graduated Response. Coordinated and led by parents with additional expertise from professionals, such as EPS, SOSS, School Leaders, Specialist teachers, therapists. etc.	Sep-23	Elaine Healey	4 days	See resources identified in 3.2.1
9.1 Timely, strategic and effective programme for review of plans at key transition points established					
9.1.1	Annual Review recovery plan reviewed and agreed (in line with SEND Assessment Service review).	Sep-22	Charlotte Finch (Head of SEND)	20 days	From within existing resources.
9.1.2	Establish a protocol for Annual Reviews of EHCPs in Y5 and Y10 attended by LA representative.	Jul-22	Wendy Young (Deputy Head of SEND)	15 days	From within existing resources.
9.1.3	Annual Review Recovery Plan delivered and position recovered.	May-24	Charlotte Finch (Head of SEND)	150 days	From within existing resources.
9.2 Clear SEND transition protocol and standardized paperwork in place and practice embedded, including targeted approaches					
9.2.1	Transition Protocol Working Group established to oversee improved transition arrangements.	Jul-22	Simon Brereton (Headteacher, Holy Trinity CE Primary School), Andrew Foord (Headteacher, Cromwell Specialist School)	5 days	From within existing resources.

9.2.2	Create schools and settings agreed transition protocols and framework across Tameside.	Jul-23	Jane Sowerby (Head of Education Improvement and Partnerships)	Possible external programme- cost TBD	Year 1 to be funded from existing, future years to be funded by schools.
9.2.3	Pre-school to school assessment documentation standardised to support more seamless transitions.	April 2023; reviewed July 2023	Charlotte Finch (Head of SEND) [Chairs of TASH, TPC and SSSP]	25 days	From within existing resources.
9.2.4	Ensure all transition support services or equivalent are available to Post-16 providers.	Sep-22	Charlotte Finch (Head of SEND)	15 days	Any training provided will be charged to providers.
9.2.5	Place-based action research projects to develop key areas of practice around transitions.	Oct-23	Andrew Foord (Headteacher, Cromwell School)	25 days	From within existing resources.
9.3 Standardised SEND transition paperwork and data sharing established					
9.3.2	Data-sharing agreement across all Tameside schools re SEND needs.	Oct-22	Dean McDonagh (Education Data Lead) and Tina Tray (Headteacher, Oakdale Primary Special School)	5 days	From within existing resources.
10.1 Preparing for Adulthood Plan refresh is co-produced with all stakeholders including those with lived experience. The plan provides clear strategic direction, clear multi-disciplinary					
10.1.1	Identify SEND professional/s to liaise with all partner agencies and parents and families to support processes around Preparation for Adulthood	Apr-22	Wendy Young (Deputy Head of SEND)	1 day	From within existing resources
10.1.2	Ensure the governance structures mean that key stakeholders and leaders are held accountable for the implementation of the plan and key objectives and that these are monitored on a quarterly basis enabling senior leaders across agencies to evaluate effectiveness of PfA arrangements.	Sep-22	Mark Whitehead (Head of Operation Services, Adults)	24 hours per annum	From within existing resources
10.1.3	Source training opportunities for young adults through liaison with DfE and NDTI, with emphasis on Preparation for Adulthood	Apr-23	Mark Whitehead (Head of Operation Services, Adults) and Sarah Jamieson (Head of Economy, Employment & Skills)	£5,000 per annum conference costs	From within existing resources
10.2 Updated Tracker (register) to capture all young people with EHCPs in need of social care from aged 14+ effectively linked with housing and support planning within Adult Social Care, and					
10.2.1	Implement a live Tracker (register) in LCS and LAS for all young people predicted to come into adult social care to inform future planning of provision and demand.	September 2022 and ongoing	Jo Robinson	20 days	From within existing resources
10.3 The Learning Disability and Autism Strategies align to the Preparing for Adulthood Plan objectives and that these are monitored via the established Tameside Partnership Board, the Greater					
10.3.1	Align the Preparing for Adulthood Plan strategically with the:	Sep-22	Mark Whitehead (Head of Operation Services, Adults)	8 days	From within existing resources
10.4 Improved access to health provision that is available for those with more complex needs.					
10.4.1	Strategic Preparation for Adulthood lead for Health identified.	Apr-22	Lynzi Shepherd (Head of Mental Health and Learning Disabilities)	No additional resource requirements	GM ICB resources
10.4.2	Establish robust systems to check the quality of health provision for children and young people preparing for adulthood across Tameside.	Jun-22	Lynzi Shepherd (Head of Mental Health and Learning Disabilities, Adrian Rocks (Head of Education Commissioning)/Mark Whitehead (Head of Operation Services, Adults)	1 FTE	Existing GM ICB resources

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Tameside Special Educational Needs Team (SEN) Business Process Review - July 22

Report to; Tim Bowman –Director of Education

INTRODUCTION & BACKGROUND

Following OFSTED's Local Area SEND report published in January 2022, a written statement of action was developed to respond to weaknesses in the service's practices, identified by inspectors. The service has commissioned a business process review to be undertaken by the Council's Transformation team, in recognition of the fact that robust effective processes, systems and digital enablers contribute to the service's overall effectiveness. The service highlighted concerns around volumes of work and associated backlogs, performance against statutory targets, management oversight and capacity and requested a clear process improvement action plan to be developed as an outcome to this review.

This report details this improvement action plan with recommendations around SEND operating systems, team structure and processes in order to provide a list of priority actions to ensure that statutory responsibilities can be met to improve the customer and service provided.

METHODOLOGY

To understand the service and be able to provide detailed recommendations, the following actions were undertaken:

- 12 members of staff were met with representing each role within the service.
- 9 hours were spent in workshops and meetings gathering data.
- Internal teams including finance and commissioning have also been involved in this review.
- Access to Capita One and the Special Educational Needs shared drive were granted and processes viewed in the system.
- Service data analysed.
- Worked with Systems Lead to explore better use of system.
- Reviewed the Best One report, the strategic review outcome from Capita ONE provider to develop a systems action plan to work through the recommendations effectively.
- Met with Stockport MBC.

CURRENT PERFORMANCE & WORKLOAD

The SEN team are responsible for ensuring 2428 children from Tameside have their Education, Health and Care Plan (EHCP) maintained and reviewed.

Statutory performance

EHCP Assessments are required to be completed within a 20 week deadline. As of June 22, 51.6% of assessments are completed within this timeframe, falling just below the national average of 58%

In 2020 there were 439 new EHCP's followed by 493 in 2021. In 2022 up to and including June there have been 294 requests for assessment. Projected for a full year this represents a 20% increase on 2021.

This increase is compounded due to significant delays in completing annual reviews. The delay in annual reviews means EHC plans are not being managed effectively therefore volume of workload is continuously increasing.

The statutory team use Capita One throughout the assessment process.

Review performance

Every child is required to have their EHCP reviewed annually and children under 5 are required to have an EHCP review every 6 months.

Due to the current processes and use of spreadsheets instead of utilising the One system, there is no way of monitoring or planning for the number of children due to have their EHCP reviewed. Therefore there is no way of assessing performance against the statutory requirement. However, by looking at the current backlog we know that a number of children have not had their last EHCP review finalised and are now due another review.

There is no accurate data available to confirm the number of plans that have been ceased due to how these are currently being recorded.

As of 1 June 2022 there are 800 emails dating back to July 2021 with post review paperwork that requires processing and responding to.

Each child has a due date for when their EHCP needs to be reviewed by but as it stands the schools currently carry out the review in their own timeframe and send the paperwork in to then be reviewed as necessary. This is a reactive way of working and instead should be led by data provided by the authority.

Interim reviews are held where concerns have been raised. Again there is no data available to quantify these reviews.

Customer Feedback

Complaints data is the main source of customer feedback data for the service.

In 2021, there were 18 stage 1 complaints and 6 stage 2 complaints.

Key themes in complaints included:

- Lack of response
- Length of time taken
- Failure to arrange provision

Team Feedback

Key themes that came out of meetings with team members were.

- Difficult to forecast workload
- Too many conflicting priorities
- Data is inconsistently recorded
- Inconsistent training across the team

We are working with Stockport to complete a benchmarking exercise and to share lessons learnt and best practices. This can be used to inform future update progress meetings.

STAFFING

The table below shows staffing resource in April 2019 and current staffing resource. It is clear there has been significant resource added to the service including the introduction of the EHC Writer position in 2021.

April 2019		Vacancies	July 2022		Vacancies
Position	FTE		Position	FTE	
Head of SEND	1		Head of SEND	1	
Inclusion Manager	1		Deputy Head of SEND	1	
Caseworker Manager	1	1	Caseworker Manager	1	
Business Manager	1		Business Manager	1	
SEN Caseworker	8		SEN Caseworker	6	3
			EHC Writer	5	1
Admin Assistant	3		Admin Assistant	4	
Admin Apprentice	1		Admin Apprentice		2
Total		16	Total		25

Across the service, staff are split into statutory and review teams.

Statutory

There are three caseworkers processing statutory assessments and two EHC Writers. Workload of statutory caseworkers depends on how many requests there are for assessments. Based on projected 2022 figures of 588 request, a caseworker would be expected to complete one assessment per day.

Review

There are four caseworkers responsible for reviewing and monitoring EHCP's annually and 3 EHC writers. With the current number of active EHCP's if they were split equally across the team they would have approximately 600 cases each – this is not a manageable workload. On current staffing and workload, one caseworker would be required to undertake 2.5 reviews per day.

For statutory and review teams this will be explored as a recommendation as to whether this is a reasonable workload.

Admin

The admin team is split into two admin assistants supporting the statutory side and two supporting the review team. Over the last 2 years the admin team have been operating with three admin assistants and one temporary vacancy. This absence has had an impact on the workload and has meant that post review paperwork has not been processed.

For admin it is recommended that focus should be made on system and process improvement rather than adding additional positions at this stage.

Performance data shows that after an initial investment in additional capacity, performance of the team improved. However, this improvement was not sustained in subsequent years. This suggests that processes and data must be resolved to direct capacity and work to enable a sustained improvement in performance.

IT SYSTEMS

The SEN team's case management system is Capita One. System use is minimal and inconsistent across the service which in turn leads to difficulties managing workloads and throughput.

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RECOMMENDATIONS

Findings	Recommendation	Lead	Timeframe
Finding on Processes – Processes are not documented and inefficient resulting in delays and inconsistency in service.			
Required documentation is often received with incomplete or incorrect information leading to delays in assessments and reviews	Complete review and cleanse of letters and forms sent to parents and schools to ensure they are fit for purpose and understandable from the customers perspective. This should eliminate a number of queries and reduce the amount of incomplete/inaccurate forms currently being received		
There is inconsistent knowledge of correct processes across the team meaning some things that should be being completed aren't e.g. uploading of documents to One, next review being created on One	Review and revise all process notes and create a training matrix to ensure there is contingency across each team		
Team members gave examples where triage added unnecessary steps for complex cases.	Review the triage process to ensure this is effective in speeding up the assessment process.		
Preparation for panels is time consuming	Explore the use of Capita One and if documents can be populated from the system.		
Some EHCP reviews are now over 12 months overdue and this the main contributor to the team's work backlog (800 reviews). EHCP plans are not being ceased.	A recovery plan for overdue reviews needs to be established as a priority including ceasing EHCP plans where appropriate. Temporary resource to be provided by the Transformation team to clear backlog as a priority		
Finding on Management Oversight - Due to capacity issues managers are undertaking business as usual and unable to manage effectively. Lack of performance data makes oversight and workload planning difficult.			
Work is allocated using folders on the shared drive and management cannot forecast or plan effectively	Confirm reporting requirements and be able to report direct from the system to be able to monitor and plan workload effectively		
Members of the admin team shared frustrations regarding conflicting priorities and task allocation coming from multiple sources	Mentor SEN Business Manager to share good practice and explore different ways of allocating workload to gain		

	an improved management oversight of the admin teams tasks. Establish suite of reports to manage work throughput.		
<i>Also see actions in staffing and culture re capacity review</i>			
Finding on Data and Systems - The ONE system is significantly under-utilised and data is either inaccurate or missing.			
Schools carry out EHCP reviews according to their own timelines which may mean reviews are outside of statutory timeframes. There is no process in place for the team to drive timely EHCP reviews to ensure they have been carried out when they are due.	All data relating to reviews is inputted onto ONE. This data will enable a process to be put in place to proactively manage when schools undertake reviews.		
Data is recorded outside of the Capita One system on spreadsheets and the shared drive causing duplication of work	A data cleanse is required to ensure that all data saved on the shared drive is mirrored in Capita One in order to move forward with the following recommendations.		
Each child has a file on the shared drive with all of their paperwork, supporting documents and plans stored	Amend share drive settings to read-only and do not save any further documents		
There are a number of spreadsheets in use for various processes that are accessed by multiple people at any one time. There are some issues with inaccurate recording and difficult pulling information from the spreadsheets	All information to be recorded on Capita One – remove spreadsheets with effect from 1 st September 2022		
Not all staff have had training for Capita One	A training plan needs to be developed to ensure all staff have the same knowledge of the system for consistency		
It is difficult to collate data due to the system not being used to its full potential and information stored outside of Capita One	All data should be input onto Capita One and not duplicated on spreadsheets.		
SEN portal has been procured but currently hasn't been developed enough to be able to use	SEN portal needs to be prioritised as this will bring significant benefits to the service and generate capacity		
The SEN team don't have oversight of school places and there is no accurate record of which school children have been named at	Explore access and correct use of the system with admissions team.		

	Update One system as soon as a place has been confirmed – a report can then be generated at any point in time to assess allocated places		
It takes time waiting for internal Social Workers to respond to queries regarding looked after children	Explore read-only access to LCS		
Finding on Staffing & Culture – Staff are unable to cope with current service demand which impacts on morale, effectiveness and team culture.			
All staff are home based and most have not been back into the office since the pandemic started. There are a number of new staff that haven't met the team face to face	Develop rota of office working so that staff come together more frequently to improve team culture and productivity		
Following conversations with caseworkers and EHC writers it is clear that there is good practice that can be shared across the team	Utilise knowledge of caseworkers and establish a more efficient operating model by creating roles dedicated to relevant key stages, children looked after, transition into adulthood and in/out movers. This will lead to improved working relationships with internal teams. Book in a regular group session for colleagues to get together and share good practice or get advice from each other to improve staffs knowledge and reduce demand on managers to respond to queries where others may be able to help from previous experience		
Some staff feel that they are undermined when they have followed a process and customer complaints then lead to their decision being changed without understanding the background information	Where a statutory process has been followed correctly and a decision has been made, management should work with decision makers more closely to understand decisions before responding to customer complaints. Culture of continuous improvement involving the team on reflection of complaints to understand the customer experience		
It was evident that roles work too much in silos and that an understanding and empathy of other	Regular training, team meetings, shadowing and mentoring to ensure staff have an understanding of the		

team members and their contribution to the service needs to be embedded.	<p>importance of their role and the impact what they do has on the children and families they support.</p> <p>This will assist in across the service the different roles understanding how their work effects the rest of the team and the importance of good communication.</p>		
Staff have consistently shared concerns regarding workload and capacity.	<p>An immediate review of capacity in the case worker teams is needed to understand if additional permanent or temporary capacity is required.</p> <p>Temporary capacity from the transformation team will assist admin in clearing backlogs.</p> <p>Weekly update on improvement work from Manager and Transformation team to engage and inform the workforce and provide a feedback loop throughout the process.</p>		
Findings on Finance & Commissioning - Delays in communication with finance leads to inaccurate budget montitoring			
Some purchase orders are not being raised in advance of the invoice being received	Purchase Orders need to be raised in advance of each school term using the information from the finance spreadsheets		
When a decision has been made at panel and funding has been approved, the finance spreadsheet isn't updated in a timely manner	The finance spreadsheet needs updating as a priority after panel.		
No negotiation takes place when a provider increases their prices	Establish who is responsible for negotiating price increases with providers		
Contracts are not being issued to providers	A contract should be issued when a placement is agreed		

NEXT STEPS

- Seek agreement to implement recommendations
- Communicate recommendations to service
- Engage workforce to timeline, identify leads and deliver improvement plan
- Establish monthly feedback process
- Assess capacity with service after first quarter

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Agenda Item 9

Report to:	EXECUTIVE CABINET								
Date:	28 September 2022								
Executive Member:	Councillor Bill Fairfoull, Deputy Executive Leader (Children and Families)								
Reporting Officer:	Tony Decrop, Assistant Director, Children's Social Care								
Subject:	STAYING PUT POLICY								
Report Summary:	<p>Staying Put is about care leavers continuing to live with their foster carers when they reach the age of 18.</p> <p>The Council recognises the benefit that a Staying Put arrangement can have to young people, allowing them to remain in stable and secure homes and when they are ready and able make the transition to independence.</p> <p>The Council is committed to ensuring it meets its obligations to care leavers in Staying Put arrangements and their former foster carers and requires a clear, transparent Staying Put policy in order to do so effectively and consistently.</p> <p>It also needs to ensure that it offers a financial model that remunerates Staying Put carers fairly and appropriately.</p> <p>This report puts forward a draft revised Staying Put policy to address this need. It seeks agreement to consult with the wider public, foster carers, current Staying Put carers and young people to inform this draft policy before implementation.</p>								
Recommendations:	<p>That Executive Cabinet approve:</p> <ul style="list-style-type: none">(i) The draft Staying Put Policy (appendix 1) in principle.(ii) That consultation on the draft Staying Put Policy as detailed at section 7 can take place.								
Corporate Plan:	<p>The review of the Staying Put policy is in line with the corporate plan in terms of ensuring that children who become cared for are able to remain in a safe supportive family environment with their former foster carers. This is a key delivery element of the Corporate Plan's priority of 'Resilient families and supportive networks to protect and grow our young people'.</p>								
Policy Implications:	<p>This report seeks approval to consult on a revised Staying Put Policy.</p>								
Financial Implications: (Authorised by the statutory Section 151 Officer & Chief Finance Officer)	<p>The current staying put budget and forecast costs for staying put placements is</p> <table border="1"><thead><tr><th>2022/23</th><th>£</th></tr></thead><tbody><tr><td>Total Annualised Cost to LA</td><td>£314,200</td></tr><tr><td>2022/23 Budget</td><td>£292,600</td></tr><tr><td>Under/(Over) spend</td><td>(£21,600)</td></tr></tbody></table> <p>Without the proposed changes to this policy it is likely that the current budget will be sufficient to meet the cost of these placements.</p>	2022/23	£	Total Annualised Cost to LA	£314,200	2022/23 Budget	£292,600	Under/(Over) spend	(£21,600)
2022/23	£								
Total Annualised Cost to LA	£314,200								
2022/23 Budget	£292,600								
Under/(Over) spend	(£21,600)								

As outlined in section 6, the proposed changes to the Staying Put Policy could release budgetary savings of £6,000 alongside enabling budget capacity to extend the number of staying put placements from 26 to 42.

