

EXECUTIVE CABINET

Day: Wednesday
Date: 23 November 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 To consider the Minutes of Executive Cabinet held on 26 October 2022	1 - 10
b)	STRATEGIC PLANNING AND CAPITAL MONITORING PANEL To consider the Minutes of the meeting of the Strategic Planning and Capital Monitoring Panel held on 17 November 2022 and approve the recommendations arising from the meeting as follows:	11 - 16

To consider the Minutes of the meeting of the Strategic Planning and Capital Monitoring Panel held on 17 November 2022 and approve the recommendations arising from the meeting as follows:

EDUCATION CAPITAL PROGRAMME: UPDATE

That the Executive Cabinet be recommended to **APPROVE:**

- (i) A contribution of £120,000 from Basic Need to provide a full size artificial pitch at St Thomas More as detailed in paragraph 3.9.
- (ii) Funding of £110,000 from Basic Need to remodel two classrooms and playground fencing within Discovery Academy for pupils from Thomas Ashton School and to remodel classroom provision at Corrie Primary School to enable the Pupil Support Service step out classroom to move from Discovery Academy as detailed in paragraph 3.10.
- (iii) Additional funding of £40,000 for underfloor heating at St Johns CE from Condition Grant funding as detailed in paragraph 4.14.
- (iv) Funding of £650,000 from High Needs Provision Capital Fund be allocated to establish a 15 place resource base at Longdendale High School through a grant agreement with the Stamford Park Trust as detailed in paragraph 6.4.

That Executive Cabinet be recommended to NOTE:

- (i) New front entrance extension at St Johns CE, Dukinfield is to be fully funded by school with no contribution from the Education Capital Programme as detailed in paragraph 3.11
- (ii) Gee Cross Holy Trinity CE school contribution of £10,000 to be added to the capital programme as detailed in paragraph 4.8.
- (iii) Oakdale Intruder alarm system, (£44,000) to be returned to the unallocated school condition fund as detailed in paragraph 4.10.
- (iv) Lyndhurst, Ravensfield and Aldwyn schools - AC units (£46,000) to be returned to the unallocated school condition fund as detailed in paragraph 4.19.

PERIOD 6 CAPITAL MONITORING REPORT

That Executive Cabinet be recommended to NOTE the:

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

ADULT SERVICES CAPITAL PLAN

That Executive Cabinet be recommended to APPROVE:

- (i) Programmes 5 to 15 contained in Section 3 of the report
- (ii) to progress to full business case for Programmes 16 to 20 identified in Section 4 of the report and feedback to Executive Board for final approval.

ADULTS SERVICES CAPITAL MONITORING REPORT

That Executive Cabinet be recommended to note the process updates against the capital projects.

OPERATIONS AND NEIGHBOURHOODS CAPITAL REPORT

That Executive Cabinet be recommended to:

- (i) Note the progress with regards to the schemes within the Operations and Neighbourhoods Capital Programme as set out in the report.
- (ii) Approve the allocation of the Integrated Transport Block funding, £631,000 to road safety initiatives and £1,600,000 of the Highways Maintenance funding be added to the Highways Revenue Budget for 2022/23, as set out in section 2.2.
- (iii) Approve the list of highway maintenance schemes identified in Appendix 1 that are to be funded from the Highway Maintenance Grant Allocation

PLACE CAPITAL PROGRAMME

That Executive Cabinet be recommended to note the progress with regards to the schemes within the Place Capital Programme (Town Centres, Property and Planning) as set out in the report.

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c)	ENVIRONMENT AND CLIMATE EMERGENCY WORKING GROUP To consider the Minutes of the Environment and Climate Change Emergency Working Group held on 16 November 2022.	17 - 22
4.	MONTH 6 INTEGRATED FINANCE REPORT To consider the attached report of the First Deputy, Finance, Resources and Transformation / Director of Finance.	23 - 80
5.	TREASURY MANAGEMENT MID-YEAR To consider the attached report of the First Deputy, Finance, Resources and Transformation / Director of Finance.	81 - 96
6.	CORPORATE PLAN SCORECARDS UPDATE, NOVEMBER 2022 To consider the attached report of the Executive Leader/Chief Executive.	97 - 106
7.	TAMESIDE AND STOCKPORT PARTNERSHIP REVIEW To consider the attached report of the Executive Member, Education, Achievement and Equalities / Deputy Executive Leader, Children and Families / Director of Children's Services.	107 - 112
8.	STALYBRIDGE BUS STATION STUDY To consider the attached report of the Executive Member, Planning, Transport and Connectivity / Director of Place.	113 - 164
9.	GM STATIONS ALLIANCE To consider the attached report of the Executive Member, Planning, Transport and Connectivity / Director of Place.	165 - 168
10.	REVIEW OF HACKNEY CARRIAGE FARES To review the attached report of the Executive Member, Climate Emergency and Environmental Services / Assistant Director, Operations and Neighbourhoods.	169 - 182
11.	THE MAYOR'S CHALLENGE FUND - TRANCHE 1 (PHASE 2) PROGRESS UPDATE To consider the attached report of the Executive Member, Planning, Transport and Connectivity / Assistant Director, Operations and Neighbourhoods.	183 - 206
12.	CONSULTATION RE: DISCHARGE OF HOMELESS DUTIES THROUGH THE PRIVATE RENTED SECTOR To consider the attached report of the Executive Member, Adult Social Care, Homelessness and Inclusivity / Head of Community Safety and	207 - 218

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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Homelessness.

13. URGENT ITEMS

To consider any additional items the Chair is of the opinion shall be dealt with as a matter of urgency.

14. DATE OF NEXT MEETING

To note that the next meeting of Executive Cabinet is scheduled to take place on Wednesday 14 December 2022.

EXECUTIVE CABINET

26 October 2022

Commenced: 1.00pm

Terminated: 1.35pm

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

In Attendance:

Sandra Stewart	Chief Executive
Kathy Roe	Director of Finance
Stephanie Butterworth	Director of Adult Services
Alison Stathers-Tracey	Director of Children's Services
Julian Jackson	Director of Place
Debbie Watson	Director of Population Health
Emma Varnam	Assistant Director, Operations & Neighbourhoods
Tom Houghton	Policy & Strategy Service Manager

Apologies for absence: Cllrs Fairfoull, Sweeton and Kitchen (ex officio)

64. DECLARATIONS OF INTEREST

There were no declarations of interest submitted by Cabinet Members.

65. MINUTES OF EXECUTIVE CABINET

RESOLVED

That the Minutes of the meeting of Executive Cabinet held on 28 September 2022 be approved as a correct record.

66. CONSOLIDATED 2022/23 REVENUE MONITORING STATEMENT AT 31 AUGUST 2022

Consideration was given to a report of the First Deputy, Finance, Resources and Transformation / Director of Finance, which reflected actual expenditure to 31 August 2022.

It was explained that, from a healthcare commissioning perspective, the report looked at 9 months of expenditure based on indicative ICB plans (for the period 1 July 2022 to 31 March 2023). Month 5 was the second month in which the ICB had been operational. As such, final approved delegated budgets at locality level had not yet been confirmed. Work was ongoing to finalise budgets, but in the meantime the report presented indicative locality budgets. Plans for Tameside were submitted for a delivery of £595k surplus in 22/23. At month 5 it was assumed that the plan would be delivered, which was in line with wider ICB reporting for month 5. The plan to deliver a surplus required savings of £7.8m to be found, and whilst there was risk of achievement, it was currently expected that Tameside would be on target, however work continued to ensure that savings identified became recurrent.

As highlighted in previous finance reports for the year, 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 £11.117m. This represented a £1,188k improvement since month 4, driven largely by additional investment income resulting from increases to interest rates.

Significant work was still required to balance the financial position in 2022/23. Work was in progress

to identify mitigating savings to reduce the forecast overspend on Council budgets, and address the forecast budget gap for 2023/24 and beyond. This was being done in the context of growing inflationary pressures, including significant energy cost and pay inflation, with no indication that any additional funding would be provided either in 2022/23 or the next two financial years.

In terms of the Integrated Commissioning Fund, Members were advised that, since 2016/17, the Council and the former Tameside and Glossop CCG, had been parties to a section 75 agreement to pool resources for Health and Social Care in the Tameside locality. Upon creation of the Greater Manchester Integrated Care Board (ICB) from 1 July 2022, the section 75 agreement had novated to the ICB. The Section 75 agreement included a risk share arrangement, which enabled each organisation to make additional contributions into the pooled budget in agreement with the other party. The making of additional contributions, up to a maximum amount of £5 million per annum, then placed an obligation on the other party to increase its contribution to the same value in future years.

In 2020/21 and 2021/22 the CCG agreed to increase its contribution to the pooled budget. This agreement was reported to Executive Cabinet and Strategic Commissioning Board in March 2021 and March 2022 respectively. These additional contributions enabled the Council to reduce its contribution in these years, and set aside the funding into reserves to enable reciprocation with additional contributions into the pooled fund during 2022/23 and 2023/24.

The Council would transact additional contributions to the Tameside Locality of the Greater Manchester ICB in month 6 of 2022/23 of £3.5m to support winter pressures and reduce delayed discharges. In addition, an amount of £2.060m would be transacted over the next two years to support additional investment in ISCAN Therapies (Integrated Services for Children with Additional Needs) in Tameside, supporting the written statement of action in response to the SEND inspection.