Legal Implications:
(Authorised by the Borough Solicitor)

The Children and Families Act 2014 placed a new duty on Local Authorities to support young people to continue to live with their former foster carers once they turn 18 (the Staying Put duty). The Act inserted s23ZA into the Children Act 1989 and provided a duty that the Local Authority must provide staying put arrangements for former relevant children. The duty came into force on 13 May 2014.

A former relevant child is defined in s23C(1)(b) Children Act 1989 as a person who was being looked after when he attained the age of eighteen, and immediately before ceasing to be looked after was an eligible child.

It is the duty of the local authority to monitor the staying put arrangement, and to provide advice, assistance and support to the former relevant child and the former foster parent with a view to maintaining the staying put arrangement. Support provided to the former foster parent must include financial support. The duties continue until the former relevant child reaches the age of 21.

The current Council policy is based largely on the government Staying Put guidance and like all policies requires regular review and updating.

The Council's current Staying Put allowance has remained the same since 2014 and has not increased in line with inflation or with the fostering allowance rate.

The Council receives a ring-fenced Staying Put grant from the Department of Education. The purpose of the grant is to provide support to local authorities in England for expenditure lawfully incurred or to be incurred in respect of a young person aged 18 or over and their former foster carer who wish to continue to live together in a 'Staying Put' arrangement.

In March 2022, the Council's grant was confirmed until 2024/2025.

There are some elements of the Policy that require discretions to be exercised. In order for the Council to reduce its likelihood to challenge such discretions need to be exercised fairly, transparently and consistently. Generally such decisions are best made by a panel of people not directly with the day to day conduct of the case to ensure there is an element of independence with the person with the day to day conduct presenting the case or information so the decision makers have the direct voice of the young person/family affected. The Policy needs to clearly set out the appeal process for dealing with such discretionary requests.

Risk Management:

These are set out in the report but the significant risk will be ensuring consistent application of the policy.

Background Information:

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



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1. INTRODUCTION

Legislation and Guidance

- 1.1 For the purposes of this report and policy the relevant legislation and guidance is:
- Section 23 Children Act 1989.
 - Part 2 of Schedule 2 paragraph 19 Children Act 1989
 - The Children Act 1989 Guidance and Regulations Volume 3, Chapter 7: Planning transition to adulthood for care leavers.
 - “Staying Put” Arrangements for Care Leavers aged 18 and above to stay on with their foster carers DfE, DWP and HMRC Guidance May 2013.
 - Children and Families Act 2014.
 - Staying Put Good Practice Guide.

Staying Put

- 1.2 Staying Put is about care leavers continuing to live with their foster carers when they reach the age of 18. It refers to an arrangement whereby a young person who, when they became 18, was in law an ‘eligible child’ placed with a foster carer, continues to live with that person.
- 1.3 An ‘eligible child’ is someone who:
- is looked after by a local authority;
 - is aged 16 or 17, and;
 - has been Cared For for a total of at least 13 weeks since the age of 14
- 1.4 It is a term meaning that they are eligible for support as a care leaver, and does not refer specifically to Staying Put support. Once they become 18 an eligible child is known in law as a ‘former relevant child’.
- 1.5 Staying Put arrangements continue until the young person becomes 21 or beyond 21 up to 25 if in full time education, or until the young person stops living in the household before then.
- 1.6 Supporting care leavers to stay with their former foster carers in ‘Staying Put’ arrangements will allow them to leave stable and secure homes when they are ready and able to make the transition to independence. It will also help them enter adult life with the same opportunities and life prospects as their peers.
- 1.7 Staying Put is not intended to replace the process whereby young people with an assessed eligible health need who meet the relevant criteria to transfer to adult care services receive support through ‘Shared Lives’ placements. Where this is the case adult social care services should be involved in the pathway planning in accordance with local protocols and the Children Act 1989 statutory guidance. A Shared Lives placement with the young person’s previous foster carer could fulfil the local authority’s duty to provide support under Staying Put.
- 1.8 This report outlines Tameside Council’s proposed refreshed approach to Staying Put and seeks approval to engage with key stakeholders and seek feedback on the revised policy (**Appendix 1**).

2 STAYING PUT - REQUIREMENTS OF LOCAL AUTHORITIES

- 2.1 Local authorities have significant statutory obligations to support all care leavers including, but not exclusive to, those in staying put, and these are explained in [The Children Act 1989 Guidance and Regulations Volume 3: Planning transition to adulthood for care leavers](#).
- 2.2 Although not an exhaustive list, for former relevant young people, including those in Staying Put arrangements, the responsible local authority must continue to:
- provide the young person with a Personal Adviser (PA) (section 23C(3)(a) of the 1989 Act);

- review and revise the pathway plan regularly (section 23C(3)(b)); and
 - keep in touch (section 23C(2)(a) and (b)).
- 2.3 The Children and Families Act 2014 placed a new duty on Local Authorities to support young people to continue to live with their former foster carers once they turn 18 (the Staying Put duty).
- 2.4 This duty places a legal requirement on local authorities to advise, assist and support both the young person and their former foster carers when they wish to stay living together after the former relevant child reaches their 18th birthday. This is unless the Council consider that the staying put arrangement is not consistent with the welfare of the young person.
- 2.5 This duty **must** include financial support.
- 2.6 An overarching principle is that care leavers should expect the same level of care and support that others would expect from a reasonable parent. The local authority responsible for their care should make sure that they are provided with the opportunities they need, which will include offering them more than one chance as they grapple with taking on the responsibilities of adulthood.
- 2.7 Whilst full requirements from local authorities are outlined in the Children's Act 1989 Guidance referred to above, some key points that the Council must address in its policy are summarised in **appendix 2**.
- 2.8 What financial support should be provided to carers is not specified within the legislation, however a suggested approach is provided:
- 2.9 *'Local authorities should pay former foster carers an allowance that will cover all reasonable costs of supporting the care leaver to remain living with them... When deciding upon the level of financial support payable, careful consideration will have to be given to the impact of the 'staying put' arrangement on the family's financial position. The impact will vary from family to family. Consideration should be given to any additional income that the young person may obtain such as income from employment/benefits/entitlements.'*

3 CURRENT STAYING PUT OFFER

- 3.1 The Council's current Staying Put offer remunerates former foster carers at a standard weekly rate of £177.67.
- 3.2 Festival allowances (16/17 - £100, 18-21 - £25 or gift equivalent (£20 postal order and remainder to be saved for on release if in custody) and birthday allowances (16/17 - £80, 18 - £100, 19-21 - £25 (£20 postal order and remainder to be saved for on release if in custody) are paid to the young person as part of the local care leaver offer.
- 3.3 There are young people and their carers whose financial circumstances need to be assessed on an individual basis due to their needs. When the allowances paid to these individually assessed Staying Put arrangements are included then the average weekly allowance rate increases to £231.74.
- 3.4 Any additional income that the young person may obtain such as income from employment/benefits/entitlements is not currently reflected in the Staying Put allowance that is paid to the carers.
- 3.5 Whilst the elements of support and advice as outlined by the DfE are included in the current offer, pockets of inconsistency have been identified in practise.

4 DRIVERS FOR A REVISED STAYING PUT POLICY

- 4.1 Thameside pledge for Cared for Children makes a commitment to support young people to remain in their foster care placement beyond 18. This commitment is also embedded in our Corporate Parenting strategy as a Council priority.
- 4.2 There are currently 26 young people (July 2022) living with their former foster carer in a Staying Put arrangement.
- 4.3 The current Staying Put policy does not enable the young person to claim Housing Element of Universal credit as there is no formal arrangement in place. Implementing a formal Staying Put agreement between the young person and former foster carers will allow the young person to claim the benefits they are entitled to. This accommodation benefit can then be paid to the Staying Put carer, partially offsetting the Council's contribution.
- 4.4 We want ensure that the Council's Staying Put policy is fit for purpose to effectively support these existing young people and their former foster carers already in a Staying Put arrangement. It must also support the Council's aim to increase the number of care leavers benefitting from Staying Put.
- 4.5 To inform the revised Staying Put policy, informal feedback from our former foster carers and young people in Staying Put arrangements was gathered. A benchmarking exercise against Staying Put offers from 9 GM authorities was also undertaken.
- 4.6 Benchmarking data revealed:
- Thameside currently pays the lowest comparable weekly standard rate (£177.67) with other authorities ranging from £200 to £498 per week. This is also lower than the current foster carer allowance for 16-18 year olds which is currently £207 per week.
 - Two authorities set their weekly Staying Put rate on the 16+ foster carer allowance with elements of 'top ups'.
 - 8 authorities offset Universal Credit Housing Element from the authority's Staying Put weekly allowance.
 - 6 authorities expected a contribution from the young person varying from £20 - £100.
 - Financial remuneration when young people were at university varied significantly but most authorities offered some form of reduced retainer or pro rata recompense when the young person returned home.
- 4.7 Full details of benchmarking data is shown at **appendix 3**.
- 4.8 Informal feedback from some young people in Staying Put arrangements and their former foster carers also outlined areas for improvement:
- Early planning from 16 years could be more consistent for young people.
 - There are inconsistencies in understanding around the Staying Put offer – our offer could be clearer and more understandable.
 - There is no clear model of expectations of the level of independence the young person should reach in their Staying Put placement.
- 4.9 This suggests that a refreshed offer that is more aligned to neighbouring authorities and provides more appropriate financial remuneration is required.

5 PROPOSED NEW STAYING PUT OFFER

- 5.1 The proposed new Staying Put policy is attached at **appendix 1**.
- 5.2 The new policy has been developed to strengthen rather than change current practise:

- Provide a clear, consistent framework to operate our Staying Put provision within.
- Make our policy transparent and easily understood by carers and young people about what they can expect in Staying Put.
- Strengthen early planning (16+) through Cared for Reviews and Pathway Plans to make sure Staying Put is the right plan for young people.
- Support our Staying Put young people in having the right life skills moving into adulthood.

5.3 Proposed changes are included in the draft policy to provide a more robust financial model for remunerating Staying Put carers. These changes are summarised below:

5.3.1 The standard weekly Staying Put allowance is increased from £177.67 to £231.74 per week. This is based on the *average* currently weekly allowance currently paid to Staying Put carers and provides a more comparable rate with neighbouring local authorities.

5.3.2 The financial package for the Staying Put carer will total £231.74. This amount will increase from time to time by the % increase to the foster care allowance for 16-18year olds as recommended by DfE and the rent costs. The amount will be made up of funding from:

- **Rent costs** which will be based on the Local Housing Allowance rate for the area the property is situated in. This cost will usually be met by the Universal Credit Housing Element (UCHE) where applicable, paid directly to the former foster carer. It is acknowledged that UCHE will vary dependant on the area the young person / former foster carer lives (the total final package to the Staying Put Carer will be unchanged at £231.74). Where a young person is in employment and not entitled to UCHE they will be required to cover rent costs through their income.
- **A minimum contribution of £20 from the young person**, from income or entitlement to grants, allowances or benefits paid directly to the carer. This is in addition to the contribution of UCHE (where applicable). This will be discussed at their Pathway Planning meetings.
- **Tameside Children's Services Contribution** which will make up the balance of the allowance.

5.3.3 Young people commencing higher education courses at any age are not eligible to claim means tested benefits and therefore will be expected to contribute to rent costs through employment or their student loan.

5.3.4 Depending on the circumstances of the Staying Put carer all young people are expected to claim Universal Credit Housing Element from their 18th birthday and is used to cover the rent element of the Staying Put arrangement.

5.3.5 Allowances for birthday and festivals would continue to be paid as part of the local Care Leaver offer. Holiday payments would not be paid in line as per current practice.

5.3.6 In exceptional circumstances where the young person does not pay a contribution or receive Universal Credit Housing Element the Council will consider meeting this shortfall.

5.3.7 Targeted assistance for benefits advice for both carer and young person will be provided by Welfare Rights.

5.3.8 Discretion may be used in exceptional circumstances to vary financial payments. Any such variations must be considered by the Local Authority Resources Panel to ratify any financial decisions.

6 FINANCIAL IMPLICATIONS

- 6.1 The Council currently has a net budget of £119k for Staying Put placements. The budget includes a £293k gross expenditure budget for Staying Put allowances along with a central government grant for staying put of (£174k). The grant has been in place since 2017 and the annual funding amount of £174k has been confirmed between 2022/23 and 2024/25.
- 6.2 As of July 2022 there were 26 young people in a Staying Put arrangements. The average cost of a Staying Put allowance payment in July 2022 was £231.74. The estimated annualised cost of this average payment for all current Staying Put arrangements is £314,200 resulting in a pressure of £21,600 to budget. See table A below.
- 6.3 The new policy would allow the service to fund the current 26 young people in Staying Put arrangements by fully utilising the Staying Put grant and make a budgetary saving of £115,100. This is due to the Young Person's benefit claims and contributions offsetting current council contributions. This is based on a 90% benefit recovery rate. See table A below.
- 6.4 Alternatively, the new policy, while not reducing the average payment to carers, would allow the service to increase Staying Put numbers to 42 young people within the boundaries of the current budget. This is based on a 90% benefit recovery rate, with a minor budget saving of £6,000. This will be dependent on the number of eligible young people, where Staying Put is the preferred option for both the young person and former foster carer. See table A below.

Table A – Financial Implications of the proposed changes

Payment Type	Current Model	Current Model Basis	Proposed Model at Current Capacity	Proposed Model at Current Capacity Basis	Proposed Model at Budget Capacity	Proposed Model at Budget Capacity Basis
UCHE	£0.00	No payment for UCHE built into current practice	£92.05	LHA rate for majority of Tameside	£92.05	LHA rate for majority of Tameside
Young Person (YP) Contribution	£0.00	No payment for YP Contribution built into current practice	£20.00	Minimum stated in new policy	£20.00	Minimum stated in new policy
Local Authority (LA) Contribution	£231.74	Balance of amount to equal current average allowance	£119.69	Balance of amount to equal current average allowance	£119.69	Balance of amount to equal current average allowance
Total Payment to Former Carer	£231.74	To match level of current allowance for average staying put agreement	£231.74	To match level of current allowance for average staying put agreement	£231.74	To match level of current allowance for average staying put agreement
Annualised Cost per agreement to LA	£12,083.55		£6,240.94		£6,240.94	
Staying Put Numbers	26	Current number fo YP in Staying Put	26	Current number fo YP in Staying Put	42	Maximum Number of YP within current budget capacity
Benefit Recovery Rate	90%		90%		90%	
Total Annualised Cost to LA	£314,172.37		£177,455.30		£286,658.56	
2022/23 Budget	£292,600.00		£292,600.00		£292,600.00	
Under/(Over) spend on Current Budget	(£21,572.37)		£115,144.70		£5,941.44	

- 6.5 While the average weekly cost of a Staying Put Placement is currently £231.74, the median and mode cost of a weekly payment is £177.67. This indicates that the majority of Staying Put agreements are paid at a weekly rate of £177.67. The average rate is increased due to placement enhancements on specific Staying Put agreements. The financial scenarios detailed in Table A above do not include any discretionary enhancements made by the Council, for example where a young person is unable to claim benefits due to their former foster carer already being in receipt of Housing Benefit or Universal Credit Housing Element to meet their own housing costs.

- 6.6 The policy details that any arrangement with former Independent Fostering Agency carers will adhere to the current rates. In exceptional circumstances discretionary enhancements may be considered but must be ratified at a Resources Panel.
- 6.7 The Local Housing Allowance (LHA) rate which determines the UCHE varies in borough dependent on postcode. The proposed Staying Put policy indicates that this will be considered and cost breakdown agreed as part of the Staying Put agreement and reviewed at least 6 monthly as part of the Pathway Plan Review. It also emphasises the responsibility of the carer and young person to notify children's services should their financial arrangements change.

7 CONSULTATION

- 7.1 Consultation on the draft Staying Put policy will be required to ensure that the views and opinions of our young people, carers and residents are captured and reflected in the final document.
- 7.2 It is proposed that a 6 week consultation period commences on 3 October 2022. A reduced consultation period is proposed in light of the relatively low numbers of individuals currently in Staying Put arrangements, the fact that an increase in allowance is proposed (albeit the make-up of that allowance has changed) and that informal engagement with carers and young people has indicated only positive feedback to the proposed changes.
- 7.3 Carers and young people will be consulted on via a series of workshops and in partnership with the Participation Officer for Cared for Children and Care Leavers. Views from the wider general public will be sought via the Big Conversation on the Council's website.
- 7.4 An Equality Impact Assessment (EIA) will be completed on the draft policy.

8 PROJECT TIMELINES

Action	Timeline
Approval to consult given by Cabinet	28 September 22
Consultation - 6 week consultation with public via big conversation and carers / young people currently in staying put arrangements.	Start consultation 3 October 22 End 14 November 22
EIA completed	November 22
Consultation and EIA reflected in Final Policy	November 22
Final Policy Approved	Cabinet 14 Dec 22
Implement policy	1 January 2023

9. CONCLUSION

- 9.1 The Council recognises the benefit that a Staying Put arrangement can have to young people, allowing them to remain in stable and secure homes and when they are ready and able make the transition to independence.
- 9.2 It is committed to ensuring it continues to meet its obligations to care leavers in Staying Put arrangements and their former foster carers and requires a clear, transparent Staying Put policy in order to do so effectively and consistently.

- 9.3 It also needs to ensure that it offers a financial model that remunerates Staying Put carers fairly and appropriately.
- 9.4 The draft Staying Put policy appended to this report has been written to address this need.
- 9.5 It introduces clearer, tangible guidelines around the advice and support carers and young people can expect and proposes a changed financial offer. This includes an increased total Staying Put weekly allowance made up in part from the young person's benefit entitlement (where applicable) and a contribution from the young person with the difference being made up by Children's Services. This model is proposed following benchmarking with 9 neighbouring local authorities.
- 9.6 In order to ensure that the views of our young people, carers and residents overall are considered in the development of this policy a 6 week consultation period is proposed before implementation is considered.

10. RECOMMENDATIONS

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

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TAMESIDE COUNCIL FOSTERING SERVICE POLICIES

STAYING PUT ARRANGEMENTS FOR CAREED FOR CHILDREN AND YOUNG PEOPLE

FULL POLICY ON
STAYING PUT
INCLUDING STAYING
PUT AGREEMENT



**Tameside Metropolitan Borough Council
Fostering Service Policy**

Staying Put Arrangements for Cared for Children and Young People

Introduction

Many care leavers have a more difficult start to adulthood than their peers as a consequence of their past experiences, coupled with the absence of a supportive family base. Staying Put arrangements help to mitigate against these factors so that care leavers are better equipped to do well in life. The individual aims of Staying Put arrangements will be specific to each young person concerned, and will be made clear in their Pathway Plan and the written agreement covering the Staying Put arrangement.

Staying Put is about care leavers continuing to live with their former foster carers when they reach the age of 18. Specifically, it is defined by the Children Act 1989 and refers to an arrangement whereby a young person, who when they became 18 was in law an 'eligible child' placed with a foster carer, who continues to live with that person.

An eligible child is someone who:

- * is looked after by a local authority;
- * is aged 16 or 17, and;
- * has been Cared For for a total of at least 13 weeks since the age of 14

It is a term meaning that they are eligible for support as a care leaver, and does not refer specifically to Staying Put support. Once they become 18 an eligible child is known in law as a 'former relevant child'.

Whenever a young person continues to live with their former foster carer in these circumstances, it is referred to as a Staying Put arrangement. Staying Put arrangements continue until the young person becomes 21 or stops living in the household, whichever is the sooner. Where a young person is in further education the arrangement can continue until the education is completed or the young person reaches 25, whichever is the sooner. Local authorities have duties to monitor and support Staying Put arrangements, and these are reflected throughout this good practice guide. Local authorities also have significant statutory obligations to support care leavers whether or not they participate in Staying Put, and these are explained in the Children Act 1989 statutory guidance accessible via [Staying put: arrangements for care leavers aged 18 years and above - GOV.UK \(www.gov.uk\)](http://www.gov.uk).

Tameside's pledge to Cared for Children includes a commitment to supporting young people to remain in their foster care placement beyond 18 up to the age of 21, or before then if the young person stops living in the household. This is irrespective of whether the foster carer is an approved Tameside carer, friends & family carer or a carer from an Independent Fostering Agency.

It is important to understand that government departments have differing approaches to defining Staying Put within the statutory framework applicable to their area of responsibility. The definition given above comes from the Children Act 1989 and is the one which gives local authorities a duty to monitor and support, as explained in this guide.

"You don't expect your birth children to live independently at 18. The chances of traumatised young people doing this are slim. It's hard to develop that resilience, they need that extra support. If they could stay with us longer so we could support them into independence it would improve their life chances. It's like they're on a bit of elastic for the first few years, eventually they fray it enough that they are off."

Foster carer

"I am now part of the Staying Put agenda and that has enabled me to stay put with my foster carers that I was living with before I was eighteen. This has helped me to stay on at college and to continue to reach my goals. My carers are really supportive of what I want to do. Being able to stay put has meant pretty much everything to me. If I had gone independent at eighteen I wouldn't have lasted and would have had to go back to my parents which wouldn't have worked out. I wouldn't have progressed as a person and I would have had different prospects."

Young person

Staying Put will usually be the best way to continue to support care leavers through the transition to adulthood, but it is not the only way to do so and will not be the choice all wish to make. For some, independent living, supported lodgings, a return home or other alternatives will be preferred.

This policy is relevant for "Cared for Children" whose plan is to remain on a permanent basis with foster carers. It does not relate to children who have significant health needs and / or disabilities who are eligible to be supported by Adult Social Care. For the latter young people, their placements may continue under the approved Adult Care scheme (which approves their carers as Adult placement providers).

How Does Staying Put Differ from Foster Care?

In a practical, everyday sense, a young person who enters into a Staying Put arrangement is likely to view this as a continuation of fostering and to refer to the person providing the care as their foster carer, in much the same way as we all continue to refer to our parents as just that, whether or not we are still living at home. Similarly, Staying Put carers (former foster carers) will often view the arrangement as just an extension of fostering, albeit that the young person is increasingly independent.

The significant difference is that in law Staying Put arrangements are not foster placements, because the young person is no longer a Cared for Child but an adult, and the Fostering Regulations, statutory guidance and National Minimum Standards no longer apply.

Ultimately, it is the young person and their former foster carer who make the joint decision to establish the arrangement. This is based on their commitment to each other, and applies in the same way whether the former foster carer is approved by a Local Authority or by an Independent Fostering provider.

There is nothing new about the notion of former foster carers continuing to provide a home to young people whom they have fostered: many have done this in the past and regarded previous foster children as members of their own families for the rest of their lives. The change in the law in 2014 moves this from an ad hoc arrangement to one which is legislated for until the age of 21.

Early Planning

Early planning for Staying Put is crucial and arrangements should be considered as part of the care planning process, from the time that a long-term foster placement is identified. Whether or not Staying Put is an option should be discussed as early as possible when the young person reaches the age of 15 $\frac{3}{4}$, and forms part of their Pathway Plan Part 1 Assessment of Need. This assessment then informs Part 2 and the creation of the Pathway Plan which must be in place by the time the young person reaches 16yrs and 3 months.

Clear Information

Foster carers and young people should be provided with clear information about the support available from their Personal Advisor and Fostering Service to help them to make choices about whether or not to enter into Staying Put arrangements. This will include information about financial arrangements and where advice can be sought around implications for benefits and tax.

Family Life

Staying Put arrangements should replicate as far as possible normal family life. Former foster carers are required to care for any child or young person placed with them as if they were a member of their family,

and this expectation should carry through into Staying Put arrangements. Families all have different rules, expectations and ways of doing things, and Staying Put arrangements should take account of this and be sufficiently flexible to be tailored to individual circumstances and needs. There will be standard expectations relevant to every home but the individual carers and young people will add their own expectations relevant and agreed by them.

Best Interests

The best interests of the young person should be at the heart of decision making about Staying Put, enabling them to have the best possible opportunities to lead successful lives. The young person will continue to refer to the former foster carer in much the same way as they did as a Cared for Child. The former foster carer will view this as an extension of fostering albeit the young person will be more independent. The purpose will be that the young person can experience the transition to adulthood in a supportive environment. They can be supported in achieving their full potential whether that's education, employment or training. Former foster carers will be best placed to support the young person with the necessary life skills before they are required to live independently.

Support

Practical support to both former foster carers and young people should be geared to their specific circumstances and needs. Former foster carers should be encouraged to access the support and training required to support the young person to do well in life and keep them safe from harm.

Establishment of a Staying Put Arrangement

The young person's Pathway Plan Part 1 Assessment of Need should begin as they reach the age of 15 $\frac{3}{4}$ which will then in turn inform Part 2 Pathway Plan which must be completed by age 16yrs and 3 months. It should identify the support needs of the young person on their pathway to independence and should be used as the framework to explore the following issues:

- Is it likely that the young person and foster carer will want to establish a Staying Put arrangement when the young person reaches their 18th birthday?
- Do the young person and foster carer understand the procedures for entering into a Staying Put arrangement?
- Does the young person understand their financial and benefit responsibilities post 18?
- Does the foster carer understand their funding arrangements, and financial implications for example, benefits, income tax and national insurance?
- What is the contingency plan for the young person should the Staying Put arrangement not be viable e.g. is alternative supported accommodation available?

The Staying Put arrangements should involve the young person and should be progressed within the young person's Pathway Planning process by the time the young person reaches the age of 16 years 3 months and before their final Pathway Plan Review. Occasionally young people or foster carers may change their minds after making an initial decision about the Staying Put arrangement. The process should always allow both young people and foster carers to change their minds about establishing a Staying Put arrangement, but care should be taken to avoid disruption to the young person.

The Personal Adviser will work with the young person to plan for their financial contribution to the cost of Staying Put. The Personal Adviser will also work with the young person to maximise their entitlement to benefits and calculate the amount required for the Staying Put arrangement. Consideration should also be given to ensure that applications for benefits do not discourage a young person from obtaining or maintaining part or full-time employment. The Personal Adviser will ensure that preparations for making a claim for a personal benefit and Universal Credit Housing Element is prepared well in advance of the young person's 18th birthday.

The Supervising Social Worker will, in collaboration with the Social Worker and Personal Adviser, convene a Staying Put support meeting when the young person is approximately 17 $\frac{1}{2}$ years old and before their final review meeting. The Supervising Social Worker together with the young person, the

foster carer and Personal Adviser would plan for the Staying Put agreement. The purpose of the Staying Put meeting is for both the foster carers and the young person to understand what is expected from the arrangement.

If a young person feels that his/her wish to remain with their former foster carer has not been properly considered by the local authority or they are unhappy with the way in which the local authority has acted, they may wish to speak to their Independent Reviewing Officer who chairs their reviews before they turn 18 and request a review of their Pathway Plan. The young person should be told of their right to use their local authority's complaints procedure to voice their concerns, and of their right to have an independent advocate.

Impact on the Allowances Provided by the Local Authority

When a young person reaches the age of 18 they are no longer regarded as being in foster care, as all Care Orders cease and parental responsibility to the Local Authority comes to an end. The legal basis for Staying Put is effectively seen as a licensor and licensee or landlord and tenant arrangement because young people are effectively lodging in the carers' home. Former foster carers become entitled to a Staying Put Allowance rather than a foster care allowance. This covers accommodation, heating, lighting, rent, food and associated arrangement costs. The former foster carers are not expected to provide the young person with a personal or clothing allowance as young people can, where eligible, claim means-tested benefits for their personal needs from their 18th birthday. These benefits replace the pocket money and clothing allowance previously contained in the foster carers' maintenance allowance. Allowances for birthday and festivals would continue to be paid to the young person as part of the local Care Leaver offer.

The financial package for the Staying Put carer will total £231.74. This amount will increase from time to time by the % increase to the foster care allowance for 16-18year olds as recommended by DfE and the rent costs. The amount will be made up of funding from:

- **Rent costs** which will be based on the Local Housing Allowance rate for the area the property is situated in. This cost will usually be met by the Universal Credit Housing Element (UCHE) where applicable, paid directly to the former foster carer. It is acknowledged that UCHE will vary dependant on the area the young person / former foster carer lives (the total final package to the Staying Put Carer will be unchanged at £231.74). Where a young person is in employment and not entitled to UCHE they will be required to cover rent costs through their income.
- **A minimum contribution of £20 from the young person**, from income or entitlement to grants, allowances or benefits paid directly to the carer. This is in addition to the contribution of UCHE (where applicable). This will be discussed at their Pathway Planning meetings.
- **Tameside Children's Services Contribution** which will make up the balance of the allowance.

Young people commencing higher education courses at any age are not eligible to claim means tested benefits and therefore will be expected to contribute to any rent costs through employment or their student loan.

Where a former foster carer is already in receipt of Housing Benefit or Universal Credit Housing Element to meet their own housing costs a young person may not be able to claim Universal Credit Housing Element. Advice can be sought from Tameside Council Welfare Rights Service to understand if they would be affected.

Throughout the duration of a Staying Put arrangement the financial situation of the young person and or former foster carer may change. The financial package will need to be discussed and reviewed at each Pathway Plan Review which should occur every 6 months as a minimum.

Carers and young people must notify Tameside Childrens Services if their financial situation changes in between these reviews.

The Pathway Plan reviews will continue up to the young person turning 21 or beyond if they remain in further education. The young person or Personal Adviser can request a review at any time.

Discretion may be used in exceptional circumstances to vary financial payments. Any such decisions would be considered by the Local Authority's Resources Panel and subject to assessment.

Young Person's Financial Contributions

The young person's income may come from:

- Welfare benefit entitlement
- Wages from employment, apprenticeship, training.

Young people remaining in Staying Put arrangements are expected to claim Universal Credit (where eligible) by their 18th birthday. This benefit would cover pocket money and clothing allowance previously contained in the Foster Carer's maintenance allowance. The Housing Element of Universal Credit that forms part of the claim will be paid at the one bedroom rate for the area where the young person / carer live and paid directly to the former foster carer. It covers the rent element of the Staying Put arrangement.

The young person is also expected to make a personal contribution of a minimum of £20 per week to their carer which is towards food and utility bills such as electricity, gas and water, in addition to the contribution of UCHE.

Depending on their level of income the young person may be expected to make a contribution over £20 which will be decided at their Pathway Plan meeting.

The young person should be advised that if they do not make their personal contributions to their former foster carer it may result in the placement ending.

Financial arrangements will be regularly reviewed as standard every 6 months as part of the young person's Pathway Plan review meetings.

Regulations

While Fostering Regulations will no longer legally apply to these arrangements, key standards should continue to govern the expectations of the placement when the young person reaches 18.

These include:

- Health and safety requirements (as a minimum this should comply with landlord and licensee/tenant requirements);
- Suitable accommodation (in line with Standard 10 - Providing a suitable physical environment for the foster child)
- Ongoing review of the Staying Put arrangement (via the Pathway Plan)
- Attending relevant training to enable to carer to meet the needs of the young person
- DBS checks should the former carer continue to foster other young people under the age of 18 years.

Advice & Guidance

When former Foster Carer(s) are also Foster Carer(s) they will continue to receive supervision and support in that role from their Supervising Social Worker, who will need to take account of the fact that the household includes a young person for whom they are Staying Put carer.

In circumstances where a young person was placed in an Independent Fostering Agency placement which transferred to Staying Put Arrangement advice and guidance will be provided by the Council's Fostering Service as required.

When Foster Carer(s) cease to foster in order to provide Staying Put, advice and

guidance can be sought from the Fostering Service by the Staying Put carer as and when required.

Tax and Benefit Implications for Continuing Carers

Means Tested Benefits

In preparation for a Staying Put arrangement carers will be offered an appointment arranged with the Council's Welfare Advice Service to talk through any considerations needed regarding benefits and Council Tax.

Where:

- A young person continues to reside with their former foster carer after their eighteenth birthday on a non-commercial and familial basis; **and**
- The child was Looked After immediately prior to their eighteenth birthday; **and**
- The payments are made by the local authority to the carer under section 23C of the Children Act 1989 (continuing functions in respect of former relevant children);

then the payments are disregarded in calculating the carers' entitlement to means-tested benefits.

When a commercial arrangement is made, (i.e. any element of the cost of the arrangement comes from a source other than section 23C), the non-section 23C element may be taken into account in the calculation of the carer's own means-tested benefit claim.

Housing Benefit/Universal Credit

There may be implications where a Carer is already in receipt of Housing Benefit or Universal Credit Housing Element. Individual advice is recommended and can be sought from Tameside Council Welfare Rights Service.

Council Tax and Council Tax Benefit

The position regarding Council Tax will vary depending on the circumstances of the carers, the number of adults in the household and the activity that the young person is engaged in. Individual advice is recommended and can be sought from Tameside Council Welfare Rights Service.

Her Majesty's Revenue and Customs (HMRC), Income Tax and National Insurance

Individual carers should consult their local HMRC office for guidance on their circumstances and liabilities with regards tax and NI.

For National Insurance Contributions purposes, in practice HMRC will treat the taxable profit from foster care or former foster carer(s) as earnings from self-employment. Foster carer(s) and former foster carer(s) is deemed as self-employment and as such carers should register as self-employed. All self-employed people aged 16 and over who are below State Pension age are liable and must register to pay Class 2 National Insurance Contributions.

Independent Fostering Agencies (IFAs)

This policy is applicable to former foster carer(s) from an Independent Fostering Agency (IFA).

The Council will work closely with IFAs to ensure that the children they care for have the same opportunities to access Staying Put arrangements as the children who are cared for by Tameside Children's Social Care.