RESOLVED

- (i) That the forecast outturn position and associated risks for 2022/23, as set out in Appendix 1 to the report, be noted;**
- (ii) That the position on the Integrated Commissioning Fund, including the transaction of the risk share as part of the section 75 agreement, as set out in section 3 of the report, be noted; and**
- (iii) That the expenditure of £30K to refresh of Grant Thornton financial data work to inform priority areas of focus for services for budget reductions, be approved.**

67. SOCIOECONOMIC DUTY

The Executive Member, Education, Achievement and Equalities / Assistant Director, People and Workforce Development submitted a report setting out the local and national context, policy recommendations, case studies, key terms and other considerations with a view to adopting the socioeconomic duty in Tameside, in line with work taking place in other local authorities in Greater Manchester and across England..

It was explained that, in recent years the rise of poverty had emerged as a major policy issue. This has made adopting the socioeconomic duty and other anti-poverty measures a matter of urgency. Local and National statistics were provided in an appendix to the report and key issues for consideration was detailed as follows:

- Tameside had the 5th best male Life Expectancy and Healthy Life Expectancy in Greater Manchester, but the 9th best female Life Expectancy and Healthy Life Expectancy. Life Expectancy (at birth) in Tameside was 77.57 years for men and 80.7 years for women, while Healthy Life Expectancy (at birth) was 61.9 years for men but only 58.3 years for women.
- In the 2019 Index of Multiple Deprivation, Tameside was ranked as the 28th most deprived of 317 Local Authority districts in England, and the 5th most deprived local authority in GM. Within Tameside, 11 of the borough's 141 lower layer super output areas (LSOAs) are also within the most deprived 5% of such areas nationally.
- The Trussell Trust end of year data for 1 April 2020 to 31 March 2021 showed that their

foodbanks in Tameside had given out the 4th most parcels in GM. This equated to 11.1% of their total food parcels for Greater Manchester, 10.6% of their parcels for adults in GM, and 12% of their parcels for children in GM.

- According to the Resolution Foundation, the real incomes of the poorest quarter of households nationally were set to drop by 6% in 2022/23, putting an extra 1.3 million people, including 500,000 children, into absolute poverty. This would be the first recorded incident of a rise in absolute poverty in Britain outside of a recession.

Members were advised that, whilst the precise details of implementation of the socioeconomic duty could vary, research by a number of organisations had identified key practical steps in all cases.

Short-Term Recommendations - Simple measures that could be implemented quickly.

1. Identify Senior Members and Officers to take on the role of “Designated Leads” of the Socioeconomic Duty;
2. Integrate Socioeconomic Disadvantage into Equality Impact Assessments using appropriate proxy indicators and review processes; and
3. Consolidate existing poverty-related data held by the Council and partners.

Long-Term Recommendations – More involved measures that would require an element of discretion.

4. Develop internal guidance and training for officers to consider how they could meet the Socioeconomic Duty at a service delivery level, on a day-to-day basis, outside of formal Equality Impact Assessments;
5. Collaborate with residents, civil society and voluntary and community sector organisations to build awareness and understanding of the Socioeconomic Duty and people’s lived experience of socioeconomic disadvantage;
6. Embed accountability for the implementation of the Socioeconomic Duty through monitoring, evaluation, and sharing of best practice; and
7. Deliver the Living Wage for all council staff and contracted employees, and introduce mechanisms to promote uptake of the Living Wage among other local employers.

Successfully implementing the socioeconomic duty in Tameside would deliver a number of benefits, including but not limited to:

- Reducing the inequalities of outcome which result from socioeconomic disadvantage;
- Supporting coordination and partnership working, both within the Council between service areas and externally with partners in the public, private, community and voluntary sectors;
- Raising awareness of existing socioeconomic inequalities in Tameside within the Council and among our partners;
- Securing a widespread commitment from council services to consider their impact on local socioeconomic inequalities while carrying out their day-to-day functions;
- Actively encouraging the participation of low-income residents in decisions that affect them, especially in the context of any proposed cuts or changes to services;
- Achieving greater consistency in practice in both the short-term and in the long-term across political administrations and turnover of staff;
- More rigorous and systematic approaches to Equality Impact Assessments and general assessments of policy and practice;
- Strengthening data gathering and analysis practices, especially in the context of Equality Impact Assessments, thereby strengthening the council’s evidence base and accountability to residents and partners; and
- Supporting the effective and efficient allocation of limited resources in medium and long-term planning.

RESOLVED

That approval be given to implement the socioeconomic duty in Tameside as part of the wider Poverty Strategy.

68. ASHTON TOWN CENTRE PUBLIC SPACE PROTECTION ORDER

A report was submitted by the Executive Member, Towns and Communities / Assistant Director Operations and Neighbourhoods, which sought to introduce a Public Spaces Protection, which had been designed to help address anti-social behaviour in Ashton town centre.

It was explained that, in March 2020, the UK entered a national lockdown due to the Covid-19 pandemic. In the subsequent two years, lockdowns were lifted, then re-imposed; social restrictions lessened and re-imposed. The impact of this period had had significant effects on individuals, business and town centres. During the periods of lockdown, anti-social behaviour activity naturally decreased in Ashton Town Centre. However, as restrictions lifted and the town centre became busy again, a subsequent rise of reports of anti-social behaviour occurred. As a rise in anti-social behaviour was occurring, Greater Manchester Police and Tameside Council began receiving complaints from members of the public. The complaints related to intoxicated individuals consuming alcohol & other substances and causing a nuisance.

The report proposed the introduction of a Public Spaces Protection Order, which would be applicable to the proposed restricted area identified in the map attached to the order (Appendix 1 to the report).

The order would prohibit the following activities:

- the consumption of alcohol or the possession of an open alcohol container;
- the use or possession of other intoxicating substances as defined by the Psychoactive Substances Act 2016;
- discarding a hypodermic needle or syringe;
- urination or defecation;
- health and/or safety risks including obstruction of doorways and stairwells; and
- the erection of temporary structures within the restricted area.

The order would also require the provision of information upon request by an authorised person reasonably suspected of breaching any of the prohibitions or requirements in this order within the restricted area. The order would require clear signage to be placed at every point of access to the relevant restricted area, detailing those activities, which were restricted and outlining the penalties for breaching the order (£100 fixed penalty or £1,000 fine following summons).

In addition to the signage, the Council, in partnership with GMP, would develop a communications strategy which ensured that the order was publicised very clearly in local and social media to ensure maximum public awareness of the order. The order would be enforced by officers from Greater Manchester Police (both police officers and police community support officers) and any appeal would be through GMP's own appeals system.

A draft copy of the Public Spaces Protection Order was appended to the report.

Details of the six week public consultation exercise were given and written responses were detailed at Appendix 4 to the report. Of the responses 90.3% (or 9 out of 10 people) supported the introduction the Public Space Protection Order.

Of those in favour of the Public Space Protection Order being introduced, 10.8% raised some notable concerns on a number of thematic areas:

- Comments were made around policing the PSPO, specifically because of a perceived lack of visible policing in the town centre;
- Concern was expressed that the PSPO may push the problems into other areas in the borough;
- Some respondents expressed concern that the PSPO targeted individuals who were vulnerable and in need of support, rather than enforcement; and
- Reference was made to the potential for victimising those who were jobless, homeless or substance abuse misusers, many of whom may not be able to pay an imposed fine.

As a result of the comments, the Community Safety and Homelessness Service would conduct an annual review of the impact of the PSPO covering its effectiveness in tackling ASB as well as the potential impacts suggested by some of the respondents. Tameside Council also received a response to the consultation from the Greater Manchester Deputy Mayor the Rt. Hon Baroness Beverley Hughes who provided her support for the proposals to introduce the Public Space Protection Order as proposed. A copy of the letter was appended to the report at Appendix 5.

RESOLVED

That the proposed public space protection order be adopted for Ashton Town Centre as set out in Appendix 2 to the report, for the area shown in Appendix 1 to the report, which has been designed to help address anti-social behaviour in Ashton town centre.

69. FAMILY HUBS AND BEST START FOR LIFE PROGRAMME

Consideration was given to a report of the Deputy Executive Leader, Children and Families / Assistant Director, Early Help and Partnerships providing an update following the confirmation that Tameside qualified to apply for the Top Tier funding allocations for the Family Hubs and Best Start for Life Fund and outlined Tameside's approach and intentions.

The Department for Education had confirmed an allocation of £3,295,000 over 3 years:-

- 2022/23 - £799,000
- 2023/24 - £1,356,000
- 2024/25 - £1,140,000

It was explained that since 2017, the Early Help Offer in Tameside had grown significantly, with the development of an Early Help Access Point, better Early Help Assessments tools, building 'Team Around' Approaches, Early Help Panels with joint decision-making and shared workforce development, such as Signs of Safety. The development of the Family Hubs had been identified as a key programme to improve the Early Help offer for children and families in Tameside further. In November 2021, Local Authorities were invited to apply for up to £1 million transformation funding to implement Family Hubs. In March 2022 Tameside Council were informed that they were unsuccessful in this application, however, continued with the ambition to develop the family hub model locally, with endorsement from the Health and Wellbeing Board.

The new investment from the Family Hubs and Best Start for Life Programme would enable around half of upper-tier Local Authorities in England to transform their services into a family hub model.

Building on previous work regarding the Family Hubs model, Members were advised that a scoping exercise had been undertaken in Tameside with partners to begin to explore the model and identify buildings across the four neighbourhoods. Communication and engagement events took place, between April and July 2022 within each of the four neighbourhoods to support local voice and coproduction. A proposed hub and spoke model had been presented to the Early Help Operational Board, neighbourhood meetings and Partnership Event for each of the four neighbourhoods. It was intended that under the implementation of the Programme, a public consultation exercise would take place later in the year to inform and formalise proposals.