The Impact on Foster Carers' Fostering Registration Limits and Status

When Foster Carers wish to enter into Staying Put arrangement they will need to discuss with the fostering service whether or not they wish to remain approved as Foster Carers, either to continue with

an existing placement or to take new placements in the future. If they decide that they no longer wish to foster they are free to submit their resignation in writing, in which case their approval automatically ends 28 days after this is received by the Fostering Service.

When Foster Carers wish to remain approved as Foster Carers, the impact of the new arrangements will need to be considered. The young person who is Staying Put will no longer count as a foster placement once they become an adult, and so the Foster Carer will be able to take another placement within any terms of their approval. This may not always be possible or appropriate due to lack of accommodation, the demands of the Staying Put arrangement, or other factors.

The change in the Foster Carer's circumstances, including the Cared for Child becoming an adult member of the household, means that a review of the Foster Carer's approval should be undertaken before a Staying Put arrangement begins. This will provide the opportunity to discuss the impact of the Staying Put arrangement on the role of the Foster Carer and to think carefully through all the implications of the change in the legal status of the relationship with the young person. The need for any further training or additional support needs should also be discussed. The review should be carefully planned at a stage which enables discussion of all the relevant matters and also allows time for the Fostering Service's agency decision maker to act upon its recommendations, including any changes to terms of approval.

Sometimes Foster Carers are not able to take another foster placement whilst the young adult remains living with them, but wish to remain approved as Foster Carers in order to resume fostering in the future. If the fostering service agrees that it is appropriate to continue approval then it must meet the statutory requirements regardless of the fact that no child is placed. This includes regular visits by the Supervising Social Worker (including an annual unannounced visit); reviews of approval; provision of training, advice, information and support and support for continuing professional development.

For Tameside Foster Carers, if other children are in placement, the Supervising Social Worker will continue to provide support to the carer for those children.

Safeguarding Arrangements including Disclosure and Barring Service Checks

If the young person is continuing to remain in their home post 18 in a Staying Put Arrangement with other children, then they will need to have a DBS Check, because they are classed as an adult. It is the policy of the Fostering Service to pursue DBS checks on all young people post 18. It is appropriate to obtain the enhanced disclosure as the young person becomes 18, so that it may be considered at the review of the Foster Carer's approval before the Staying Put arrangement begins. If the Staying Put carers are still registered with Tameside Council as Foster Carers, the DBS checks will continue routinely.

Insurance (Including Liability and Household Insurance)

Former Foster Carers will need to contact their mortgage providers / home insurance providers to notify them of the Staying Put arrangement.

Former Foster Carers will be provided with information about liability insurance cover in situations where Staying Put young people may make an allegation against a foster child in placement, or against their carer(s), or an allegation is made against the Staying Put young person. We recommend all Foster Carer(s) and Former Foster Carer(s) to have public liability insurance.

Attending University and Other Settings Away from Home

Young people wanting to pursue a higher education course at university will not be precluded from establishing a Staying Put arrangement. Where this is the case, the Staying Put agreement will consider the young person's plans to progress to university and payments will be payable to the former foster carers to facilitate the ongoing support whilst the young person is at university and through holiday periods.

If the carer is prevented from taking a further foster placement due to a Staying Put arrangement and the young person is living away at university, then the Local Authority will make the following payments:

- £100 per week recompense plus
- Pro rata payments (number of 24 hour periods and based on the full £231.74 per week allowance) for visits home by the young person.

The full amount of £231.74 per week (minus the young persons' contribution) will be payable instead of the £100 recompense during periods where the young person returns home during holiday periods. Where part weeks apply the carer will receive a minimum of £100 for the week and a maximum of £231.74 (minus the young person's contribution).

Young People with Disabilities and Additional Needs

Where young people with disabilities/additional needs meet the criteria for Adult Services, the possibility of them entering into a Staying Put arrangement with their Foster Carer(s) when they become an adult must be considered. This arrangement will fall under Adult Social Cares 'Shared Lives Scheme'.

Ending Staying Put Arrangements

A former relevant child who is pursuing further education or training may be entitled to support until the age of 25, but beyond their 21st birthday this cannot be defined as Staying Put Arrangement.

The Staying Put Arrangement will cease in line with statutory guidance issued by DfE when the young person: a) First leaves the arrangement; or b) Reaches their 21st birthday, if continuously, and still living in the arrangement since their 18th birthday; or c) Completes the agreed programme of education or training (as detailed in their Pathway Plan) being undertaken on their 21st birthday, having lived continuously in the Staying Put Arrangement since their 18th birthday.

Staying Put Arrangements are made through agreement of the young person and their former Foster Carer(s), so either is able to bring the arrangement to an end before the young person reaches the age of 21.

In the event that the Council regards the arrangement as not consistent with the young person's welfare it may withdraw support, but does not have the legal power to bring the arrangement to an end. However, good practice would always be to make, and if necessary to end, arrangements by three-way agreement.

It is the responsibility of the Personal Adviser to work with the young person and help to plan a move to an alternative living arrangement from the Staying Put Arrangement. This should be achieved in a planned way and documented in the young person's Pathway Plan.

In cases where a young person or the former Foster Carer decide that they would like the arrangement to come to an end, each party should give at least 28 days' notice to the Personal Adviser.

Where a young person displays unacceptable behaviour, participates in activities that are deemed inappropriate or persistently fails to meet their responsibilities as agreed in the Staying Put Agreement, the Personal Adviser should call a disruption meeting. Any new or changed requirements, responsibilities or house rules resulting from this meeting should be set out and signed in an updated Staying Put Agreement.

STAYING PUT AGREEMENT BETWEEN YOUNG PERSON AND CARER/S

PRIVATE & CONFIDENTIAL

CHILDREN'S SERVICE DIRECTORATE

RE- (YP name and Address)

STAYING PUT LICENSE AGREEMENT

Once the Young Person (YP) becomes 18, if it is agreed that both the young person wants to stay with their carer/s and their carer's want to carry on caring for the young person then a 'Staying Put' arrangement will be made and the carers will then carry on caring for the young person as 'Staying Put' carers.

For the Staying Put arrangement to go ahead, the young person will need to be engaging in education, employment or training in order for the local authority to agree funding for the Staying Put provision.

The Staying Put license agreement was made on the..... to start on the (18th Birthday) and to end on (21st birthday/25th birthday if the YP is in higher education) or before this date due to changes in circumstances.

This agreement is made between (YP)....., and the Staying Put carer..... It enables to stay at with their own bedroom and sets out what will be expected of you and what you can expect from your provider.

COST:

Current rate being paid to carer.	£231.74
Minus the YP's weekly contribution to their Carer.	£
Minus room rent through universal credits housing element/employment paid by YP to carer.	£
Amount the LA will pay to the carer:	£
Total paid to Carer:	£

Please note: If the YP is entitled to claim universal credits it usually takes about 5-6 weeks for the claim to be processed. Once the YP gets their first payment and their rent support from universal credits it is the responsibility of the young person and the carer to notify the Personal Advisor of the exact amount given so the Staying Put license agreement can then be reviewed and any changes to the Staying Put agreement costings can be made.

AGREEMENT:

The Staying Put agreement is reviewed every year to ensure that the arrangement in place is still right.

However if YP is in employment then the amount of money given to stay with the carers will be reviewed on a regular basis. Please keep all your wage slips as these are needed to help decide your contribution. Any increase or decrease in wages and any other change in circumstances needs to be brought to the attention of your Personal Advisor, who will update the agreement and give to a 'Resources Panel' to be checked and agreed before the changes are made. This means that payments given to the carer may increase or decrease to reflect any changes in Young Persons circumstances.

With the support of the carer (insert Young Person's name.....) agrees that the rules of him/her having this arrangement to 'Stay Put' are as follows:

-will make their agreed payments regularly and on time either through Universal Credits Claim or Employment.
- has read and understood the expectations (house rules) of the arrangement.

EXPECTATIONS:

Things (YP's name)..... Must do as part of the agreement:

- (YP's name) to make use of the support outlined in your Pathway plan.
- If at any time, the carer is worried about your safety, they have the right to enter your room to check on your wellbeing.
- (YP's name) to pay the agreed amount of weekly money/ rent and keep the payments on time.
- (YP's name) to pay for any loss or damage to your own furniture or belongings.
- You must ask your carer if you want to keep a pet.
- (YP's name) to be considerate to all the people who share the house.
- (YP's name) to ask permission from their carer for any overnight visitors.
- (YP's name) not stay away from their home for more than three nights per week unless you are going on holiday or it is agreed beforehand.
- You or your carer can end the Staying Put Agreement at any time by giving 14 days' notice.

Things (carer name)Must do as part of the agreement:

- Support and encourage (YP's name) to develop appropriate independent living skills in preparation for living independently.
- Support and encourage (YP's name) to engage in Employment, Education or Training.
- Support and encourage (YP's name) to make benefits claim if necessary and to alert DWP (universal credits) if there are any changes in circumstances.
- To raise any health, welfare and safeguarding concerns regarding (insert name of young person) to the Personal Advisor, however should this be urgent then contact emergency services.
- To inform the Personal Advisor of any changes in circumstances that would impact on the license agreement and overall staying put arrangement. (Eg – the YP is staying away from home for more than the agreed time (3 days), YP has move out or the YP enters into employment etc)
- To raise any concerns/ conflicts with the Personal Advisor in the first instance to enable the Personal Advisor to offer mediation/support to help resolve any issues.

Add any other expectations relevant to the individual's arrangement.

(YP's name) and (Name of provider/s) agree to adhere to the conditions set out as part of this staying put license agreement set out above)

Signed: _____(YP) Date: _____

Signed : _____(Carer).Date: _____

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APPENDIX 2

KEY POINTS THE COUNCIL MUST ADDRESS IN ITS STAYING PUT POLICY FROM CHILDREN'S ACT 1989 GUIDANCE

Preparing for Staying Put

- In order to be eligible for a 'staying put' arrangement the young person will need to be a former relevant child and have lived with their former foster carer immediately before turning 18.
- Local authorities should start discussions with the young person and foster carer regarding the option of staying put as early as possible, ideally before the young person reaches the age of 16.
- The possibility of a 'staying put' arrangement would first of all depend on whether both the young person and foster carer express a wish to enter into such an arrangement at the point when the young person will become 18.
- From the outset, the local authority with the young person and former foster carer should assess how they will help the young person develop the skills required for independent living once they move on from the arrangement.
- Young people should be supported as part of the 'staying put' arrangement to continue to develop a range of skills.
- The opportunity to 'stay put' should apply equally to young people that have been cared for by foster carers from the local authority or independent fostering services.

Procedures

- Local authorities will have their own protocols governing 'staying put' arrangements. As best practise this should include drawing up a 'living together agreement' prior to the new arrangement commencing. This should be agreed by the young person, the former foster carer and the social worker/personal adviser.
- Whilst the Fostering Services Regulations 2011 will no longer apply, basic standards should continue e.g. health and safety rules, attending training etc.
- The pathway planning process should review the arrangement on an ongoing basis and progress should be recorded.

Support

- The young person should be supported through the pathway planning process, ensure that the personal adviser and other leaving care professionals support the young person in a 'staying put' arrangement.
- The former foster carer should be supported by the Local authority exploring with them the type of training and support they think they will require, particularly in helping the young person develop their independent life skills.

Higher Education and Living Away from Home

- Local authorities should consider supporting a young person in 'staying put' if they are living away from home e.g. higher education, induction training for the armed services, other employment programmes that require a young person to live away from home

Financial Support

- Local authorities should pay former foster carers an allowance that will cover all reasonable costs of supporting the care leaver to remain living with them. Careful consideration will have to be given to the impact of the 'staying put' arrangement on the family's financial position. The impact will vary from family to family.
- Consideration should be given to any additional income that the young person may obtain such as income from employment/benefits/entitlements.
- Young people and foster carers may need advice and help on benefits and tax issues relating to 'staying put' arrangements.
- Local authorities must provide clear information on financial support.

Communications

- Local authorities should have clear and easily accessible information about how they support 'staying put' arrangements. This should be disseminated to the young person and foster carer at the start of a fostering placement and/or at least at the point when the young person turns 16.
- Local authorities should ensure that their 'staying put' protocols are published on their websites and disseminated to all their foster carers.

Entitlements

- Young people in a 'staying put' arrangement continue to be entitled to existing leaving care support such as the allocation of a Personal Adviser and a Pathway Plan. E.g. access to the 16-19 Bursary if pursuing a further education course
- The local authority should explain to the young person their full entitlements.

Duration of support

- There is no minimum time the young person needs to have lived with their foster carer prior to turning 18. In order to be eligible for a 'staying put' arrangement the young person will need to be a former relevant child and have lived with their former foster carer immediately before turning 18.
- the local authority would be expected to support a 'staying put' arrangement until the young person turns 21 (as long as aligned to young person's welfare) – unless the young person or foster carer want the arrangement to end earlier.
- Local authorities may wish to continue supporting a young person beyond age 21 if it meets their individual needs e.g. finishing their course of education.

Moving on from a 'staying put' arrangement

- The local authority will want to ensure that the end of a 'staying put' arrangement is a gradual transition to independent living.
- Procedures should be agreed at the outset regarding how any wish by the former foster carer or young person to bring the arrangement to an end will be managed.
- The social worker/personal adviser should discuss with the young person their transition from such an arrangement to another type of accommodation and agree the type of support the young person will require.

Challenging decisions by the local authority

- If a young person feels that his/her wish to remain with their former foster carer has not been properly considered by the local authority or they are unhappy with the way in which the local authority has acted, they may wish to speak to their Independent Reviewing Officer who chairs their reviews before they turn 18 and request a review of their pathway plan.
- The young person should be told of their right to use their local authority's complaints procedure to voice their concerns.
- They should be told of their right to have an independent advocate through advocacy services and how to contact advisory helplines provided by organisations such as NYAS and Voice to support them in representing their views to the local authority.

Appendix 3

Council	Staying Put Allowance Amount	Staying Put Allowance Breakdown (HB and YP contribution offset?)	Other allowances paid? Eg holiday/birthday?	IFA payments amount	Other information	What payments are made when YP is in education?
Bolton	£207/week	<p>1. Housing Benefit at Local Housing Allowance Rate</p> <p>2. Contributions from the young person (£25/week if the young person is employed in education; £20/week if the young person is on income support or Job Seekers Allowance</p> <p>3. Weekly Maintenance allowance equal to the Bolton Council maintenance allowance for a young person aged 16+</p>	N/a	No additional payment	No information given	<p>May wish to continue supporting a young person beyond age 21 if it meets their individual needs, such as finishing their course of education.</p> <p>Staying Put allowance paid for the young person stays at home pro rata.</p>
Bradford	£294.26/week	<p>1. Housing Benefit Claim from young person (expected to contribute £50/week to carer)</p> <p>2. Payment from Local Authority (the £294.26 figure will be reduced by £50/week if HB is received by the young person)</p>	Payments will exclude pocket money and money for clothing.	No additional payment	No information given	<p>Monies to support the continuing care placement will be paid beyond 21 to enable the young person to complete their education.</p> <p>No information on how living away at university will affect payments.</p>
Rochdale	<p>Do not have a set weekly allowance for young people in Staying Put. Payments based on the previous allowance paid to the foster carer and on the individual circumstances of the young person.</p> <p>Foster care rates are £207/week – Weekly allowance for 16+.</p> <p>Additional weekly fee that is based on skills of carer Level 1-4 of £0; £75; £140; £280 respectively.</p>	<p>A number of sources including Children’s Services, Young Person’s contributions and Benefits. The allowance paid will contribute to the cost of the young person’s accommodation, support, utilities, food and associated placement costs.</p> <p>If receiving benefits - the young person 50% of their benefit towards the ‘Staying Put’</p>	No information	No additional payment	No information given	<p>The young person completes the agreed programme of education or training being undertaken on their 21st birthday, if continuously living in the arrangement since their 18th birthday.</p> <p>Carer will receive 50% of the weekly payment whilst they are away.</p>

Appendix 3

		<p>arrangement in respect of meals and utilities.</p> <p>Where the young person is in employment, their contributions would be based on additional income or earnings which are above the benefit rate, at 50 pence in every pound or 50% up to a maximum of £100.</p>				<p>The young person will be expected to make a pro rata contribution based on their rent and personal contribution.</p>
<p>Oldham</p> <p>Staying Put Policy - 15-2016.doc (see.com)</p> <p>152</p>	<p>Different Payments per year of the arrangement and added skills element is paid per Oldham's policy.</p> <p>“Staying Put” Year One Allowances (Group One) £215.74/ week – fostering allowance - minus £57.90 (16 & 17 year old pocket money, clothing and personal allowance (an element of this amount, up to £55.50 per week, will be paid by the young person via rent/housing benefit) Total Paid £157.84 Plus the Group 2,3, 4, 5 or 6 Skills Payment Group Two (£79.38) Total Paid £237.22 Group Three (£158.76) Total Paid £316.60 Group Four (£237.23) Total Paid £395.07 Group Five (£340.76) Total Paid £498.60 Group Six (£340.76) Total Paid £498.60 “Staying Put” Year Two Allowances from YP 19th birthday</p>	<p>1. Housing benefit/Housing Element claim by the young person. All young people living in a “Staying Put” arrangement in Oldham have a liability for rent of £55.50 per week which is set on a commercial basis. Young people are expected to pay the rent of £55.50 per week from their earnings or housing benefit, or a combination of both</p> <p>2. Basic staying put allowance</p> <p>3. Skills allowance</p>	<p>Holiday allowances at 50% of the age 17 YP is required to contribute 50% of the holiday allowance</p> <p>Holiday allowance = 2 weeks paid at the same rate as fostering allowance (16 plus is £215.74)</p> <p>(50% of 215.74 = 107.87/week for max 2 weeks)</p>	<p>£316.60 Per Week Universal – Age - 18 to 19 (In-line with Group 3 Skills Fee)</p> <p>£237.22 Per Week - Year Two – Age 19 to 20 (50% of the Group 3 Skills Fee)</p> <p>£157.84 Per Week - Year Three – Age 20 to 21 (No Skills Fee)</p> <p>These rates include the rent element of £55.50 per week.</p>	<p>No information given</p>	<p>Arrangements should be set out in pathway plan. Should consider: The amount of rooms the carer has available, any commitments to other foster children in the house, the requirement for the young person returning home to have a DBS check, the allowance to be paid to the carer.</p>