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The new investment from the Family Hubs and Best Start for Life Programme would also include funding for essential services in the crucial ‘Start for Life’ period from conception to age two, and services which support parents to care for and interact with their children. The Programme represented a significant step forward in delivering on the Government’s commitments set out in ‘The Best Start for Life: A Vision for the 1,001 Critical Days’, and built on delivery of the Healthy Child Programme and wider 0-19 public health services.

It was intended that a Tameside Family Hubs Steering Group be established to provide action focused, system leadership on the implementation of Family Hubs and the strategic oversight of Family Hubs and Best Start for Life Programme.

Tameside had started a journey to build on the neighbourhood model where four neighbourhood areas had now been defined with partners. This would provide a strong foundation to develop the Family Hubs approach, which was an integral part of the development of a Children and Young People’s Plan and would enable the delivery of accessible, local and joined up services to children and their families within their neighbourhoods.

Staffing requirements to support the delivery of the programme were detailed and discussed.

The report concluded that, Tameside Council were committed to deliver the expectations of the Family Hubs and Best Start for Life Programme. Through the Family Hubs Steering Group, the key next steps included: formally submitted the sign up form, working closes with the allocated DfE adviser, resource the programme team effectively and develop the detailed action plan by December 2022.

RESOLVED

- (i) **That the DfE Grant and associated Terms & Conditions of Grant, as set out in section 2 of the report, be accepted and agreed;**
- (ii) **That the signing of the Sign Up Form on behalf of the Council, as set out in section 3 of the report; be agreed;**
- (iii) **That Tameside’s proposed approach to developing options and “governance” to Family Hubs and Best Start for Life delivery be supported; and**
- (iv) **That further reports setting out the proposals to spend the grant together with progress on deliverables, be submitted to the Executive Cabinet.**

70. REPLACEMENT OF BOYDS WALK (CHILDREN WITH DISABILITIES PROVISION)

The Deputy Executive Leader, Children and Families / Executive Director, Finances, Resources and Transformation / Director of Children’s Services submitted a report, detailing the current configuration of the six bed Boyds Walk home for short and long term stay for children with disabilities and the risk posed to its closure. The report also detailed the options for a replacement home that was not only fit for purpose but would put at its heart the best outcomes for children with disabilities in childhood and as they prepared for adulthood.

Members were advised that a range of alternative vacant sites / existing properties had been considered as options for the replacement of Boyds Walk as follows:

Site Location	New Build / Remodelling	Description	Site Area	Reason for rejection
Land at Lime Street, Dukinfield	New Build	Site of former residential properties 61-67 Church Street – now cleared.	0.044 acres	Site too small
Land at Lower Bennett Street, / Arnside Drive, Hyde	New Build	Large vacant site and part of the site could be developed in isolation. Site topography – part	2.20 acres	Potential Second Option

		undulating, part sloping.		
Site of former Flowery Fields Infant School, Old Road, Hyde	New Build	Site is adjoining Flowery Fields Children's Centre.	1.26 acres	Preferred option
Jubilee Gardens Child & Family Centre, Droylsden	New Build	Site is an operational Children's Centre, adjacent to Active Medlock leisure facility.	0.65 acres	Site too small for new build
Wilshaw House, Wilshaw Lane, Ashton	Remodelling	Operational asset – occupied by Adult Services and home to Dementia Day Care	0.80 acres	Rejected on grounds of cost, time and value for money

The re-purposing of Boyds Walk for other service use had been considered by Children's Services. However, a decision had been made to hand back the property to Jigsaw Housing. With no formal lease in place a negotiated position would have to be taken in terms of the dilapidation / condition on hand back, the only formal agreement in place was for Tameside MBC to remove the additional pod of accommodation put in place in recent years and make good (estimated cost £10,000).

Members were further advised that the Department for Education (DfE) ran a capital funding programme during summer 2022 (details of which were appended to the report at Appendix 6. This was a competitive bidding process for local authorities against a fixed envelope of investment that would provide 50% capital funding for children's homes. The funding was designed to support local authorities individually or in a partnership / consortium to establish new children's homes provision via expansion, refurbishment, or new building work.

Tameside had submitted a bid for this funding to support the capital cost of replacing and expanding Boyds Walk (bid requested £1,632,500 of DFE funding). The anticipated costs of delivering the new building was: £3,265,000

It was explained that the option that provided the best value for money was to build a new home with nine units of accommodation on the former Flowery Field, Old Road site. The additional units of accommodation this brought allowed for a compliant capital bid to be submitted to the DFE Children's Home Capital Programme 2022-25 for 50% (£1,632,500) of the estimated capital funding required. If the bid was unsuccessful then the full £3,265,000 would be required to be funded from the Council via Prudential Borrowing.

RESOLVED

- 1) That Option 1, to replace Boyds Walk with a new build for nine units of accommodation on the Flowery Fields site, be approved;
- 2) That the use of the former Flowery Field, Old Road site to locate the new building, be approved;
- 3) That the terms and conditions set out in the DFE Children's Home Capital Programme 2022-25 Grant Offer Letter (£1,632,500 of match capital funding currently required) be accepted, subject to legal advice that there are no additional liabilities to those outlined in this report and the capital programme;
- 4) That it be RECOMMENDED to Council to include the £1,632,500 of Council match capital funding in the Council's Medium Term Financial Plan;
- 5) That the procurement of the scheme through the Local Education Partnership be approved;
- 6) That the virement of £622,399 revenue budget from the Children's Services external agency placement budget to the Children's Services in-house residential services budget to operate the premises, be approved; and
- 7) That Boyds Walk be decommissioned immediately on the opening of the replacement together with meeting any reasonable ancillary costs relating of the surrender of the premises to Jigsaw.

If the Council is unsuccessful in its bid to the DFE Children's Home Capital Programme 2022-25, then the Council agrees to change recommendation 4 above to:

That it be **RECOMMENDED** to Council to include the full £3,265,000 of Council capital funding required to replace Boyds Walk in the Council's Medium Term Financial Plan and the capital programme.

It be agreed that this capital allocation will need to be kept under scrutiny and the necessary due diligence to ensure it is subject to any required uplifts to manage inflationary pressures in the current financial markets in order that it can both be delivered and continues to be a vfm invest to save project, over an appropriate return period given the increasing rates of interest in the unusual volatile markets. Any such financially sensitive information will be provided at the next stage to progress this project.

71. ENERGY UTILITIES FRAMEWORK PURCHASE AGREEMENT THROUGH STAR PROCUREMENT

A report was submitted by the First Deputy, Finance, Resources and Transformation / Director of Place, which explained that the electricity contract was due for renewal on 1 April 2023. Tameside Council currently utilised Yorkshire Purchasing Organisation framework for electricity supplies. A new arrangement was required after 31 March 2023.

The report sought delegated approval to the Director of Place and Director of Finance in consultation with the First Deputy, Finance, Resources and Transformation and the Executive Member for Environmental Services to enter into new utility contracts for electricity from April 2023.

RESOLVED

- (i) That the procurement of an electricity provider, with the aim to minimise energy rate increases from 1 April 2023, be approved;**
- (ii) That authority be delegated to the Director of Place and Director of Finance in consultation with First Deputy, Finance, Resources and Transformation and the Executive Member for Climate Emergency & Environmental Services to enter into a contract for electricity from April 2023 subject to the due diligence on the options available to the Council, including the consideration of the green energy tariff charges; and**
- (iii) It be noted that the current arrangements under the gas contract with Crown Commercial Services means we must provide notice in the September of each year if we are to leave the following April therefore we are to remain on this framework for gas for 2023/24 so this is not included in the report and a review of these arrangements will be undertaken separate review during April to June of 2023 to ensure any revised contract arrangements are in place from 1 April 2024 to ensure that the Council achieves vfm at the end of the existing arrangements.**

72. ASHTON PUBLIC REALM STRATEGY UPDATE

Consideration was given to a report of the Executive Member, Towns and Communities / Director of Place providing an update on the draft proposal for the redevelopment of Market Square and the outdoor market including the key findings of consultation and engagement work to date.

It was explained that on 27 October 2021, it was announced that the £19,870,000 Levelling Up Fund (LUF) bid for Ashton Town Centre had been successful. The specific interventions proposed in the LUF bid were prepared in accordance with the requirements of the LUF and were critical to unlocking the comprehensive redevelopment of the Town Centre; supporting a coherent vision and completing of the final phase of Vision Tameside.

The Council had now commenced delivery of the Ashton Town Centre LUF programme in the context of an emerging wider strategic vision for Ashton Town Centre following the decision by Executive Cabinet on 24 November 2021. A Memorandum of Understanding with Department for Levelling Up,

Housing and Communities (DLUHC) was signed in February 2022, which had enabled the first payments of the grant to be drawn down by the Council. A further update was provided to Executive Cabinet on 9 February 2022. Progress on delivery of the Ashton Town Centre LUF programme and public realm works was reported quarterly to the Council's Strategic Planning and Capital Monitoring Panel.

Work had commenced on the preparation of a draft proposal (Phase One) for the improvement of Market Square and the outdoor market in Ashton that would be used to shape future design proposals for the key public space in the Ashton Town Centre. The draft proposal had been costed and formulated from feedback received at the Love Ashton Event in March and from discussions with Council officers, key stakeholders and market traders.

Within the wider Ashton LUF programme grant funding of £5,300,000 had been secured associated with the former interchange site. The Council was currently finalising the acquisition of the site from Transport for Greater Manchester (TfGM) that would be the subject of a separate report to Executive Cabinet later in 2022.

Consultation and engagement to date had identified that delivery of significant improvements to the outdoor market and Market Square in Ashton was a priority for the local community. Market Square and the market stalls continued to attract anti-social behaviour which in turn, deterred people from visiting the area, new businesses from setting up in the centre of Ashton and a general overall negative perception of the town centre.

The Council had secured funding of £19,870,000 from LUF, of which £11,200,000 was identified for public realm works in the Town Centre for delivery by 31 March 2025. As the priority area of focus was to deliver works linked to Market Square, the public realm strategy and some of the design principles were primarily focused on this area and its immediate surrounds. However, the Public Realm Strategy included proposals, strategies and design principles for the whole of the Town Centre. It would be important that Ashton Town Centre had a clear vision and plan in place in order to respond positively to future funding initiatives as and when they emerged in order to deliver the later phases of works.

The Director of Place then delivered a presentation, which gave details of the draft proposal for Phase One - Market Square/Ashton market.

Members were advised that the proposed works for Market Square would look to improve the quality of the public realm, accessibility and mobility of the square, an improved outdoor market offer including the creation of a flexible town square to incorporate a range of uses and possibilities that would enhance the area and the town as a visitor destination in its own right. The extent of adaptations and improvements to Market Square was dependent on the future ambition and provision of the outdoor market.

The total cost of the draft proposal was £10,832,846 and would include the removal of all of kiosks and market stalls and replacing them with the construction of a large canopy or a series of canopied structures (including a canopy attached to Market Hall) that would include flexible market units to meet the needs of modern market traders.

It was explained that there were a significant number of advantages of progressing the draft proposal, which included the opportunity to open up the views to heritage buildings in the square, shelter for traders and visitors from the elements, reduce the likelihood of ASB by removing the fixed stalls and providing modern market facilities. Ultimately, the clearance of the existing stalls and kiosks would enable the comprehensive redevelopment of Market Square that would deliver a much more flexible space for a multitude of uses in addition to a modern outdoor market, to enable small and larger scale events to take place. The main disadvantages of the draft proposal was that it would inevitably lead to disruption to market traders whilst the work took place. Measures would need to be put in place to ensure disruption caused to traders was minimised. Specialist consultants in market operations would be included in the multi-disciplinary team to support the practicalities and logistics when the scheme

was to be delivered. A high level breakdown of the costs for the draft proposal are included in the report. The costings would be subject to detailed design work due to commence imminently.

In terms of next steps, the Council were now seeking to undertake public consultation on Phase One of the Public Realm Strategy, which included the draft proposal for the redevelopment of Market Square using funding secured from Levelling Up Fund. It was proposed that consultation would begin week commencing at the end of October 2022/start of November for a period of 4 weeks. Briefing updates to Ashton Ward members, Ashton Town Team, a market traders group and other key stakeholders would take place before consultation commenced.

Consultation material would be available online and an event would also be held at Ashton Market Hall where the local community would be able to speak with Council officers and members of the consultant team around the emerging proposals which would be displayed on exhibition boards at various locations in the town centre. Once the consultation period had ended, comments and feedback would be collated. This would inform preparation of the final proposals for the Phase One works for Executive Cabinet approval.

Timescales for delivery of the works to Market Square were challenging and the funding agreement was clear that monies need to be spent and works completed by March 2025. This was achievable within the current delivery programme on the assumption that the phase of consultation was completed by November 2022 to enable the first stages of the detailed design stage to progress.

RESOLVED

- (i) That the work to date in preparing the proposal for Market Square and the outdoor market for Ashton Town Centre be noted, including the key findings of the consultation and engagement to date;**
- (ii) That the proposal and associated costings for the redevelopment of Market Square and the outdoor market be reviewed and noted;**
- (iii) That the undertaking of public consultation for a period of 4 weeks from the start of November 2022 on the draft proposal for Market Square redevelopment be approved, which includes the future provision of the outdoor market.**

73. TAMESIDE UK SHARED PROSPERITY FUND SME WORKSPACE OVERVIEW

The Executive Member, Inclusive Growth, Business and Employment / Director of Place submitted a report seeking approval for the submission of a bid by Tameside Metropolitan Borough Council to the UK Shared Prosperity Fund (SME Workspace E22).

RESOLVED

It be noted that a bid to the UK Shared Prosperity Fund (SME Workspace E22) has been submitted from Tameside Metropolitan Borough Council for the deadline of 19 October 2022.

74. URGENT ITEMS

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

75. DATE OF NEXT MEETING

RESOLVED

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

CHAIR

STRATEGIC PLANNING AND CAPITAL MONITORING PANEL

17 November 2022

Commenced: 14:00

Terminated: 14:50

Present: Councillors Cooney (Chair), Bray, Dickinson, Feeley, North, McNally, and L Boyle

In Attendance:

Sandra Stewart	Chief Executive
Caroline Barlow	Assistant Director of Finance
Alison Stathers-Tracy	Director of Children's Services
Tim Bowman	Director of Education (Tameside and Stockport)
Tracy Harrison	Assistant Director of Adults Services
Julian Jackson	Director of Place
Emma Varnam	Assistant Director of Operations and Neighbourhoods

Apologies for Absence: Councillors Fairfoull, McNally and Boyle

19 DECLARATIONS OF INTEREST

There were no declarations of interest.

20 MINUTES

The minutes of the Strategic Planning and Capital Monitoring Panel meeting on the 22 September 2020 were approved as a correct record.

21 EDUCATION CAPITAL PROGRAMME: UPDATE

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

The Panel were advised that there was an updated cost plan for the new school building at Hawthorns Primary Academy. The updated cost plan indicates that costs had risen substantially since Executive Cabinet agreed the original budget of £13m. Whilst these were not final costs as these had still to be formally agreed and did not yet have formal governance, the current projected cost was £17m. There was currently sufficient unallocated Basic Need Funding to cover this gap.

It was reported that St Thomas More RC College which had been identified as a site for the construction of an artificial pitch as part of the Tameside Playing Pitch Strategy had a £120k shortfall in funding. Works had begun with the FA and Football Foundation on planning for the project which was still in its early stages. The football foundation was able to fund the majority of the cost of the planning and construction of the pitch. The school had the majority of the matched funding needed through fundraising and other funding streams. There was a shortfall of £120,000 which the report sought approval for as a contribution from basic need to the sports provision. The school were continuing to provide additional places in the area.

The Panel were advised that Thomas Ashton School, along with all the special schools had experienced a surge in demand for places and needs to expand its provision. In 2020 the school opened a satellite site at Discover Academy with two classrooms and capital funding was used to ensure that the classrooms were fit for purpose for Key Stage 1 and 2 pupils with significant additional needs. A lease was agreed between the Council and Victorious Academy Trust for this accommodation. There was a need to expand the provision and Discovery Academy were able to make a further two classrooms available. These needed adapting along the same lines as the

previous remodelling. Additionally, there was a need to increase external fencing to ensure a secure area for the pupils to enter and leave the building. The Pupil Support Service classroom that currently occupied the space at Discovery Academy would need to move to Corrie Primary School to facilitate this additional space for Thomas Ashton. Some remodelling was required at Corrie to make this safe for the Pupil Support Service pupils using classroom. The report sought approval for £110,000 to remodel an additional two classrooms and provide additional external fencing as well as remodel the classroom at Corrie Primary School.

In regards to St John's CE, Dukinfield – Early Years Department, it was reported that programme prices had been received for the remaining areas to be treated. Unfortunately during the survey of the area, it was found that the underfloor heating required total replacement. Value engineering had been undertaken by the LEP to reduce the revised costs. This delay to commence the works had also led to an additional cost for the extended hire of the mobile classroom where the foundation unit pupils were currently based. The report therefore requested that a further sum of £40,000 be approved for these costs.

The Director of Education reported that the Stamford Park Trust have responded to the Council's request where schools wish to express an interest in establishing a resource base in a mainstream school. This is the first expression of interest from a secondary school and the SEN Team are keen to support this to expand provision for secondary age children with additional needs that can be met resourced provision in a mainstream school. A feasibility study had been carried out by the Trust and it was recommended that an initial budget of £650,000 be allocated to the project which would cover a new demountable building on the school site to cater for up to 15 children with Education, Health and Care Plans. The grant agreement would be dependent on the Trust formally submitting a business case to the Education and Skills Funding Agency to establish a resource base, undertaking the required public consultation and obtaining the relevant planning permissions.

RECOMMENDED

That the Executive Cabinet be recommended to APPROVE:

- (i) **A contribution of £120,000 from Basic Need to provide a full size artificial pitch at St Thomas More as detailed in paragraph 3.9.**
- (ii) **Funding of £110,000 from Basic Need to remodel two classrooms and playground fencing within Discovery Academy for pupils from Thomas Ashton School and to remodel classroom provision at Corrie Primary School to enable the Pupil Support Service step out classroom to move from Discovery Academy as detailed in paragraph 3.10.**
- (iii) **Additional funding of £40,000 for underfloor heating at St Johns CE from Condition Grant funding as detailed in paragraph 4.14.**
- (iv) **Funding of £650,000 from High Needs Provision Capital Fund be allocated to establish a 15 place resource base at Longdendale High School through a grant agreement with the Stamford Park Trust as detailed in paragraph 6.4.**

That Executive Cabinet be recommended to NOTE:

- (i) **New front entrance extension at St Johns CE, Dukinfield is to be fully funded by school with no contribution from the Education Capital Programme as detailed in paragraph 3.11**
- (ii) **Gee Cross Holy Trinity CE school contribution of £10,000 to be added to the capital programme as detailed in paragraph 4.8.**
- (iii) **Oakdale Intruder alarm system, (£44,000) to be returned to the unallocated school condition fund as detailed in paragraph 4.10.**
- (iv) **Lyndhurst, Ravensfield and Aldwyn schools - AC units (£46,000) to be returned to the unallocated school condition fund as detailed in paragraph 4.19.**

22 PERIOD 6 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 £48.018m and the projected outturn for the financial year was £40.758m. 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 £40.758m on capital investment in 2022/23, which was £7.260m less than the current capital budget for the year. This variation was spread across Investment & Development, Transport, Education and Adults directorate, and was made up of variations on a number of specific schemes.