Appendix 3

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 153</p>	<p>(Group One) Total Paid £157.84 Plus 50% of the Group 2, 3, 4, 5 or 6 Skills Payment Group Two (£39.69) Total Paid £197.53 Group Three (£79.38) Total Paid £237.22 Group Four (£118.62) Total Paid £276.46 Group Five (£170.38) Total Paid £328.22 Group Six (£170.38) Total Paid £328.22 ”Staying Put” Year Three Allowances from YP 20th birthday (Group One, Two, Three, Four and Five) - Total Paid £157.84</p>					
<p>Trafford</p>	<p>£248.33/week.</p> <p>In-house foster carers who convert to be Staying Put carers will receive the same weekly allowance that they received as in -house foster carers for the first 6 months of the Staying Put arrangement. In cases where the foster carers fostering rate is below the above figure, the carers will be uplifted.</p> <p>After the 6 month period weekly Staying Put allowance is £248.33/week.</p>	<p>Some of the payment will be made up from:</p> <p>Local Authority;</p> <p>Housing Benefit Entitlement the young person is able to claim;</p> <p>Any contribution that the young person is required to make from personal funds or income.</p>	<p>No information given</p>	<p>For IFA Carers this is discussed with the SP Service</p>	<p>Trafford provide a compensatory payment for loss of benefits and/or loss of income due to tax adjustment.</p>	<p>In such circumstance carers will be paid a pro-rata payment of the full £243.47 weekly allowance for each 24hour period that the young person resides at the provider’s home. In addition to this payment the provider will receive a £150 per term retainer payment.</p>
<p>Stockport</p>	<p>£326.80 – plus a £20 contribution from the young person £306.80 to carer with a £40 contribution from the young person</p>	<p>The financial package for the Staying Put carer will total £346.80 and be made up of funding from:</p>	<p>No information given</p>	<p>No additional payment</p>	<p>No info given</p>	<p>£100 per week recompense and support (or £25 if the young person’s bedroom is unavailable for another</p>

Appendix 3

Page 154	£286.80 to carer – plus a £60 contribution from the young person.	<p>Housing Benefit, paid directly to the Scheme if the Placement is within SMBC, or directly to the Staying Put carer if the placement is outside of the SMBC.</p> <p>Any contribution from the young person, from income or entitlement to grants, allowances or benefits</p> <p>Stockport Children’s Social Care will make up the balance of the cost</p>				<p>placement for some other reason, e.g. shared with a sibling who remains in placement, plus pro rata payments (based on the full £346.80 pw) for visits home by the young person. Please note that, where full payments are made for visits, a corresponding pro-rata deduction will be made from the £100 or £25 recompense. The full amount of £346.80 per week (minus the young persons’ contribution) will be payable instead of the £100 or £25 recompense during periods where the young person returns home during holiday periods (this will replace holiday payments if non-term time accommodation is not available)</p>
Salford Staying Put Policy (salford.gov.uk)	£200.49 / week.	Where the young person is working or on an apprenticeship of 20+ hours, earning less than £150/week, they will be paid an incentive of £20 per week (if this combined figure brings their earnings to £150/week this will act as a cap, preventing the authority from providing further incentive monies)	N/a	£200.49 per week	No information given	When the young person attends university, if they reside with the carer during the holiday period, the carer will receive £200.49 per week pro rata based on the time they reside with the carer.
Manchester City	£235 / week.	When young people are in receipt of any housing or welfare benefits these will be taken into account in	Holiday Allowance £262.00	IFA carers match their IFA pay for	No information given	Local authorities may wish to continue supporting a young person beyond age

Appendix 3

		calculating their contribution to the household income and the overall level of Staying Put payment to the carer.		13 weeks then reduce by 25% every 13 weeks until base rate (currently £235) is achieved.		21 if it meets their individual needs, such as finishing their course of education.
Wigan staying_put_pol.doc (live.com)	£224.20 / week	£150.00 paid by LA £59.20 (either from Young person's housing element claim or wages) £15.00 Young Person Contribution irrelevant of income	No information given	If in an IFA, the young person transitions back to the LA at 18 under their staying put arrangement	No information given	Providers paid a pro-rata payment of £176 weekly allowance for each 24 hour period that the young person resides at the provider's home. The young person will be expected to contribute a pro-rata payment of £15 per week when in placement. In addition to this payment the provider will receive a £150 per academic term retainer payment.

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Report to:	EXECUTIVE CABINET
Date:	28 September 2022
Executive Member:	Councillor Bill Fairfoull, Deputy Executive Leader
Reporting Officer:	Paula Sumner, Assistant Director, Early Help & Partnerships
Subject:	CHANGING PRACTICE WITHIN TAMESIDE TO IMPROVE OUTCOMES FOR YOUNG PEOPLE INVOLVED IN OR AT RISK OF INVOLVEMENT IN CRIME.
Report Summary:	<p>The Report provides details about an opportunity for the local authority with the Tameside Pupil Referral Service (TPRS) to enter into a partnership with SHiFT a national charity that aims to shift practice to improve outcomes for young people who are involved in or at risk of involvement in crime and/or risk taking behaviours, with the support of the Greater Manchester Combined Authority Violence Reduction Unit. The report sets out the opportunity this presents for Tameside and its young people along with anticipated outcomes of the programme and the financial implications.</p>
Recommendations:	<p>That Executive Cabinet:</p> <ul style="list-style-type: none">(i) Endorse the collaboration between Tameside and SHiFT noting that Tameside will be the first LA outside of London to engage with the programme.(ii) Note that public sector funding for the programme will be provided by the GM Violence Reduction Unit (VRU) and the Tameside Pupil Referral Service.(iii) Receive quarterly updates.
Corporate Plan:	<p>Priority 2: Aspiration and hope through learning and moving with confidence from childhood to adulthood</p> <ul style="list-style-type: none">- Promote a whole system approach and improve wellbeing and resilience <p>Priority 3: Resilient Families and Supportive Networks to protect and grow our young people:</p> <ul style="list-style-type: none">- Reduce the number of first time entrants to the Youth Justice System- Improve the quality of social care practice- Reduce the impact of adverse childhood experiences <p>Priority 6: Nurturing our communities and having pride in our people, our place and our shared heritage</p> <ul style="list-style-type: none">- Reduce levels of anti-social behaviour- Increase participation in cultural events- Increase access, choice and control in emotional and mental self-care and wellbeing
Policy Implications:	There are no policy implications associate with the content of this report.

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

The proposal to enter into a partnership with SHiFT is affordable from within the financial resources outlined within the report.

<u>Costs</u>	
Tameside Shift Programme	556,500
 <u>Funding</u>	
TPRS	145,000
GM VRU	145,000
SHiFT Bruno Schroder Trust	130,000
SHiFT Dulverton Trust	136,500
	<hr/>
	556,500

A report should be brought back to cabinet once a post implementation review has been carried out, to bring forward any proposal for any proposed permanent changes.

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

This report is seeking a decision to enter into a collaboration with SHiFT, a charity that provides training and guidance for staff working in the Tameside Pupil Referral Unit.

It is understood that SHiFT is the only provider of this type of support. The service has not procured this support but intends to enter into a partnership arrangement with SHiFT governed by a partnership agreement.

There will also be a data sharing agreement in place to ensure that personal data is managed correctly and that the necessary indemnities are in place.

For the duration of the support, existing staff will be redeployed to the temporary structure via secondment agreements. Advice should be sought from Human Resources with regards the implementation of the temporary structure and how best to manage the conclusion of the project.

It would also be advisable for a report to be brought back to cabinet at the conclusion of the original period analysing the outcomes and setting out any future proposals.

Risk Management:

A Steering Group has been established chaired by the Assistant Director, Early Help & Partnership to ensure the programme is delivered within timescales and that expenditure is made in line with contract and financial procedure rules. Any employment liability risks will be managed through recruiting staff on secondments. An independent evaluation will run alongside the programme to ensure outcomes are being achieved. Any risks or issues will be raised at the Steering Group and escalated accordingly within the council Governance arrangements.

Background Information:

The background papers relating to this report can be inspected by contacting Paula Sumner



Telephone: 0161 342 2173



e-mail: paula.sumner@tameside.gov.uk

1. INTRODUCTION

- 1.1 Tameside Pupil Referral Service (TPRS) has been approached by the Greater Manchester Combined Authority's Violence Reduction Unit (VRU) to work in collaboration on the development of a new initiative in Greater Manchester. This programme will be a partnership between with the Local Authority, the VRU and [SHiFT UK](#) a registered charity. This will require the local authority to enter into a Partnership Agreement with the partners involved that will be reviewed for efficacy by Legal Services. In addition, an appropriate information sharing agreement will be developed in conjunction with Audit to ensure the protection of sensitive and confidential information and data.
- 1.2 SHiFT is a charity that works with vulnerable children and young people caught up in, or at risk of cycles of harm where things are getting worse, not better. The charity's ethos starts with aspiration and belief in all young people offering support with intensity, longevity and ambition.
- 1.3 The intention is for TPRS to work alongside Tameside's Youth Justice Service, Virtual School as well as other services across the Directorate to successfully deliver the programme. The Youth Justice Service will provide the professional supervision and management oversight of the programme and staff who will deliver the direct work to the identified young people.

2. WHAT IS SHiFT?

- 2.1 SHiFT describe themselves in the following way:
- 2.2 SHiFT exists to break the destructive cycle of children and young people caught up in, or at risk of, crime. The approach seeks to transform policy and practice in how young people in these circumstances are seen and supported.
- 2.3 Despite the best efforts of dedicated professionals, many young people and their families do not get the support they need to move to a place of safety and strength. Too often, current responses to harm and offending exacerbate crisis, compound disadvantage, and deepen harmful cycles. Services and systems are experienced as piecemeal and uncoordinated, with artificial thresholds that create damaging cracks, gaps, and cliff edges. The system has been designed through the lens of disconnected problems rather than the interconnected needs of people and their communities.
- 2.4 This is especially true for teenagers, who are the fastest growing group in both child protection and care. As the recent Independent Review of Children's Social Care set out:

'Government departments and safeguarding partners have failed to have an effective response to the risks that teenagers face. Different parts of the children's social care, police, education, justice, and health systems are responding differently to the same teenagers. Accountability for keeping these teenagers safe is lacking.'
- 2.5 SHiFT sets out to change this for the children we work with and for the systems that currently work with them.
- 2.6 Using the Breaking Cycles approach, SHiFT wants every child and young person caught up in, or at risk of, crime, to have one intensive, high-quality, trusting, and persistent professional relationship through which most of their needs are met: a flexible, tailored, and tenacious relationship through which professionals do whatever it takes to set children and young people up for the safe and bright futures they deserve. SHiFT Practices are 'insider-outsiders', working from within existing services (children's services, public health, policing and criminal justice, education, housing) as well as working outside, as part of the national SHiFT change-making community.

- 2.7 SHiFT Practices change policy and practice one conversation at a time, infiltrating existing systems and modelling a different threshold-free and aspiration-led way of working and positioning alongside children. When skilled practitioners see, do and talk differently, they surface new possibilities and approaches which have powerful, positive domino effects in systems and the lives of children and young people.
- 2.8 SHiFT are currently working in Kingston and Richmond and Greenwich. A third London-based Practice is launching in Bexley in July. Tameside would be the first area outside of London to work with SHiFT. Information directly gathered from Greenwich indicates that practitioners working in this way report that they are able to work more intensively and creatively with more complex children. The Assistant Director also reported a marked improvement in the quality of practice and an improvement in outcomes for the young people worked with.

3 WHAT WILL SHiFT IN TAMESIDE LOOK LIKE?

- 3.1 SHiFT have described their proposed delivery model in the following way: SHiFT will draw on its experience of mobilising and supporting two, and soon to be three, Practices across London, to develop a Practice of multi-skilled professionals (four Guides, one Lead Guide, and one Practice Coordinator) that will be carefully tailored to meet the local needs of Tameside's young people. Operating in partnership with the TPRS, SHiFT Tameside, will be positioned as an agile 'insider-outsider' – positioned closely enough to have influence, but enriched and supported by the national SHiFT team to drive creativity, innovation and system change. The Practice will support the 27 children in the borough identified by a wide range of professionals from across the borough as the most vulnerable – the young people who 'keep them awake at night'. These will be young people where cycles of harm have established and where many of the factors we know can set people on course for conflict with the law are present. These young people will find themselves in circumstances where, despite the best efforts of many services, the desired impact is not being achieved and in most cases the situation is getting worse. This will include, but not be restricted to, children who are accessing the TPRS.
- 3.2 The key aspirations for the Practice are that it will provide outstanding support for the most vulnerable children in Tameside, transforming outcomes through the provision of intensive, therapeutic support from a Guide who works with that young person with determination, love and creativity across all aspects of their life, resetting the foundations with them to achieve their aspirations and flourish. By working differently, the SHiFT Practice should disrupt and innovate within the system, surfacing new perspectives, new practices, and new ideas to break cycles and challenge systems that often do not serve us and the children and young people we support.
- 3.3 SHiFT intend to make Tameside a beacon of excellence in Manchester, with the aspiration to scale the Practice further across Greater Manchester, drawing on the support of the Greater Manchester Violence Reduction Unit. This will create a broader community of practice, strengthening the potential for culture and system change and create opportunities for collaboration between SHiFT Practices to the benefit of the young people we work with. Given that Greater Manchester is considered a leader in service innovation, SHiFT are confident that succeeding in Tameside will yield opportunities across the region.

4. HOW WILL THE PROGRAMME BE FUNDED?

- 4.1 The SHiFT Practice costs at Tameside are expected to be of £556,500 for an 18-month. Initial Programme and each Practice can offer intensive therapeutic support for up to 27 children. The SHiFT approach to financial resources is one where start-up and programme costs for the first 18 months are met by a combination of public sector funding, and financial resources

brought to the Partnership by SHiFT.

- 4.2 In Tameside the public sector contribution has been identified through the Tameside Pupil Referral Service (TPRS) through its delegated budget committing £145,000. GMCA have also provided a contribution of £145,000 via the GM Violence Reduction Unit (GM VRU).
- 4.3 The remaining contribution from SHiFT Partnership, which is made up of pledged income of £130,000 from the Bruno Schroder Trust (a charitable trust that has supported the UK Charity sector since 1946) and the Dulverton Trust (an independent grant-making charity that supports UK charities tackling a range of social issues) and £136,500 from un-invested SHiFT reserves.