Detailed capital update reports for each Directorate area were included on the agenda of the Strategic Planning and Capital Monitoring Panel (SPCMP). This report provided a summary of the financial position against the overall programme but further details on scheme delivery could be found in the Directorate reports to SPCMP.

RECOMMENDED

That Executive Cabinet be recommended to NOTE the:

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

23 ADULT SERVICES CAPITAL PLAN

Consideration was given to a report of the Executive Member for Adult Social Care, Homelessness and Inclusivity / Director of Adult Services. This report outlines key plans against Adult Social Care (ASC) Capital Funding.

It was explained that capital had accumulated in Adults Social Care over the last few years predominantly within the Disabled Facility Grant (DFG) funding due to the restrictions and access that were in place during COVID.

This report detailed the current, proposed and future programmes of work which would enable the Council to meet the vision of people living well at home.

The publication of the Adult Social Care White Paper (People at the heart of Care) in December 2021 set out a 10 year vision for Adult Social Care and provided information on funded proposals that the government would be implemented over the next 3 years. There were capital funding implications contained within it, which would need to be worked through both nationally and locally. Updates would be provided appropriately as further details were announced and impacts were clearly understood. All costs and benefits would be monitored and reviewed regularly taking into account people's changing needs and ensuring the right support is in place; whether that be assessment staff or adaptations to enable people to live well and as independent as possible in their own homes.

RECOMMENDED

That Executive Cabinet be recommended to APPROVE:

- (i) Programmes 5 to 15 contained in Section 3 of the report
- (ii) to progress to full business case for Programmes 16 to 20 identified in Section 4 of the report and feedback to Executive Board for final approval.

24 ADULTS SERVICES CAPITAL MONITORING REPORT

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 for:

Recruitment to posts within social care continued to be challenging and impacts on a number of the capital schemes. However, work was underway with Human Resources to seek to improve the recruitment processes and attract more people to work in Adult social care and sustain them longer term.

All costs and benefits were being monitored and reviewed regularly taking into account people's changing needs and ensuring the right support was in place; whether that be assessment staff or adaptations to enable people to live well and as independent as possible in their own homes.

The publication of the Adult Social Care White Paper (People at the heart of Care) in December 2021 set out a 10 year vision for Adult social care and provides information on funded proposals that the government will implement over the next 3 years. There were capital funding implications contained within it, which would need to be worked through both nationally and locally. Updates would be provided appropriately as further details are announced and impacts are clearly understood.

RECOMMENDED

That Executive Cabinet be recommended to note the process updates against the capital projects.

25 OPERATIONS AND NEIGHBOURHOODS CAPITAL REPORT

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

As previously reported the Council had received £3,536,000 for the 2022/23 Core Highways Maintenance Grant allocation. This consists of:

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

It was proposed that the ITB allocation be made available for road safety initiatives. Also £1,600,000, of the Highways Maintenance funding, was allocated to the Highways revenue budget for risk management and £1,305,000 for the Highways Capital Programme.

It should be noted that £2,207,660 was carried forward from the 2021/22 Highways Capital Programme, therefore a total budget of £3,512,660 (£1,305,000 + £2,207,660) was available for the 2022/23 Highways Capital Programme. This would be utilised as follows:

- Highways £2,791,660
- Structures £ 526,000
- Street Lighting £ 195,000

In regards to Highway structures, Maintenance works have commenced to replace parapets and carry out repairs to the structural steelwork at Clarence Street river bridge in Dukinfield / Stalybridge. The works were anticipated to take 6 weeks to complete. Repairs to the parapets on

Peel Street canal bridge, in Stalybridge were due to commence shortly and be complete by early November 2022. A list of schemes proposed to be undertaken as part of the highway structures capital programme were identified in Appendix 2 on the milestone form.

RECOMMENDED

That Executive Cabinet be recommended to:

- (i) Note the progress with regards to the schemes within the Operations and Neighbourhoods Capital Programme as set out in the report.**
- (ii) Approve the allocation of the Integrated Transport Block funding, £631,000 to road safety initiatives and £1,600,000 of the Highways Maintenance funding be added to the Highways Revenue Budget for 2022/23, as set out in section 2.2.**
- (iii) Approve the list of highway maintenance schemes identified in Appendix 1 that are to be funded from the Highway Maintenance Grant Allocation**

26 PLACE CAPITAL PROGRAMME

Consideration was given to a report of the Director of Place / Assistant Director for Investment, Development and Housing. The report provided an update on the delivery of Capital Projects in the Place Directorate in relation to Town Centres, Property and Planning.

It was reported that work had commenced on the first stage of physical works at Ashton Town Hall in October 2022 including the taking down of a number of internal ceilings and removing “stud” walls to fully expose the structural fabric of the building and hidden architectural features. This partial internal strip-out would facilitate the completion of detailed surveys required to fully inform the ongoing design process for the restoration of the building envelope, including the roof and internal layout. These works were programmed to continue until November 2023, following which the external envelope restoration works would be commenced.

It was stated that the Council was finalising the acquisition of this site from Transport for Greater Manchester (TfGM) that would be the subject of a separate report to Executive Cabinet later in 2022. Following acquisition the Council would be able to commence enabling infrastructure works, comprising land remediation and service diversions, to unlock the site for new uses. This work would be undertaken in the context of longer term opportunities for redevelopment, public realm and movement within the Town Centre.

In regards to Stalybridge Civic Hall the scheme was re-programmed to early 2023 to allow for the full use of the Civic Hall for events linked to the Town of Culture 2022. Listed Building Consent had been achieved for the main roof works and, subject to a decision on when to proceed, works could start at the end of February 2023.

A re-costing of the works was completed in June 2022, with an inflation uplift to January 2023 which identified a remaining shortfall of £306,000 to undertake the roof works; above the remaining HSHAZ Council match funding and the additional Council funding approved at Executive Cabinet on 28 July 2021. This informed the £1,000,000 sought for the Civic Hall via the Levelling Up Fund (LUF2) bid to meet the remaining funding gap in relation to the roof works and support further works to the building to deliver long terms sustainable use of the building as part of the Stalybridge Cultural Quarter. Given the uncertainty around the LUF2 bid and the importance of delivering the Civic Hall scheme to the Councils plans for Stalybridge the Council had sought £320,000 of capital funding from the UK Shared Prosperity Fund (UKSPF) under the Communities and Place strand to enable the roof works to be progressed. A comprehensive report on Stalybridge Civic Hall is being prepared in readiness for members to consider at Executive Cabinet in January 2023.

A cost plan for the Godley Green Garden Village outlining the spending of the remaining £9,280,000 grant had been developed by the Project team. This had been agreed with Homes England through the Client Relationship Manager process. An Outline Planning Application was validated by the Local Planning Authority (LPA) in November 2021. The project team had responded to all outstanding objections to the planning application. A revised application and refreshed

Environmental Statement was re-submitted to the Local Planning Authority on 5 November 2022. Delivery of the scheme will commence should planning consent be approved by the Local Planning Authority. The updated Outline Planning Application would be considered at a Planning Committee on 21 December 2022.

The Council continues to engage with landowners in order to seek to acquire control of the land via Option Agreements. Five land Option Agreements, whereby an interest in land is secured by the Council had been completed. A report to the Executive Cabinet on 22 June 2022 was approved to commence the process for the identification of a partner or partners to deliver the Godley Green Vision, which was now underway; this process will play a critical element in establishing the Council's future role in Godley Green. This process was being supported by both STaR and the Council's legal advisors (DACB Beachcroft) to identify the appropriate delivery vehicle for Godley Green via the most effective, and compliant procurement route. The full suite of procurement documentation was being prepared by the Project Team. This process continued and further update would be provided at the next SPCMP meeting in March 2023.

It was highlighted that the Delivery of the project to provide a refurbished and extended ticket office at Hattersley Railway Station was ongoing. Preliminary work began in January 2022 with the main construction works beginning at the end of March 2022. The external walls of the station and the roof works were complete. The external cladding and glazing works were underway and were due to be completed in October 2022 and once the building was watertight the internal works would be undertaken. There was a requirement for Electricity North West to provide utilities connection and this could not take place until 26 October 2022.

RECOMMENDED

That Executive Cabinet be recommended to note the progress with regards to the schemes within the Place Capital Programme (Town Centres, Property and Planning) as set out in the report.

27 EXEMPT ITEM - PLACE CAPITAL PROGRAMME APPENDIX 2

The Council approved the new Disposal Policy on 30 September 2020 – 52 assets had been declared surplus and were being actively progressed with a further 19 assets included in the forthcoming Batch 4 report. Members considered the progress of assets listed in Appendix 2.

28 URGENT ITEMS

There were no urgent items.

CHAIR

ENVIRONMENT AND CLIMATE EMERGENCY WORKING GROUP

16 November 2022

Commenced: 4.30pm

Terminated: 6.05pm

Present: Councillors Boyle (Chair), Affleck, Mills, Newton, Roderick and Turner

In Attendance: Emma Varnam Assistant Director, Operations and Neighbourhoods
Lindsay Johnson Head of Asset Strategy
Lee Holland Head of Engineering Services
Natasha Freeman Project Lead, Economy, Employment & Skills
Christina Morton Environmental Development Officer
Lewis Bowick Energy Systems Catapult

Apologies for Absence: Councillors B Holland and Pearce

16. DECLARATIONS OF INTEREST

There were no declarations of interest.

17. MINUTES

The minutes of the meeting of the Environment and Climate Emergency Working Group held on 7 September 2022 were approved as a correct record.

18. GREATER MANCHESTER GREEN CITY REGION UPDATE

The Chair, Councillor Boyle, gave a verbal update in respect of the above, and advised that the Greater Manchester Green Summit 2022, hosted by the Mayor of Greater Manchester, had taken place at the Lowry Theatre, Salford on 17 October. It was explained that the summit sought input from businesses, policymakers, local communities and industry on how the city-region could accelerate action on its five-year environment plan.

19. LOCAL AREA ENERGY PLANNING

The Group received a presentation from the Local Energy Transition Consultant, Energy Systems Catapult (ESC) concerning Local Area Energy Planning (LAEP) across Greater Manchester. LAEP was a concept developed by the ESC to enable data driven, spatial and collaborative planning, to help unlock investment and delivery of smart local energy systems.

Details of Local Area Energy Planning were outlined to the Group:

- Setting out priority areas for different elements of the energy system in Greater Manchester, including insulation measures;
- Identifying areas where heat pumps and heat networks were cost effective to use;
- Identifying priority/opportunity areas for the introduction of other technologies at pace;
- Setting out a need for continued expansion of capability, capacity and understanding so further wide-scale transition could be delivered; and
- Informing design of the local energy market.

Members were informed that each Greater Manchester borough, including Tameside, had its own Local Area Energy Plan. A map of the borough, broken into sub-areas, showed the priority energy measures for each sub-area. First step priorities included retrofitting, home EV charging, solar PV and heat pumps. Longer-term deployment measures for areas of the borough included hydrogen

for heat opportunities and flexibility and storage opportunities. The appropriateness of particular measures for certain areas were highlighted to the Group. For example, a more rural part of the borough with lower housing density was unlikely to see a hydrogen network and heat pumps would be a more realistic option.

In Tameside, it was explained that a cost effective transition would require investment of £5.3 billion to meet the city region's carbon budget. Thousands of homes and buildings needed to see changes in the next few years and longer term, this included:

- 68,300 home insulation retrofits (62 per cent of homes);
- 50,000 domestic electric vehicle charge points;
- 75,000 domestic heat pumps; and
- 775MW of solar PV technical potential (rooftop and ground mount).

Mapping of the borough showed the areas of highest fuel poverty and these areas could be prioritised for insulation retrofitting and solar PV.

It was hoped that by 2038 gas and oil could be virtually eliminated from the energy network, shifting much more demand onto electricity networks. Capacity would need to be increased in low voltage substations, though flexibility and storage could reduce the investment required.

Details of the potential for improving electric vehicle charging in Tameside were also presented. Mapping showed the areas of the borough with the highest density of cars without off-street parking. It was highlighted that public charging hubs would be critical for homes without off-street parking. Potential charging hub locations were detailed, and this included sites on car parks, public land and at unoccupied buildings.

A discussion ensued regarding the investment required for the transition to cleaner forms of energy and it was explained that much of the investment would come from households, but business models to attract household investment and private finance were also needed.

The Chair thanked the Energy Transition Consultant for the detailed presentation and encouraged Members to submit any further questions regarding the information by email so that Energy Systems Catapult could provide a more detailed response.

RESOLVED

That the content of the presentation be noted.

20. OCTOPUS AIR SOURCE HEAT PUMP OFFER

The Group received a presentation from the Environmental Development Officer concerning the Octopus Energy air source heat pump offer for Greater Manchester.

Members were informed that the government was providing a grant of £5,000 towards heat pump installation. Octopus Energy would apply for the grant on behalf of residents and the resident would be required to pay the difference. The offer provided an air source heat pump for £3,000 to £4,000 after Octopus claimed the £5,000 government grant. Additional radiators could be provided at around £200 each. Engineers directly employed by Octopus would install all of the pumps.

Details of the benefits of air source heat pumps were provided to the Group. It was explained that heat pumps were up to 4x more efficient than gas, electric or oil boilers. In addition, they had lower running costs, were environmentally friendly when paired with a green energy tariff and had a long life span of over 20 years.

Council branded letters would be sent to 27,780-targeted homes across the city-region that were suitable for an air source heat pump. The selection criteria for addresses was summarised for

Members:

- Owner-occupied. Therefore, social and privately rented housing was excluded;
- House or bungalow. Flats were excluded;
- Bedrooms: two to four;
- Size: less than 200m²;
- Age: built between 1930 and 1990;
- EPC Band: A – D;
- Walls: insulated to a 'good' or 'very good' level;
- Roof: insulated to a 'good' or 'very good' level; and
- Windows: double glazed in 'average', 'good' or 'very good' condition.

Members queried if support to install heat pumps was available for social housing tenants. The Environmental Development Officer explained that social housing providers could bid for grant funding through the Social Housing Decarbonisation Fund to retrofit measures such as an air source heat pump. In Tameside, Jigsaw Homes had successfully bid for a portion of the available funding.

RESOLVED

That the content of the presentation be noted.

21. GREENER BUSINESSES

The Group received a presentation from the Head of Economy, Employment and Skills concerning the Council's efforts to support the borough's businesses to go green and become more sustainable.

An overview of the functions and services of Economy, Employment and Skills was provided to Members:

- Business support;
- Employment support, including job fairs and local stewardship of welfare to work providers;
- Reducing the number of young people not in education, training or employment (NEET);
- Skills support, including careers & apprenticeship fairs and digital events such as the Tameside Hack;
- Statutory careers guidance contract management;
- Routes to Work – supported employment service;
- Tameside in Work – in work progression support; and
- Household Support Fund assessment and payments.

Details of the Business Growth Hub were provided to Members and it was explained that the Council had a Business Growth Hub Account Manager who worked with the borough's businesses to link them to fully funded expertise to become more sustainable and reduce costs. This included the Resource Efficiency Team.

It was highlighted that in the UK alone, businesses wasted £60 million worth of energy every year. To help combat this issue, the Enerlytic Platform provided businesses with key insights into energy data, allowing them to measure, analyse and reduce energy consumption, costs and the carbon footprint. A colleague from the organisation would go in to individual businesses to assist them with working out where they were losing energy.

The GM Skills Map enabled businesses to source funded training across a wide range of areas, including Net Zero. The 'Journey to Net Zero' training was an online programme exclusively for SMEs in Greater Manchester that wanted to get on the path to net zero emissions, but were unsure of where to start. It was explained that through group workshops, study material and one-to-one advice, environmental specialists would guide businesses through what net zero meant and how to prioritise action. A strategic plan would be devised to help the business cut their carbon footprint,

reduce costs, minimise risk and capitalise on the benefits of a net zero world.

Members were informed that Economy, Employment and Skills were keen to develop new ideas and support important initiatives. The team were working with Tameside College and Chester Zoo to look at how the borough could champion sustainable palm oil. Large employers in Tameside, such as Hill Biscuits, were already signed up.

RESOLVED

That the content of the presentation be noted.

22. SUSTAINABLE TRAVEL UPDATE - CYCLING AND WALKING

The Group received a presentation from the Head of Engineering Services updating Members on cycling and walking projects within the borough.

Members were informed that the Council had been successful in bidding for a number of different sources of funding to support active travel in Tameside. Funding streams included the Mayor's Challenge Fund, the Emergency Active Travel Fund, the Active Travel Fund (tranches 1, 2 and 3), the Capability & Ambition Fund and School Streets. It was explained that once in principle approval had been received, schemes were developed that were affordable, deliverable and had political and community support. In some circumstances, funding had been secured to develop schemes but further funding was required to bring it to fruition.

The benefits of cycling and walking were highlighted to Members:

- Improved air quality;
- Reduction in congestion;
- Improved health and wellbeing; and
- Improved attractiveness of neighbourhoods.

It was explained that whilst infrastructure was important, it was key that work was also undertaken to change behaviour and develop a culture of cycling. Engineering Services were working with other colleagues across the Council to deliver community and business initiatives to give the community the skills, confidence and resources to switch to active travel.

A Walking and Cycling Activation Task Group had been developed consisting of colleagues from Highways, Population Health, the Youth Service, the Arts and Events team, Employment and Skills, Active Tameside, British Cycling, Cycle UK and Transport for Greater Manchester (TfGM). The Council's Walking and Cycling Project Lead would chair the group.

In relation to active travel schemes in the borough, the Head of Engineering highlighted that the construction work on the Chadwick Dam and Hill Street schemes had been completed. The Chadwick Dam scheme extended the cycling and walking facilities that were completed in 2019 and improved connections from Chadwick Dam towards Ridge Hill, Mellor Road, Tameside Hospital, Mossley Road and the residential areas to the north of Ashton-under-Lyne. The Hill Street development improved links with the existing cycle scheme along Victoria Street to Stockport Road in Ashton-under-Lyne.

Details of the proposed Active Travel Fund 2 schemes were outlined:

- Oldham Road, Ashton-under-Lyne;
- Newman Street, Ashton-under-Lyne;
- Stockport Road, Ashton-under-Lyne; and
- Guide Lane, Audenshaw.