Costs

Tameside Shift Programme	556,500
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Funding

TPRS	145,000
GM VRU	145,000
SHiFT Bruno Schroder Trust	130,000
SHiFT Dulverton Trust	136,500
	<hr/>
	556,500

- 4.4 There is no requirement to commit to funding the programme beyond this initial 18 month period. However, the impact of the service will be independently evaluated and should the evidence suggest that this approach to supporting vulnerable young people is effective, consideration will be given by the Early Help part of the directorate to mainstreaming this activity and practice through existing resources with appropriate agreement. SHiFT's ethos requires local areas that participate to make a formal commitment that there is real need, shared ambition and a shared desire to bring about real change in practice. This approach presents a low-risk, valuable opportunity to test new ways of working with young people and help to inform future decision-making around practice.
- 4.5 In line with school academic terms the local partnership would like to formally launch the practice in January 2022.
- 4.6 Organisations that host SHiFT Practices, commit to sustaining the Practice on an ongoing basis after its first 18 months, assuming it achieves the shared objectives and can evidence improved outcomes for young people.
- 4.7 These resources that have been committed will cover the following costs, Tameside will be the employer of the staff outlined in the costs below;

Staff	Grade	Costs	With Oncosts	Per annum	18 month cost
Lead Guide Supporting a maximum of 3 young people	Grade J SCP 40-41	£44,648 - £45,648	£64,663	£64,663	£98,934
Shift guide x 4, each supporting a maximum of 6 young people	Grade H SCP 29-34	£33,486 - £38,553	£50,662	£202,647	£310,050
Practice coordinator	Grade D SCP 7-10	£20,444 - £21,695	£27,000	£27,000	£41,309
Non-staffing costs					
Enrichment Activities @ £2000 per child *					54,000.00
Staff Training, travel and stationery					12,530.00
Contribution to national SHiFT Programme					30,000.00
Other programme costs, including IT equipment,					9,677.00
Total					£556,500
<p>Enrichment activities - this is a budget of £2000 per child/young person to ensure that the SHiFT Guide can 'hook' the child/young person and encourage them to build confidence and access new opportunities. It is intended to be flexible and targeted to the individual needs of the child/young person. The only restriction is that this cannot be provided in cash.</p> <p>Costings assume that the Practice's Information Management and Technology and accommodation needs are met by the Host Organisation.</p>					

- 4.8 The contribution to SHiFT is for the training and support of the organisation to help a change to practice. There is currently no other organisation that does this type of work and this will be the first pilot of its kind outside in GM and indeed outside of London. It is the intention to make a direct award for this support. The partnership will be subject to formal partnership and a Memorandum of Understanding

5 WHAT OUTCOMES ARE WE EXPECTING TO ACHIEVE?

- 5.1 SHiFT believes that every child and young person deserves to be kept safe, to be nurtured by people who see the potential in them, and to be supported and challenged to move to a place of strength and responsibility from which they can aspire, achieve and contribute to society. SHiFT would hope to see outcomes that demonstrate their model of working can achieve this. To this end, SHiFT has developed a Logic Model, Theory of Change, and Outcomes Framework that guides data collection to ensure they capture change in children's lives in a diverse and robust manner. Four 'outcomes domains' are assessed which provide the framework for articulating our outcomes, indicators, and, subsequently, metrics. The domains are as follows:
- Meaningful pursuits – how am I spending my time? (Education / employment / hobbies / opportunities / reducing criminal involvement)
 - Understanding the self – who am I and how do I feel? (Aspirations / goals / emotions management / health and wellbeing / self-harm)
 - Working and engaging with others – who am I spending time with? (Social network / professional network / communication skills / contact with the criminal justice system)
 - Agency and autonomy – do I know how to go about things? (Money management / ability to seek appropriate help / can advocate /clear understanding of path forward)

- 5.2 Outcomes and progress look different for each child. However, we expect to see stabilisation or progression in at least three of the four domains for 80% of our children. We assess this using a range of measures including Local Authority data, case notes from practitioners, children's testimonies (through a range of child-centred data collection tools), and standardised measures (currently including the Warwick-Edinburgh wellbeing scale, Rosenberg Self-esteem scale, and the General Self-efficacy scale).
- 5.3 Progress includes at least some of the following:
- Children's rate and severity of reoffending significantly decreasing (administrative data on arrests, triage, caution, court appearances and outcomes, with measures for offence gravity compared with 18 months of history before engaging with SHiFT)
 - Children's engagement with education or employment improves: at least 80% of the children we are working with re-engage with education or employment
 - Children have clearer and stronger aspirations for their future: This will be based on the setting and achieving of self-set goals, as part of our exploration tool, which considers aspects of health, education, family relationships, employment, housing and other key factors.
 - Implementation measures will also be collected through practitioner implementation interviews including:
 - SHiFT Guides feel capable of organising and executing the tasks, challenges and duties involved in SHiFT
 - SHiFT Guides successfully engage children in SHiFT within the first three months
 - SHiFT work builds on a strong working alliance between Guide and child
 - SHiFT is acceptable to key stakeholders
 - SHiFT stakeholders perceive SHiFT as being feasible to implement and cost effective
 - SHiFT Programmes are maintained by the Local Authority after the 18-month pilot project
 - SHiFT Programmes demonstrate substantial cost savings from the expected trajectory of this group of young people without intensive intervention

6 WHAT OUTCOMES HAS SHiFT ACHIEVED TO DATE?

- 6.1 SHiFT is strongly committed to learning and evaluation. SHiFT already work with a range of research partners and has appointed a highly skilled Research and Evaluation Lead. Evaluation is used to understand not only whether SHiFT is working, but how, for whom, and under what circumstances. SHiFT's evaluation strategy involves a staged approach to ensure outcome domains reflect practice, centre children's voices, and properly and independently understand impact. Current work is focusing on process and implementation, quality assurance, and ensuring internal processes embed a learning culture.
- 6.2 To date external partners have included the Centre for Evidence and Implementation (CEI) who completed an implementation evaluation funded by the Youth Endowment Foundation, and Cornish and Grey, a consultancy who have provided a costings analysis. Internally, SHiFT has completed an in-depth process evaluation employing a contribution analysis framework to develop contribution stories about children's experiences of working with SHiFT. By embracing complexity and drawing on innovative 'small n' methodologies, SHiFT has been able to confidently articulate the contribution SHiFT Guides have made to children's lives. From this, SHiFT has developed a robust and meaningful theory of change which is guiding the development of an administrative data management system that will ensure the careful and ongoing tracking of work with children and the progress they make.
- 6.3 Findings from qualitative research indicate that SHiFT is genuinely child-centred - SHiFT Guides hold the child, not an issue - with flexibility that allows the Guide to move the focus of the work according to the children's needs. Guides go where they are needed and develop personalised support with clear intentionality towards goals that are co-set between child and

Guide and involve close working with parents, schools, and other professionals to ensure the child's needs are resolved and their aspirations challenged to be as high as they can be. Children expressed the importance of the SHiFT Guide's tenacity and care by showing up, working to find ways to work together that suited the child, and took the time to really understand the child's interests, circumstances, and plans for the future. Guides use these insights to develop positive working relationships with children and families so that they can challenge children to meet their full potential and support them in navigating a path through services and systems so that they can successfully transition back to school and into work, to develop new hobbies, and, ultimately, into adulthood.

6.4 SHiFT has a wealth of qualitative accounts of the SHiFT difference 'in action'. That data, together with administrative data, evidence emerging impacts for children supported by SHiFT, including:

- Being more settled in their accommodation with improved stability, behaviour, and better communication skills with staff in placements.
- A reduction or stabilisation in missing episodes through building trust, understanding the reasons for the episodes, and responding appropriately to mitigate and support improved self-efficacy.
- Reduced involvement in offending with demonstration of genuine steps towards sustained change for some of the most 'entrenched' we are working with. This includes engagement with new hobbies sustained and increased engagement in education and training.
- Improved attitudes towards finding employment and suitable training and engaging in further or adult learning education with some tangible evidence of successfully gaining employment, qualifications.
- Re-engagement with education. In one SHiFT Practice, after 13 months of working with the children, 20% of young people moved into education, employment or training during the last reporting period.
- Engagement in a diverse range of extra-curricular activities that provide learning through informal education, support the development of self-confidence, channel risk taking behaviour and develop agency.
- Progress in risk reduction and safeguarding concerns are being reflected in significant reductions in the professional network for children supported by SHiFT. Statutory social work intervention has ceased for 25% of children at one SHiFT Practice after 9 months of children being supported by SHiFT. A further 15% have demonstrated reduced levels of concern with a view to ending statutory involvement in this upcoming quarter (12 months in).

7 CONCLUSION

7.1 The opportunity presented to Tameside by the VRU is welcomed and the services involved in work with these young people welcome the chance to try new ways of working. This is a good opportunity for Tameside to draw down £405k of additional funding to match the £126,500 investment from the TPRS.

7.2 The SHiFT programme offers an evidence informed intervention for a very vulnerable group of learners.

7.3 We propose to bring two updates reports to Executive Cabinet one at the mid-point of delivery 9-12 months into the programme and a further report at the end of the investment period after 18 months, this will include a discussion about whether this way of working should continue beyond this initial 18 month period.

8 RECOMMENDATIONS

8.1 As set out on the front of the report.

Report to:	EXECUTIVE CABINET
Date:	28 September 2022
Executive Member:	Councillor Gerald P Cooney, Executive Leader
Reporting Officer:	Julian Jackson Director of Place
Subject:	PLACES FOR EVERYONE – AUTHORITY FOR EXAMINATION IN PUBLIC
Report Summary:	This report seeks approval to authorise to agree such modifications to the Submitted Places for Everyone, as may be appropriate, to make the Plan sound (and capable of subsequent adoption) that arise through the independent examination (Examination in Public).
Recommendations:	<p>That Executive Cabinet:</p> <ul style="list-style-type: none">(i) Authorise the Director of Place, in consultation with the Executive Leader, to prepare and agree proposed main modifications to Places for Everyone, as may be necessary to make the plan sound;(ii) Authorise the Director of Place to prepare and agree to minor modifications to Places for Everyone, as may be necessary; and(iii) Authorise the Director of Place to prepare and agree Statements of Common Ground in discharging the general planning duties of the Council, as required.(iv) Note the intentions regarding communication during the course of the Examination as set out in paragraph 4 onward, with both the Leader of the Council and the wider Cabinet.
Corporate Plan:	Places for Everyone's vision is to support the achievement of the vision set out in the Greater Manchester Strategy and deliver sustainable inclusive growth across the nine boroughs. In doing so it seeks to make this one of the best places in the world to grow up, get on and grow old, strategically complementing and assisting in the delivery of the Council's Corporate Plan themes of starting well, living well and ageing well.
Policy Implications:	<p>Places for Everyone is a joint Development Plan Document for nine boroughs, which has been prepared in accordance with the legislative requirements set out in the Planning and Compulsory Purchase Act (2004) and the Town and Country Planning (Local Planning) (England) Regulations 2012. Upon adoption, Places for Everyone will provide a policy framework to guide investment and development decisions and be material in the determination of planning applications alongside providing the context for the Boroughs Local Plan, which will need to be brought forward in general conformity with it.</p> <p>Places for Everyone is a statutory plan, which seeks to contribute to the achievement of sustainable development, delivering economic, social and environmental benefits together in a mutually reinforcing way. It is informed by an Integrated Assessment, which includes Impact Assessments for both Equalities and Health and a Habitats Regulations Assessment, undertaken in accordance with the</p>

Conservation of Habitats and Species Regulations 2017 (as amended).

Financial Implications:

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

The purpose of this report is to gain approval to delegate approval to authorise and agree modifications to the submitted Places for Everyone strategic plan that may occur during the independent examination in Public, the timescale of which is set out in section 5.2.

At this stage any additional budget implications that may arise on the Council via the independent examination cannot be quantified.

However, it should be noted that the Council does not have a dedicated budget to finance such expenditure e.g. independent external advice that may be required. Therefore any related expenditure will need to be financed via the existing revenue budget of the Council should the need arise.

Legal Implications:

(Authorised by the Borough Solicitor)

This report sets out the progress of Places for Everyone through the statutory process of examination as set out in the Planning and Compulsory Purchase Act 2004 and the Town and Country Planning (Local Planning) (England) Regulations 2012 supported by the Procedure Guidance for Local Plan Examinations February 2022.

The **Matters, Issues and Questions (MIQs)** part of the process is due to commence shortly. In this part of the process it is usual for the Inspector to produce a list of matters, issues and questions for discussion at the hearing sessions. These will then be kept under review by the Inspector to ensure that any new evidence or information that emerges is taken into account.

- **Matters** are the broad topics to be considered in the examination: for example, housing need and supply, settlement strategy, flood risk;
- **Issues** are the critical issues, identified by the Inspector, on which the soundness (and legal compliance) of the plan will depend; and
- **Questions** are set by the Inspector in order to elicit information relevant to the issues.

Any proposed modifications are limited to ensuring that the plan legally compliant and sound and must continue to reflect the evidence available and maintaining the general direction or strategy of the plan.

The process expects responses to Matters issues and questions to be provided within a very short timescale hence the recommendation for the delegations. However, Members will remain sighted on the process and officers will also continue to work closely with colleagues in Greater Manchester.

Risk Management:

There are no reasonable alternatives. Following the normal approvals process to agree main and minor modifications will significantly extend the Examination period, frustrating the governments appointed independent inspectors, participants and communities of the borough. The Planning Inspectorate commits to ensuring that plans are taken through the examination as quickly and efficiently as possible and it is incumbent upon the Council to

ensure it does the same.

Delays in agreeing modifications would also likely lead to a significant increase in costs to both this and the eight other Councils, for the inspectors, expert witnesses and QC representation time. For these reasons it is therefore considered the proposed recommendations reduce risk to the Council.

Access to Information:

Places for Everyone has been previously issued for several periods of public consultation and has been accessible via a range of consultation methods.

The plan is now the subject of independent examination in public, conducted by government appointed inspectors. The Places for Everyone examination website provides all relevant background information:

<https://www.hwa.uk.com/projects/gmca/>

Background Information:

The background papers relating to this report can be inspected by contacting Graham Holland, Planning Policy Team Manager



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telephone: 07970456260

1. INTRODUCTION AND BACKGROUND

- 1.1 Places for Everyone is a strategic spatial plan, covering the period up to 2037, that has been prepared jointly by nine GM authorities Bolton, Bury, Manchester, Oldham, Rochdale, Salford, Tameside, Trafford and Wigan. As a long-term plan, it creates the foundations for the scale of growth and ambition envisaged and will be part of the Council's Development Plan. As such, it tackles some of the core strategic issues that would otherwise need to be addressed in the Tameside Local Plan.
- 1.2 It does however remain a high-level strategic plan and Local Plans and Supplementary Planning Documents will continue to be important to take forward the priorities of Places for Everyone and interpret these at a more detailed local level.
- 1.3 As previously reported to Members, alongside thematic policy content, Places for Everyone contains three strategic allocations in Tameside, alongside 12 proposed additions to the Green Belt. Development of the Plan has been informed by five previous periods of public consultation (November 2014, November 2015, October 2016, January 2019 and August 2021). There were around 15,500 representations submitted to the last of these consultations, known as the Publication or regulation 19 consultation. On Tameside's allocations, 67 representations were submitted on Ashton Moss West, 121 on Godley green and 97 on the South of Hyde.
- 1.4 Places for Everyone was subsequently submitted on 14 February 2022 to the Secretary of State for Levelling Up Housing and Communities, following the approval of Full Council on 20 July 2021. Alongside the plan itself, all supporting background documents, evidence and representations received during the final stage of public consultation have been submitted too.
- 1.5 Now the plan has been submitted, appointed Inspectors take control of the examination process from start to finish.
- 1.6 At the time of writing this report 5 of the 9 PfE authorities have/are taking a similar report through to delegate in some fashion (Trafford, Bury, Tameside, Bolton, Rochdale). Oldham consider they already have sufficient authority and have the fall back of Cabinet to approve consultation on the proposed schedule of mods at the end of hearing sessions. We are yet to hear from Wigan, Manchester and Salford.

2. INDEPENDENT EXAMINATION

- 2.1 The Independent Examination into the Plan is therefore ongoing and being conducted by three planning inspectors, appointed by the Secretary of State. They are assessing Places for Everyone, as submitted, to see if it meets the requirements of the relevant legislation and to see if it is 'sound' and capable of adoption. The examination will concentrate on matters that affect the plan's soundness and legal compliance and will not delve into other matters.
- 2.2 As detailed to Members previously, the term 'sound' is used to describe a plan that has been prepared in accordance with what Government expects of local planning authorities. As set out in paragraph 35 of the National Planning Policy Framework, plans are sound if they are:
- **Positively prepared** – providing a strategy which, as a minimum, seeks to meet the area's objectively assessed needs; and is informed by agreements with other authorities, so that unmet need from neighbouring areas is accommodated where it is practical to do so and is consistent with achieving sustainable development;
 - **Justified** – an appropriate strategy, taking into account the reasonable alternatives, and based on proportionate evidence;
 - **Effective** – deliverable over the plan period, and based on effective joint working on cross-boundary strategic matters that have been dealt with rather than deferred, as

evidenced by the statement of common ground; and

- **Consistent with national policy** – enabling the delivery of sustainable development in accordance with the policies in the Framework and other statements of national planning policy, where relevant.

2.3 There are a number of stages to the Examination in Public, the first of which as detailed below has already been completed. The process can be summarised briefly as follows:

- **Preliminary Questions (PQs)** – March through to June the inspectors issued preliminary questions to the nine Local Authorities, to which a coordinated response requiring district input has been provided. Responses are available to view on the Examination web page.
- **Matters, Issues and Questions (MIQs)** – Following on from PQs, the inspectors have now issued their matters, issues and questions. These matters concern the policies and/or supporting evidence where the inspectors consider further information is needed for them to examine if a policy is sound or a modification is needed. The invitation to submit written responses to these goes to the nine Local Authorities via the GMCA and also to those who responded to the Regulation 19 consultation in summer 2021.
- **Hearings** - the main issues will be discussed at public hearings led by the inspectors. These sessions are to discuss specific issues that the inspectors wish to examine further, following submission of the responses to the MIQs or written statements. The Inspectors will determine who is appropriate to participate in each examination hearing session.

3. MODIFICATIONS

3.1 Legislation allows for three possible outcomes to an examination either that the plan is sound as submitted, is unsound as submitted but can be made sound through main modifications, or that it is unsound and this issue cannot be rectified through modification.

3.2 Modifying plans at Examination is standard practice and happens to varying degrees during all Examinations in Public. It also helps to ensure that plans at the end of the examination process are sound and capable for adoption.

3.3 Modifications can be divided into two categories:

- **Main Modifications** – required to resolve any soundness, legal compliance issues and erroneous errors within the specific body of policies themselves. This relates to text within the specific policy boxes as indicated within the plan.
- **Minor Modifications** – required to correct erroneous errors that sit outside of the direct policy content of the plan, such as text within the reasoned justifications associated with policy content.

3.4 Modifications primarily arise through debate and discussion during the Examination in Public, particularly during hearings and the questions asked by the Inspectors. Any proposed modifications are limited to making the plan legally compliant and sound and must continue to reflect the evidence available. They are not intended as an available route of changing the thrust, general direction or strategy of the plan.

3.5 Consequently during the Examination in Public (particularly during the hearing sessions) there will be a need to respond to questions and/or proposed main and minor modifications from the Inspectors promptly, normally within 24-48 hours. The hearing sessions are a particularly intensive process. Therefore, it is neither possible nor practicable to take each main and minor matter through the normal approvals process for agreement. Instead, a

much more practicable process is required and it should be noted that at the conclusion of hearing sessions, modifications will be subject to a period of consultation, subject to Member approval as needed and detailed further below.