These schemes would deliver cycle lane upgrades and improve the segregation of cyclists and motorists on the highway. A six-week consultation on the Phase 2 schemes had concluded and 65

responses were received. Overall, 47 per cent of respondents expressed positive feedback, 28 per cent indicated no preference and 25 per cent of respondents expressed concern. The consultation was seen as a crucial part of supporting behaviour change. Targeted engagement had also been undertaken with key stakeholders including the Council's Youth Council, Deaf Association, Big Chat Disability Event and Blind Association.

A number of further priority schemes as part of the Mayor's Challenge Fund were included:

- Stamford Drive area, Ashton-under-Lyne/Stalybridge;
- Clarendon Road, Audenshaw;
- Rayner Lane, Droylsden; and
- Wellington Road/Albion Way, Ashton-under-Lyne.

These schemes were subject to approval and the outcome of consultation.

Members sought clarity on proposed improvements to cycling infrastructure in Denton town centre. The Head of Engineering Services confirmed that the Denton proposals were part of the successful tranche 3 bid. To date, £1.9 million of funding had been received towards the scheme, which was focussed on Crown Point and the A57 towards Hyde. The whole scheme would cost £8 million to deliver and discussions were ongoing to as to whether the project would need to be reduced to match the funding allocated or if there was the option to bid for further funding to complete the scheme in its entirety.

RESOLVED

That the content of the presentation be noted.

23. URGENT ITEMS

There were no urgent items.

24. 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 15 March 2023.

CHAIR

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Report To:	EXECUTIVE CABINET
Date:	23 November 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 30 SEPTEMBER 2022
Report Summary:	<p>As highlighted in previous reports this year, 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 (£8,198k). This represents a £2,919k improvement since month 5. This movement is driven by a reduction in the level of overspend forecast on Adults and Children’s services, combined with a significant forecast underspend on Population Health budgets and further additional investment income due to rising interest rates.</p> <p>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.</p>
Recommendations:	<p>That Executive Cabinet be recommended to:</p> <ul style="list-style-type: none">(i) Note the forecast outturn position and associated risks for 2022/23 as set out in Appendix 1 and Appendix 2;(ii) Approve the reserve transfers set out in Appendix 2; and(iii) Approve the budget virements set out in Appendix 2.(iv) Note the forecast position on the Collection Fund as set out in Appendix 3.(v) Note the current position in respect of the Dedicated Schools Grant deficit as set out in Appendix 4.
Policy Implications:	Budget is allocated in accordance with Council.
Financial Implications: (Authorised by the Section 151 Officer & Chief Finance Officer)	<p>This report provides the 2022/23 consolidated financial position statement at 30 September 2022 for the Strategic Commission and ICFT partner organisations.</p> <p>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.</p> <p>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</p>

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 Head of Legal)

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 £8.198m 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.

Risk Management:

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

Background Papers:

Background papers relating to this report can be inspected by contacting Caroline Barlow, Assistant Director of Finance, Tameside Metropolitan Borough Council

 Telephone: 0161 342 5609

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

1. BACKGROUND

- 1.1 Monthly integrated finance reports are usually prepared to provide an overview on the financial position of the Tameside economy.
- 1.2 The report includes the details of the Integrated Commissioning Fund (ICF) for all Council services and the Tameside Locality of the Greater Manchester Integrated Commissioning Board (ICB). The gross revenue budget value of the ICF for 2022/23 is reported at £664 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 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 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.
- 2.2 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.
- 2.3 Plans for Tameside were submitted for delivery of a £595k surplus in 22/23. At M6 we assume that this plan will be delivered, which is in line with wider ICB reporting for M6. The plan to deliver a surplus requires savings of £7.8m to be found, and whilst there is risk of achievement, it is currently expected that Tameside will be on target, however work continues to ensure that savings identified become recurrent.
- 2.4 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 (£8,198k). This represents a £2,919k improvement since M5. This movement is driven by a reduction in the level of overspend forecast on Adults and Children's services, combined with a significant forecast underspend on Population Health budgets and further additional investment income due to rising interest rates.
- 2.5 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.
- 2.6 Further detail on the financial position can be found in **Appendix 1** with further detail by Directorate set out in **Appendix 2**.

3. COLLECTION FUND

- 3.1 The latest forecast for the Collection Fund in 2022/23, together with collection performance, is summarised in **Appendix 3**.

4. DEDICATED SCHOOLS GRANT

- 4.1 The latest position and forecast for the Dedicated Schools Grant funding and deficit position is summarised in **Appendix 4**. If the 2022/23 forecasts materialise the deficit will further increase to £5.496m. A deficit recovery plan has been developed and submitted to the DfE. Discussions are continuing with the DfE and are ongoing. The position will continue to be closely monitored and updates reported to Schools' Forum and Members.

5. RECOMMENDATIONS

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

Tameside Strategic Commission

Finance Update Report
Financial Year 2022/23
Month 6 – 30th September 2022

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Kathy Roe
Asif Umarji

Period 5 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.

Plans for Tameside were submitted for delivery of a £595k surplus in 22/23. At M6 we assume that this plan will be delivered, which in line with wider ICB reporting for M6. The plan to deliver a surplus requires savings of £7.8m to be found, and whilst there is risk of achievement, it is currently expected that Tameside will be on target, however work continues to ensure that savings identified become recurrent.

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 (£8,198k). This represents a £2,919k improvement since M5, This movement is driven by a reduction in the level of overspend forecast on Adults and Children's services, combined with a significant forecast underspend on Population Health budgets and further additional investment income due to rising interest rates.

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 M6).

Council Financial Position

(£8,198k)

The forecast overspend on Council budgets has improved by £2,919k since M5, driven largely by reduction in forecasts in Adults, Children's and Population Health, and additional investment income resulting from increases to interest rates.

ICFT Position

(£2,957k)

M6 YTD adverse variance to plan, driven by a shortfall against efficiency target and continued pressures within Urgent and Emergency care and delayed discharges.

Forecast Position £000's	Forecast Position			Variance		Gross Position	
	Budget	Forecast	Variance	Previous Month	Movement in month	Expenditure Budget	Income Budget
ICB Expenditure	81,312	81,312	0	0	0	81,312	0
TMBC Expenditure	208,609	216,807	(8,198)	(11,117)	2,919	593,208	(384,599)
Integrated Commissioning Fund	289,921	298,119	(8,198)	(11,117)	2,919	674,520	(384,599)

Finance Update Report – Executive Summary

Forecast Position £000's	Forecast Position (Net)			Net Variance		Gross Position	
	Budget	Forecast	Variance	Previous Month	Movement in Month	Expenditure Budget	Income Budget
Mental Health	6,610	6,610	0	0	0	6,610	0
Primary Care	35,637	35,637	0	0	0	35,637	0
Continuing Care	9,266	9,266	0	0	0	9,266	0
Community	26,838	26,838	0	0	0	26,838	0
NHS Estates	2,961	2,961	0	0	0	2,961	0
ICB Expenditure	81,312	81,312	0	0	0	81,312	0
Adults	43,647	45,306	(1,658)	(2,799)	1,141	116,602	(72,955)
Children's Services - Social Care	56,457	57,565	(1,109)	(1,791)	683	68,548	(12,092)
Education	7,097	8,163	(1,066)	(1,273)	207	33,772	(26,675)
Individual Schools Budgets	0	0	0	0	0	130,223	(130,223)
Population Health	14,292	12,957	1,335	367	967	15,975	(1,683)
Place	58,014	66,453	(8,439)	(8,314)	(126)	122,807	(64,794)
Governance	9,128	9,098	30	108	(78)	71,557	(62,429)
Finance & IT	9,677	9,321	356	188	168	11,700	(2,023)
Quality and Safeguarding	97	97	0	(57)	57	340	(243)
Capital and Financing	4,513	2,743	1,770	1,515	255	8,680	(4,167)
Contingency	612	28	584	958	(373)	7,619	(7,007)
Corporate Costs	5,074	5,075	(0)	(17)	17	5,385	(310)
TMBC Expenditure	208,609	216,807	(8,198)	(11,117)	2,919	593,208	(384,599)
Integrated Commissioning Fund	289,921	298,119	(8,198)	(11,117)	2,919	674,520	(384,599)

Integrated Commissioning Fund – M6 ICB Locality Budgets

Tameside Locality

Month 6 is the third 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 M6 we assume that this plan will be delivered, which in line with wider ICB reporting for M6.

The plan to deliver a surplus requires savings of £7,800k to be found, and whilst there is risk of achievement, particularly in relation to prescribing savings associated with cost increases, it is currently expected that Tameside will be on target, however work continues to ensure that savings identified become recurrent.

More detailed variance analysis will be available from M7. 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.

Greater Manchester Integrated Care

Overall, NHS GM is reporting being on plan delivering a surplus of £63.6m (FOT), including the impact of Q1 delivery in the 10 CCGs.

The key risk to the forecast financial position is the delivery of £118.8m of efficiencies, with a potential under delivery of £61m, when schemes have been subject to risk stratification

The main pressures within the financial position relate to higher than budgeted activity within the private sector and higher volumes and average cost per case than budgeted for mental health placements.

The Month 6 forecast is for a significant overspend of (£8,198k) by the end of the financial year.

Council budgets continue to face significant pressures. There has been a positive movement this month, with the overall forecast overspend having reduced to (£8,198k) at period 6 (compared with (£11,117k) last month). This movement is driven by a reduction in the level of overspend forecast on Adults and Children's services, combined with a significant forecast underspend on Population Health budgets and further additional investment income due to rising interest rates. However, continued challenges with the delivery of savings, combined with ongoing inflationary cost pressures around utilities and fuel costs, means that the forecast outturn position by March 2023 remains challenging.