- 3.6 In addition, Statements of Common Ground are also likely to be required as part of the Examination in Public process and are standard practice in all Examination in Public. They are agreements between the Council and other representors; generally landowners / developers, other LAs and statutory bodies. They set out factual information about a policy area or proposal and the agreed position between the signing parties. Statements of Common Ground are a useful and collaborative tool in responding to issues raised which can aid the independent examination process by addressing outstanding concerns received through representations, resulting in a more efficient and expedient examination.
- 3.7 At the completion of the hearings it is normal for the Local Planning Authority to continue to work with the Inspector to prepare the proposed main modifications. It is then a requirement that the proposed modifications to the Plan are subject to a final round of consultation of a minimum period of 6 weeks. The consultation will relate only to the proposed modifications themselves and any resulting changes to the policy map.
- 3.8 Members will at that time be sighted and approval sought regarding the main modifications consultation as appropriate. The consultation would not cover any other aspect of the plan.
- 3.9 Following the consultation, the Inspectors will consider all representations made, before finalising their examination report. The examination itself does not actually conclude until the inspectors issue their final report, including recommendations on which modifications should be taken forward to make the plan sound and capable of adoption.
- 3.10 While the Inspectors final report is not binding, the Council cannot adopt an unsound plan.
- 3.11 The ultimate decision to adopt Places for Everyone will be taken by each of nine boroughs Full Councils.

4. COMMUNICATION

- 4.1 With regards the examination hearings, due to the strategic nature of this plan, regular updates will be provided to Leader in particular to ensure awareness of potential modifications and any other relevant matters through regular briefing sessions. Given the nature of the hearing sessions and the need for speed and efficiency, it is likely that these will occur on a frequent basis.
- 4.2 In addition, the Place Directorate weekly newsletter will be used as appropriate mechanism throughout the hearing sessions to ensure the wider Executive Cabinet are kept informed of broad progress of the hearing sessions.
- 4.3 Lastly, GMCA are within the early stages of developing a wider communication strategy to share updates across the collective boroughs regarding the hearing sessions and this will evolve as the hearing sessions approach.

5. NEXT STEPS

- 5.1 As set out above, the Examination in Public into the Plan is currently underway with preliminary questions having already been issued and responded on.
- 5.2 There is no detailed timetable yet as to all remaining elements of the Examination in Public, however the Inspectors have indicated that Hearing sessions will start on Tuesday 11

October and be likely run until Spring 2023. Indicative timescales for other elements leading up to the hearings as issued by the inspectors and on the examination website are as follows:

Stage	Indicative Timescale
Publish Matters, Issues and Questions relating to legal, procedural and other general matters; amount of development needed; spatial strategy; site selection methodology; and strategic Green Belt issues	Early July
Publish Matters, Issues and Questions relating to thematic policies; allocations; and site specific Green Belt issues (deletions and additions)	Mid July
Deadline for written statements in response to Matters, Issues and Questions relating to legal, procedural and other general matters; amount of development needed; spatial strategy; site selection methodology; and strategic Green Belt issues	Early September
Deadline for written statements in response to Matters, Issues and Questions relating to thematic policies	Late September
Deadline for written statements in response to Matters, Issues and Questions relating to allocations, Green Belt deletions and Green Belt additions	Early October
Hearings start. A provisional programme for the hearing sessions will be published in due course. They are likely to continue until Spring 2023 in groups of 2 or 3 weeks (with gaps of 1 or 2 weeks, with a longer break over Christmas and new year)	Tue 11 October

6. RECOMMENDATIONS

6.1 As set out at the front of the report.

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Agenda Item 12

Report to:	BOARD
Date:	22 September 2022
Executive Member:	Councillor Bill Fairfoull, Deputy Executive Leader (Children & Families)
Reporting Officer:	Tony Decrop, Assistant Director, Children's Social Care
Subject:	EXTENSION REQUEST: PROJECT MANAGED CHILDREN'S SOCIAL WORK TEAM
Report Summary:	<p>The Managed Project Team was agreed by Executive Cabinet on the 23 March 2022 in response to increasing demand and an acute staffing situation in the Children in Need/Child Protection Service. Approval was made for 6 months at a cost of £250K.</p> <p>The Team commenced on the 11 April and is due to end on the 23 September 2022.</p> <p>The extra capacity the team have brought has relieved pressure on existing teams, allow existing work to be progressed whilst allowing the service to recruit to unfilled vacancies through agency and permanent staff. The majority of permanent staff recruited are newly qualified ASYEs (Assessed and Supported Year in Employment) and have a reduced case load.</p> <p>During the past 5 months, existing work has been able to progress and caseloads for existing staff have reduced. Moral and confidence in the Service has improved and there has been less turnover in staff.</p> <p>During the Ofsted Visit at the end of April 2022, although the Project Team had just started, Inspectors reported the Team was likely to support improvements in social work practice, staff morale and partnership working.</p>
Recommendations:	That Executive Cabinet be recommended to consider the merits of extending the Contract by up to a maximum of 6 months having considered budget implications balanced against maintain and sustaining Service Improvement to date.
Corporate Plan:	The delivery of effective outcomes for children and families requiring support is a key element of the delivery of the Corporate Plan
Policy Implications:	There are no policy implications
Financial Implications: (Authorised by the statutory Section 151 Officer & Chief Finance Officer)	<p>The contract for the first 6 months is expected to cost £255,000 against budget of £250,000 agreed by Cabinet. The cost of the team has been £4,000 more expensive than expected approx. £1,000 of travel costs</p> <p>To extend the program for a further 6 months it is estimate the cost would be £255,000.</p> <p>The service does not have budget to pay for this therefore would need to request an allocation from Corporate Reserves to fund this.</p>
Legal Implications: (Authorised by the Borough	The report sets out the need for this significant support and elected members need to determine both whether this is value for money

Solicitor)

as against Ofsted requirements, recognise that it creates a bigger budget burden across the Council. which needs to be managed and the Council's transfer of knowledge and exit plan.

Risk Management:

The project to-date has fulfilled the desired outcome of bringing a stable experienced qualified social work team to provide extra capacity to the duty and assessment function to improve quality and timeliness of statutory social work assessments whilst taking pressure off existing front line social work teams. The contract has and will continue to be well monitored and performance managed with the extension allowing for an effective and secure withdrawal to more stable and resilient social work teams.

Background Information:

The background papers relating to this report can be inspected by contacting Tony Decrop, Assistant Director of Children's Social Care:



Telephone: 0161 342 3725/ 07545 648754



e-mail: tony.decrop@tameside.gov.uk

1. INTRODUCTION

- 1.1 In March 2022 the Executive Cabinet approved the funding for a self-contained managed social work project team from a specialist recruitment agency to provide additional capacity to the duty and assessment social work service to respond to increasing demand and significant recruitment difficulties with a number of unfilled vacant social work posts. The funding agreed was for 6 months at an approximate cost of £250K.
- 1.2 The project team's comprised of 1 Project Team Manager and 6 Social Workers with the remit of completing Statutory Children & Family Assessments coming through the Multi-agency Safeguarding Hub (MASH). This has allowed existing teams to complete ongoing case work whilst we have actively recruited to existing unfilled vacancies through permanent and agency staff.

2. IMPACT

- 2.1 In conjunction with a competitive agency rate of pay, and a consistent, targeted and reactive recruitment strategy for permanent social workers, the managed team have had a significant impact in regard to the stability and morale of the work force, and in turn the quality of social work practice within Tameside.
- 2.2 The additional capacity provided by having a specialised assessment team has allowed the 4 Neighbourhood teams to focus on the casework that they were already holding in their teams, and in the 5 months since the managed team has started in Tameside we have seen a 21% drop in cases open to the Child in Need and Child Protection teams. In turn this has allowed managers to reduce caseloads for social workers, and has supported our recruitment and retention strategy.
- 2.3 For several years, Tameside Children's Social Care has been caught in a cycle of high caseloads, high agency numbers, and a high staff turnover. At any point over the last few years, several of the social work teams were carrying unfilled vacancies and the other teams would have to take additional workloads to stabilise the teams in difficulty. This has caused considerable reputational damage for Tameside in a competitive employment market for social workers. However, over the last 5 months Tameside been able to reduce a staffing shortfall of 17 social work vacancies, and are set to achieve all vacancies being filled by a mixture of permanent and agency staff across the service by mid-September 2022.

3. QUALITY & PERFORMANCE

- 3.1 Since the introduction of the managed team the service has seen an improvement in many important and indicative Key Performance Indicators:
- Improved timeliness of allocation of cases
 - Improved timeliness and better attendance at Strategy meetings
 - Improved timeliness of completion of Child and Family assessments
 - Improved timeliness of Child in Need and Child Protection Visits
 - Lower caseloads for all social workers
 - Protected caseloads for ASYE social workers
 - Nearly 100% employment rate for social workers in the Child in Need and Child Protection Teams.
 - Better throughput of cases, leading to less drift and delay for children and families, and reduction in overall Child in Need cases
 - Reduction in the amount of changes of social worker whilst a case to open to a specific child and family
- 3.2 Between the 11 April 2022 and 26 August the team has:

- Received 428 cases from MASH
- Stepped Down/Closed 272
- Transferred on to Neighbourhood Teams 94

3.3 By reducing caseloads the Managed Team has created capacity within the Neighbourhood Teams for social workers to spend more time completing direct work with children and family, improving the quality of assessments, and better implementing our model of practice, Signs of Safety

3.4 On the 27 and 28 of April 2022, an Ofsted focused visit took place where the inspectors made reference to a previous focused visit in May 2021, and were critical of the pace made in improvement over the previous 12 months, they did acknowledge however that the Managed Team had just been set up and stated that this was likely to support improvements in social work practice, staff morale and partnership working.

4. WIDER BENEFITS

4.1 Over 33% of the social workers within the service are in their first year of practice, and are referred to as ASYEs (Assessed and Supported Year in Employment). These ASYE workers are promised a reduced caseload of no more than fifteen children; however, before we addressed the issues with recruitment, retention and the volume of referrals, this caseload reduction was not always possible to achieve.

4.2 One of the key benefits we have seen from the managed team is fewer cases coming through to the Neighbourhood teams, the team managers have been able to carefully consider the complexity of cases being allocated to the ASYE workers, and been able to adhere to the agreed reduced number of cases being held.

4.3 This in turn has given the 2022 cohort of ASYE social workers a better experience of working at Tameside, has supported their learning and professional development, and is contributing to higher levels of retention of staff when the workers have completed their first year in practice.

5. CURRENT CONTEXT

5.1 As previously highlighted, the capacity that the Managed Team has created within the social work teams has made an important contribution to reducing caseloads, improving staff retention, and increasing the quality of social work practice for Tameside's children and families; however, these improvements are relatively short lived and there are a number of vulnerabilities that could potentially reverse this progress if this capacity the managed team created was removed from the service on the 23 September 2022.

5.2 Nearly 60% of the permanent social workers employed within the service have less than two years' experience of frontline practice, 30% of the work force consists of agency workers, and only 10% of permanent workers have two or more years of post qualified social work practice. The workers in their ASYE year can only have a maximum of fifteen cases per social worker, and this puts additional pressure on the more experienced workers to carry high caseloads which in turn impacts on retention and stability.

5.3 The national picture for social work recruitment remains extremely challenging, and it is unlikely that any Duty and Assessment Teams or Safeguarding and Support Teams will recruit experienced social workers, and as we continue to recruit permanent ASYE social workers in 2022 this will decrease our capacity across the service due to the reduced number and complexity of cases that these workers will be able to manage.

6. NEXT 6 MONTHS & PLANNED EXIT

- 6.1 If the managed team is extended for a further 6 months this will provide the service with the additional capacity through reduced caseloads to, maintain improved performance in our statutory duties, further develop the 2022 cohort of ASYEs, and give the Duty and Assessment teams the additional time and capacity address the issues in practice identified by Ofsted. Which were as follows:
- Timely interventions to assess and reduce risk to children, including multi-agency strategy meetings and the allocation of a social worker to see children.
 - The quality and timeliness of child and family assessments to inform next steps planning.
 - The effectiveness of management oversight, including the frequency and quality of supervision and the challenge of poor social work practice that causes drift and delay.
- 6.2 In mid-September 2022, and for the first time in over two years, the social work teams will be fully staffed. There is a robust package of training and support through our ASYE coordinator, the expanded Signs of Safety support team, and a robust training package for all of our social workers that will encourage and support retention of our permanent social work staff.
- 6.3 With 6 months of additional capacity through the managed team, we will have further developed our large cohort of ASYEs, who will be able to carry higher and more complex caseloads. Tameside will have bettered its reputation as a stable work place, with high quality social work practice and manageable caseloads.

7. FINANCIAL COST

- 7.1 The current contract is due to end on the 27 September 2022. If the project team was to be extended by six months, this would take the Contract to 28 March 2023 and would be at a cost of £255,000.
- 7.2 A 6 months extension as this would give greater time to further reduce existing caseloads and support ASYE's, it is recognised the current budget position is challenging. The position the Child Protection & Children in Need Service staffing situation is much improved since at the beginning of the year and it is believed a 6 month extension would enable the Service to maintain and sustain the improvements made thus far and achieve a managed exit.

8. CONCLUSION

- 8.1 There is strong evidence as outlined in the report that the establishing of the project managed social work team has made a positive impact on the Service and has assisted in stabilising the staffing issues whilst improving the performance and quality of social work practice.
- 8.2 The extra capacity has also reduced pressure on existing teams and enabled the Service to recruit to unfilled vacancies through both permanent and agency staff.
- 8.3 The staffing situation is much improved and by extending the project further will ensure that progress can be maintained and sustained whilst newly recruited staff are supported and embedded into the Service.

9. RECOMMENDATION

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

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Report to:	EXECUTIVE CABINET
Date:	28 September 2022
Executive Member:	Councillor John Taylor – Executive Member (Adult Social Care, Homelessness & Inclusivity)
Reporting Officer:	Stephanie Butterworth – Director of Adult Services Tracey Harrison – Assistant Director – Adult Social Care
Subject:	VARIATION TO CONTRACT TO INCREASE RATES - FRAMEWORK OF CONTRACTORS TO PROVIDE ADAPTATIONS FOR DISABLED PEOPLE
Report Summary:	<p>The revised rates for works within the contract were varied in August 2021 after the effect of the Covid-19 pandemic, Brexit and global shipping costs. Over the past 12 months the cost of materials in the building industry has continued to rise due to a sharp increase in energy costs and a continuing rise in imported materials and components required in many of the adaptations carried out for residents. The potential to lose contractors who can deliver adaptations is great and the available options will increase pressure on existing staff and extend delivery times. Contractors are once again struggling to make a reasonable profit and pay reasonable wages to their staff.</p> <p>If the rates paid to contractors are not increased, it will affect the Council's ability to deliver adaptations to our residents in a timely manner resulting in their care and support needs going unmet. The likelihood is that these people will continue to require support from the Council.</p>
Recommendations:	That Executive Cabinet agree that approval is given under Procurement Standing Orders 9.3.1 to agree a 10% increase on the rates contained within the framework contract.
Corporate Plan:	<p>The current Framework contract delivers adaptations across a wide spectrum of the population will allow the Council to show it is taking positive and clear actions within a number of themes in the Corporate Plan:</p> <ol style="list-style-type: none">6. Nurturing our Communities: increase access, choice and control in emotional and mental self-care and wellbeing;7. Longer and Healthier Lives: increasing physical and mental health life expectancy, improve the wellbeing of our population;8. Independence and activity in older age and dignity and choice: increasing the number of people helped to live at home, reduce hospital admissions due to falls, increase levels of self-care and social prescribing; prevention support outside the care system.
Policy Implications:	Improving the independence of disabled and vulnerable people within the borough ensure the Council is meeting its requirement under a number of points within the Corporate Plan. The agreement to increase the rates in the Framework will allow continued delivery of adaptations to assist in the reduction of social care involvement

in a number of areas, thereby saving funds across various areas of Adult and Children's Services.

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

The financial implications for the preferred option within this paper will add an additional cost to the framework between £90k and £150k over the next 12 months. This is dependent upon the number of schemes approved during that time.

The funds used to support this increase in rates will be within the allocation of DFG funds allocated by MHCLG and DoH and will not affect the Councils budget. Although this allocation has risen consistently over the previous five financial years it cannot be guaranteed this will continue. The contract states the Council does not have to place any orders with the winning contractors so should the allocation reduce, the number of schemes offered can be reduced also.

The Council offers a service (Housing Adaptations) to disabled and vulnerable residents of the borough to assist them in making an application for a DFG where a referral is made by an Occupational Therapist from Adult Services or Children's Services. Government regulation limits maximum individual grants to £30,000 in England including all on costs and VAT as appropriate.

The preferred option 4 agrees to a rate rise that potentially sees the Council and contractors to the end of the current contract. However in the current climate, there is a risk that cost in materials continues to rise during uncertain economic times with the legacy of COVID, leaving the EU and the energy crisis and overseas conflicts. Contractors have been consulted with and have agreed that 10% would be acceptable for a further 12 months. This will also allow the Council to provide continuity of service and continue to deliver savings against the current contract form and avoid extended delivery times and staff resources.

The preferred option also has the potential to allow the contractors to clear the current backlog due to COVID by paying them more that covers the reasonable cost increases in materials.

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

The project officers must ensure that they have confirmation advice from STaR procurement that the proposed increase is permitted under the terms of the contract and the necessary engagement with the providers to communicate the same.

Risk Management:

Not to increase the rates would result in contractors withdrawing from the contract leaving no choice but to abandon the contract. This would mean a return to individual quotes per scheme leading to increased delivery times. Quotes will be based on current prices so costs will still rise but it is not possible to determine by how much.

Ignore requests for the suggested 10% increase and offer a lesser increase. This is problematical because as inflation and material costs continue to rise economic circumstances will quickly erode this increase. This would again lead to contractors withdrawing and leave no choice but to abandon the contract. This is a difficult situation for contractors delivering adaptations to be in and our disabled residents will be the ultimate losers.

A return to individual quotes per scheme would increase delivery times. Quotes would be based on current prices so costs will still rise but it is not possible to determine by how much.

Further consequences of not providing a rate rise would, aside from the above, result in more people calling upon additional Council Services from Adults and Children's Services until their needs can be met.

Background Information:

The background papers relating to this report can be inspected by contacting Jim Davies, Housing Adaptations Manager



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e-mail: jim.davies@tameside.gov.uk

1. BACKGROUND

- 1.1 Legislation in the form of the Housing Grants, Construction and Regeneration Act 1996 (plus subsequent amendments) places a statutory duty on local housing authorities to deliver adaptations within their boundaries. The authority has a duty to receive and approve eligible applications where the Council considers the adaptation to be “necessary and appropriate” to meet the assessed needs of the disabled person, and “reasonable and practicable” in relation to the age and condition of the property to be adapted.
- 1.2 Funding for Disabled Facilities Grant (DFG) has been included within the Better Care Fund (BCF) since 2015-16. It operates under Section 75 of the National Health Service Act 2006 (pooled budget arrangements between -NHS GM ICB and the local council). Provision of this annual capital funding is from Department of Levelling Up, Housing and Communities (DLUHC) and Department of Health and Social Care (DHSC). However, the provision of DFG for those who qualify for the service remains a statutory duty upon the local housing authority.
- 1.3 The Council offers a service (Housing Adaptations) to disabled and vulnerable residents of the borough to assist them in making an application for a DFG following a referral from an Occupational Therapist from Adult Services or Children’s Services. Government regulation currently limits maximum individual grants to £30,000 in England including all on costs and VAT as appropriate. Many adaptations are however subject to VAT relief.
- 1.4 The delivery of adaptations to residents of Tameside meets a number of initiatives within the Corporate Plan:
 - (6) Nurturing our Communities: increase access, choice and control in emotional and mental self-care and wellbeing.
 - (7) Longer and Healthier Lives: increasing physical and mental health life expectancy, improve the wellbeing of our population.
 - (8) Independence and activity in older age and dignity and choice: increasing the number of people helped to live at home, reduce hospital admissions due to falls, increase levels of self-care and social prescribing; prevention support outside the care system.
- 1.5 In December 2017, a procurement exercise was carried out to deliver adaptations via a framework of contractors. The new contract would remove the need to obtain 3 quotes for individual schemes which was a time consuming exercise for both the Housing Adaptations team and the contractors. Four types of bathrooms, (one wet floor, and one wet room both with a different floor construction option) were included as fixed price schemes. These fixed prices enabled a quicker and more efficient way to agree schemes and prices with the contractors. The contractors know what they will receive for each basic scheme. This part of the contract includes rates for unforeseen variations and items not part of the fixed price scheme. These schemes are subject to the mandatory or discretionary grant process.
- 1.6 The procurement exercise also included for works of less than £1000. These works, referred to as Minor Works, are also a mandatory obligation upon the local authority and must be provided free at the point of delivery to those with an assessed need. There is no application form required and such works include external handrails, half steps, visual impairment items, door widening, door release mechanisms, etc.
- 1.7 The contract allows for a review of the rates submitted but does not include a percentage or method how this should be determined. The contract relies on the contractors giving 3 months’ notice of their request for a rate rise. A rate rise was envisaged in 2020 but the onset of the Covid-19 pandemic in late March 2020 resulted in contractors placing staff on furlough and work in properties was brought to a halt for a while due to the risks associated with Covid-19.
- 1.8 During the Covid-19 pandemic material costs increased more than the rate of inflation which does not generally include for building related works. Contractors at that time cited two increases in materials and certain specific items in the previous 18 months. Many items were specific to

the adaptations arena such as specialist toilets; non-slip wet flooring, shower units with adaptation packs. Other items subject to price rises include general building materials such as cement, plaster, timber, tiles, etc.

- 1.9 A report submitted to the Council during the summer of 2021 to consider the approval of the previous rate rise. In August 2021, the report was approved and the rate rise applied. It was noted in that report it was not clear if this rise would be enough to see through to the end of the contract. With the need to request an extension in for approval a further rate rise is now required.
- 1.10 Since August 2021, a number of issues outside the control of the Council and contractors has seen costs rise much quicker than during the pandemic. The cost of fuel for vehicles has risen by over 40%. Energy costs are rising at their fastest rate ever, over 50% and are expected to rise further during late 2022 and early 2023. There is still an issue obtaining micro-chips used in specialist toilets, showers, pumps, etc. The availability of materials continues to be an issue in some areas and costs are rising at an unprecedented rate. Production of items made from materials such as timber, plastics, copper, aluminium, cement based products, etc. are affected by energy cost rises as well as the availability of the raw materials. Tariffs on imports, as well as the global effects of the war in Ukraine also affect these same materials.
- 1.11 Contractors have cited and provided information from builder's merchants and other suppliers where increases are on a monthly basis. One particular supplier has advised the following rise in costs in the second quarter: ceramic tiles up by 20%, Shower units up by 5%, delivery charges increased or minimum order increased to obtain free delivery, other items increased by 8.5%. In January 2022 the cost of bricks increased by 10%, timber by 3%, internal doors by 2.5%, plaster by 4%, bathroom fittings by 3.5% - 8%, specialist toilet by 5.5%-17%. In February 2022, further increases were levied: tile adhesives up by 8%, plumbing products in general between 5% and 12%. Further price rises were introduced in March 2022 for timber products including internal doors with another 8% price increase, including steady incremental increase across the range of supplies.
- 1.12 It is difficult to apply general inflationary rates to such specific works as adaptations. The indices used for building related works tends to fall into two distinct categories: new-build and building repair and maintenance but adaptations tends to fit into neither listing. There are a number of indices covering these areas RPIX (not including mortgages), COP (Construction Output Price) Index and BCIS (Building Construction Index Service). Building Repair and Maintenance is the better fit, although not perfect, for adaptations because it does not include the specifics. The reality of the situation is that we are seeing increases on a monthly basis.

2. PROCUREMENT STANDING ORDER SEEKING TO WAIVE / AUTHORISATION TO PROCEED:

- 2.1 Procurement Standing Order 9 covers Exemptions and Modifications to contracts
- 2.2 Procurement Standing Order 9.3 refers to Modifications to a Contract or Framework Agreement.
- 2.3 Procurement Standing Order 9.3.1 relied upon. PSO 9.3.1 states that "*Contracts and Framework Agreements may be modified during their term without a new procurement procedure in accordance with this Rule 9.3 in any of the following cases:*
 - a) *Where the Modifications, irrespective of their monetary value, have been provided for in the initial procurement documents in clear, precise and unequivocal review clauses, which may include price revision clauses or options, provide that such clauses*
 - i.) *State the scope and nature of possible modifications or options as well as the conditions under which they may be used, and*
 - ii.) *Do not provide for modifications or options that would alter the overall nature of the*

Contract or Framework agreement;

- 2.4 The agreement to a rise in the submitted rates will not affect any other part of the contract or the way in which it is delivered. Should this EDN be approved a Modification Form for STAR is ready for submission.
- 2.5 STAR Procurement has been consulted regarding this process and has commented by email that Section 9.3.1 is the correct Procurement Standing Order to use in this instance. The new procurement process currently underway will result in a new contact early 2023.

3. VALUE OF CONTRACT

- 3.1 In 2018, the value of the initial contract had an estimate of £1.5M per year based upon expenditure from the previous 2 years.
- 3.2 Previous changes to the Council's RRO Policy in 2018 removed some of the barriers to making applications for assistance thereby increasing the number of approved adaptations where there is no requirement for a means test. Simplified paperwork means more applications succeed and delivery in certain cases is quicker. This in turn means contractors are in need of more products and materials.
- 3.3 The amounts quoted here comprise numerous individual purchases. Part of this contract has fallen during the Covid-19 pandemic and this has had an effect on the number of adaptations completed and therefore expenditure. The value of spend in the first 2 full financial years of the contract is as follows:

2019/20 (Full financial year)

Total expenditure on adaptations within the framework was **£1,555,285**

2020/21 (Full financial year during pandemic)

Total expenditure on adaptations within the framework was **£913,468**

2021/22 (Full financial year during continuing pandemic)

Total expenditure on adaptations within the framework was **£1,642,000**

- 3.4 The rates within the Framework contract should be increased by 10% to cover increases in material costs over the previous 12 months and to try to pre-empt potential increases to the end of the extended contract.
- 3.5 Depending upon the number of schemes approved and completed over the next 12 months the additional cost to the framework will be between approximately £100,000 and £150,000. This is only an estimate and the actual figure will depend upon the number and type of referrals processed. This is in line with projected levels of approval up to the new framework contract award.

4. GROUNDS UPON WHICH WAIVER / AUTHORISATION TO PROCEED SOUGHT

- 4.1 It is to the Council's advantage that a rate rise for the contractors is agreed. The contract documents contain a clause allowing the rates contained in the contract to be varied although it does not state at what level the rate should be.
- 4.2 The Covid-19 pandemic has had a serious and detrimental effect on the delivery of adaptations. The costs being passed down to builders is exceeding their ability to deliver the works contained within the contract with the previous increase on the rates and make an operating profit. Global economic issues continue to affect delivery of materials and electronic parts and

the rises in energy and fuel is adding to this problem.

- 4.3 Information received from contractors regarding the general increases in material supply costs since the beginning of 2022 indicates:
- 8.5% increase from supplier AKW July 2022.
 - 5% increase in 2022 from Mira showers.
 - 20% increase on ceramic tiling from suppliers
 - 2.5% increase in Jan 2022 for internal doors and a further 8% in March 2022
 - Additional increases for Closomat toilets expected later this year. (specialist toilet).
 - 5.5% further increase in 2022 for Geberit (specialist toilets).
 - 4.5% further increase in 2022 from Regal Care (shower room products).
 - 5% increase expected later in 2022 from Polyfloor and Altro Floor.
 - Up to 7.5% increase for sanitary ware
 - 10% increase for bricks
 - 4% increase in plaster products from Benchmark
 - 8% increase in wallboards from Benchmark
 - 5-12% increase in 2022 for general plumbing supplies from Watermark.
 - 20% to 40% increase on lighting products and associated items

Specialist toilets are not standard items in all adaptations; they are by request from the Occupational Therapist. The percentage increases above are on the material only and do not include the contractors on costs for items such as fuel/ transport, wages, insurances, etc.

- 4.4 Workers in this area are not traditionally highly paid and many are paid by the hour, nonetheless contractors have been able to retain staff during the life of this framework contract. However, the recent issues affecting the country and economy are making it more difficult for them to retain staff. One contractor cited an employee who was prepared to leave for a small increase in his hourly rate. Contractors are citing an increase in labour rates between 8% and 12% to retain staff to deliver the level and quality required to provide adaptations.
- 4.5 The current Framework provides a quick method of pricing and delivering adaptations saving time on staff resources by not requiring the Service to obtain 3 quotes on each scheme. The time and resources required to procure 3 quotes for each and every individual scheme would put increased pressure on the team to do this for each scheme produced.
- 4.6 The rate rise would give the contractors a reasonable uplift in costs but these new costs would not have the same effect on the budget as the alternative mini competition (3 quotes for each scheme). If opened up to mini competition it is likely scheme costs will increase as contractors pass on material and other cost rises immediately they happen. This alternative could quickly see prices exceed the suggested rate rise.
- 4.7 Contractors have again expressed their concerns about their ability to continue with the current contractual arrangements due to the continuing rise in costs. They would have to reconsider their positions in the Framework.
- 4.8 Contractors in the framework have been consulted on this process and despite the previous increase in rates; some are again struggling to deliver schemes for the amounts offered due to the rapid and continued rise in the cost of materials. A further rise of 10% across all the rates may be considered excessive when taking into account the previous rise, however, this is considered a fair amount based upon the materials used in these schemes and the current economic situation and will allow retention of both staff and contractors.
- 4.9 Despite the rate rise approved in August 2021, one contractor could not recover from the knock on effects of the pandemic and took the decision to stop delivering adaptations in December 2021. This has left the Service struggling to find a suitable replacement in the interim.

5. REASONS WHY USUAL REQUIRMENTS OF PROCUREMENT STANDING ORDERS NEED NOT BE COMPLIED WITH BUT BEST VALUE AND PROBITY STILL ARE ACHIEVED

- 5.1 This Council's Procurement Standing Orders have been followed in order to this increase of the rates within the contract. Section 2 above refers to PSO 9.3.1 allowing a modification to be made to an existing contract. Consultation with STAR procurement has taken place concerning this extension request. STAR was not involved in the original tender process because the tender pre-dates Tameside becoming part of STAR. A Modification Request Form will be submitted to STAR upon approval of this report.
- 5.2 There are a number of options that for consideration. It is noted that the options are generally the same as in the previous approved report due to the circumstances being almost identical.
- 5.3 **Option 1: Do nothing.** This option is not favoured at this time. The contractors within the framework have expressed their concerns over the continuing rise in material, energy and fuel costs and their difficulty meeting the requirements of the contract. The contractors in the framework could not deliver the numbers required and would make it impossible to continue with the Framework. The service would have to resort to obtaining three quotes which would likely result in increases of between £800 and £1200 for each job (we used the three quote method to test prices with a potential new contractor). This option would be resource intensive and would slow delivery of schemes.
- 5.4 **Option 2: Let the contract expire.** This is not a favoured option. The current contract has expired and a request is going through governance to extend until a new contract can be procured. If the contract is allowed to expire and no extension agreed, the result be as per Option 1 above.
- 5.5 **Option 3: Retender the service.** This is currently under preparation. The current contract has expired and approval to extend it until a new framework is procured is under consideration. The time involved in preparing the documents, running the tender, dealing with the bids and evaluation, etc. is considerable and would not address the issue at hand.
- 5.6 **Option 4: Agree a rate rise that will potentially see the Council and contractors through to the end of the life of the current extended contract.** This is the preferred option whilst the procurement process is under way. The contractors have indicated they would be willing to continue under the terms of the existing contract subject to an increase in the rates that allows them to keep pace with the effects of the current economic conditions noted in this report. The contract rates had been in force for over 2 years prior to the previous rate rise but current economic situation was not anticipated.
- 5.7 **Option 4 is the favoured option** as it allows the Council to provide continuity of service and will continue to provide savings against extended delivery times and staff resources until the new framework contract is procured. The rate rise if agreed would only see £600 to £700 added to the average cost, which is less than expected via individual procurement.
- 5.8 The funds used to support this increase in rates will be from within the allocation of DFG funds from DLUHC and DoH and will not affect the Councils budget.

6. RISKS

- 6.1 **Longer delivery times.** The main risks to not agreeing to a rate rise for the contractors are that Housing Adaptations staff will have to prepare documents for each scheme to obtain quotes from at least three contractors. Because these quotes will be in excess of £5,000 due to due to being outside the contract it will then be necessary to obtain approval from STAR for each quote. It is more difficult to predict costs when each scheme is priced using ad-hoc

purchasing using the 3-quote option. This will result in extended delivery times and more pressure on staff resources in what is already a small team, and there will be greater inconvenience for residents.

- 6.2 **Increased costs to the budget.** The current costs for adaptations are very economical and based upon a fixed price arrangement with guaranteed work for the contractors over the period of the contract extension. The continuous flow of regular work helps retain the contractors. It is difficult to obtain ad-hoc rates the same as those in a formal contract even when asking three contractors to compete. The updated rates in the Contract have very quickly become outdated due to a wide array of factors outside our control.
- 6.3 **Extended delivery times for adaptations.** If the option to go for ad-hoc purchasing was adopted it would be necessary to arrange for individual builders to visit the property to be adapted. In many cases, this would have to be an accompanied visit to discuss the scheme. This could result in officers having to attend visits with three different builders creating disturbance and inconvenience to the resident each time. There would then be a delay whilst each builder prepares their price and submits it. The current Framework was developed to avoid this situation. The quotation process may also require the creation of a min-Project Initiation Document for STAR to approve to allow the quotes to be obtained increasing delivery times further.
- 6.4 **Contractors leaving the framework.** If a reasonable rate rise is not offered to contractors they may become selective about the work they accept from the framework, ensuring they only accept schemes that guarantee a reasonable profit. Contractors no longer have the luxury of the pandemic work-boom as cost of living increases cause homeowners to tighten their belts. However, they cannot work at a loss. If contractors cannot make enough to pay their suppliers and their staff, they may be forced to lay-off employees. The Council can offer regularity of work but we have to offer this work at a fair price in line with market prices.
- 6.5 **Additional support from Adults and Children's Services.** The need to go through an extended quotation process as noted above could place unnecessary pressure on Adult and Children's Services to provide additional support until the adaptations are provided for their clients. These services are already under increased pressure to deal with the existing level of cases built up from the pandemic and a constant flow of new requests for service. Staffing and budget issues are already under pressure and agreeing to the rate rise would help to keep this to a minimum. The longer residents have to wait for essential adaptations increases the risk of complaints to the Council and potentially to the Local Government Ombudsman (LGO). The LGO considers delays in delivery of adaptations to be a fault by the Council in many of its determinations, even when taking into account the pandemic.

7. RECOMMENDATION

- 7.1 As detailed at the front of the report.

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