Adults: There has been a positive movement in the forecast for Adults Services with the projected year end overspend now (£1,658k), a reduction of more than £1,100k compared to the prior period. This improved position has been driven mainly by a reduction in the net cost of residential and nursing care, net of demand pressures in other areas. There has been a £1,900k reduction in the net forecast cost of residential and nursing care, due to a combination of reduced number of placements together with increased income contributions. This significant reduction in forecast net costs is then offset by additional costs forecast in respect of increased hours for Support at Home (£200k) and increased provision of supported accommodation (£500k), plus a number of other smaller pressures (£100k).

Children's Social Care overspend: The Directorate forecast position is an overspend of (£1,109k), a favourable reduction in forecast variation of £354k since period 5. The overspend is predominantly due to the number and increased cost of external placements. The reduction in forecast overspend since period 5 is predominately due to slippages in recruitment of staff due to market conditions.

Education: The forecast outturn on Education budgets has improved by almost £200k since period 5, with an overspend of (£1,066k) now forecast by March 2023. SEN transport remains the main pressure area, due to a combination of demand growth and price inflation, resulting in a forecast overspend of (£1,261k), which is being partially offset by underspends on staffing due to vacant posts. Costs of SEN Transport continue to be reviewed. The routes have been retendered and implementation has commenced in Autumn Term. Costs are being avoided as a result of this, but the service continues to face demand pressures therefore the forecast may change throughout the Autumn and Spring Terms. The position will continue to be closely monitored and an update provided later in the Autumn Term.

Population Health: Population Health budgets are now forecasting a large underspend against budget of £1,335k, a movement of £1,188k compared to the forecast last month. A significant proportion of this underspend £496k relates to the transfer back in house of the Be Well Service which transferred across with a large number of vacancies and a number of staff have since left the service. Population health are undertaking a service redesign which will identify a recurrent saving from 2023/24 onwards. A further £180k of underspend attributable to full and part year vacant posts within senior management and £199k of staffing costs being funded from non-recurrent grants where still supporting front line COVID response services. £274k of underspend is now forecast in respect of services and prescribing across sexual health, smoking and substance misuse services, with a further £106k of primary care enhanced services inflationary contract pressures funding no longer being required in year.

Place: There remain significant challenges with the delivery of savings in the Place directorate, which combined with utility and fuel inflation, and income recovery issues, is resulting in the significant forecast overspend of (£8,439k) by March 2023. This is a slight deterioration in the position compared to previous months, largely due to increases in the level of utilities consumption across the Council estate. Key pressure areas in the Place Directorate include:

Place (Continued):

- (£2,201k) savings delivery pressure due to difficulties or delays in the delivery of savings
- (£1,737k) income shortfalls due to activity reductions or other challenges
- (£3,665k) fuel and utility cost pressures due to contractual increases from 1 April 2022. The gas and electricity tariff for 2022/23 is fixed, however the forecast costs are now increasing due to increased consumption levels across the estate.
- (£1,819k) other cost and inflationary pressures, including temporary accommodation costs in Homelessness.

These pressures are being offset by a number of one-off underspends of £983k predominantly relating to savings on vacant posts. Some posts have been held vacant due to impending service redesigns within the Directorate.

Other Budget Variations: There have been a number of smaller movements across other budgets since period 5, with underspends across all these budgets contributing to a reduction in the overall overspend position. In particular, forecast investment income under Capital and Financing has increased again following the recent increase in interest rates and is now forecast to achieve £1,700k of income in excess of budget. Further interest rate increases are expected over the coming months, which is likely to result in further increases to the forecast income levels. Contingency budgets include the forecast cost of the Local Government pay award for 2022/23 but this remains an estimate until such time as the pay offer is agreed and final figures can be calculated.

Finance Summary Position – T&G ICFT Month 6 2022/23

Income & Expenditure summary	Current month				Year to date			
	Plan	Actual £000s	Variance	%	Plan	Actual £000s	Variance	%
Operating income from patient care activities	21,789	23,704	1,915	8.8%	130,729	133,510	2,780	2.1%
Other operating income	1,113	1,236	123	11.0%	6,720	7,811	1,091	16.2%
Operating income	22,902	24,940	2,038	8.9%	137,450	141,321	3,871	2.8%
Of which COVID-19 Reimbursement	220	62	(158)		1,383	1,178	(204)	
Agency pay	(676)	(977)	(301)	44.6%	(4,100)	(5,825)	(1,725)	42.1%
All other employee expenses	(16,362)	(19,180)	(2,819)	17.2%	(98,276)	(102,102)	(3,826)	3.9%
Operating non pay	(6,375)	(6,672)	(297)	4.7%	(38,060)	(39,497)	(1,437)	3.8%
Total operating surplus / (deficit)	(510)	(1,889)	(1,379)	(6.0%)	(2,986)	(6,103)	(3,117)	(2.3%)
Non operating items	(552)	(519)	32	(5.9%)	(3,340)	(3,210)	130	(3.9%)
Surplus/ (deficit) before impairments and transfers	(1,061)	(2,408)	(1,347)	(5.9%)	(6,326)	(9,313)	(2,987)	(2.2%)
Technical adjustments	15	21	6	37.3%	92	122	30	32.2%
Adjusted financial performance surplus/(deficit)	(1,046)	(2,388)	(1,341)	(5.9%)	(6,234)	(9,191)	(2,957)	(2.2%)
I&E margin including COVID-19 Reimbursement	(4.6%)	(9.6%)	(5.0%)		(4.5%)	(6.5%)	(2.0%)	
Trust Efficiency Programme	1,184	827	(357)	(30%)	6,091	4,179	(1,912)	(31%)
Of which recurrent	34.2%	(22.6%)			24%	8%	(16.8%)	
Efficiencies as a % of Operating Expenditure	5.1%	3.1%			4.0%	2.9%	(1.1%)	
Capital Expenditure	1,909	624	(1,285)	(67%)	4,771	2,627	(2,144)	(45%)
CDEL	1,152	93	(1,059)	(92%)	1,944	384	(1,560)	(80%)
PDC	757	531	(226)	(30%)	2,827	2,243	(584)	(21%)
Cash and Equivalents	21,323	18,549	(2,774)	(13%)				

Trust Financial Summary – Month 6

Month 6 YTD the Trust is reporting an overspend against plan of (£9,191k) which is an adverse variance against plan of (£2,957k)

The M6 position includes the effect of the 2022 NHS pay award backdated to 1 April 2022

The main driving factors behind the overspend position are unachieved TEP and continued pressures within Urgent and Emergency care and delayed discharges.

Efficiency target:

The Trust has set an efficiency target for 2022/23 of £13,628k. In month 6, the Trust delivered efficiencies equating to £827k against a plan of c.£1,184k, which is an underachievement of c.(£357k).

YTD the Trust has delivered c£4,179k – an underachievement of c.(£1,912k) 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.

APPENDIX 2 – Strategic Commission Detailed Analysis

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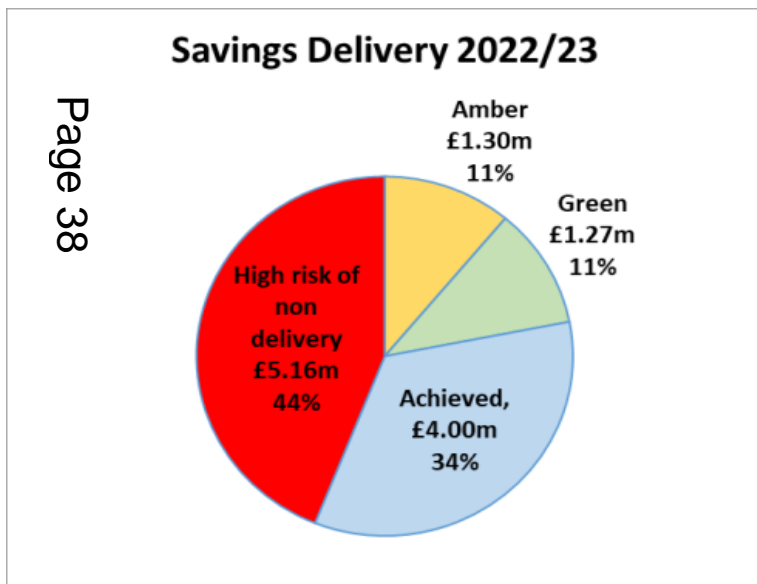
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Overview of Progress - Local Authority Savings as at Sept 2022

Savings Delivery	Opening Target £000's	High risk of non delivery £000's	Amber £000's	Green £000's	Achieved £000's	Total Forecast Saving £000's
2022/23 Budget no longer required	2,497	0	0	34	2,497	2,531
2022/23 Savings	6,565	3,595	1,036	879	1,384	3,299
2021/22 Savings not delivered in prior year	2,312	1,564	264	361	123	748
Total Savings & Budget Reductions in 22/23	11,374	5,159	1,300	1,274	4,004	6,578



SAVINGS PROGRESS

The 2022/23 Budget Report, approved by Full Council on 22 February 2022, included total savings of £11.374m.

Of that total, £2.497m are agreed budget reductions that have not resulted in a change to our service delivery, these savings will be achieved.

£6.565m are new savings for 2022/23 and £2.312m are savings from 2021/22 which were not delivered. These savings will impact service delivery and are subject to additional monitoring throughout the year.

There are currently savings of £5.159m where there is a high risk of non delivery which is contributing to the overall forecast overspend in 22/23. Mitigating actions need to be put forward and actioned for the Council to deliver on it's savings targets and a balanced budget.

VACANCY FACTOR - The total vacancy factor for the year is £4.933m (approximately 5% of total staffing budget).

As at the end of period 6, forecast underspends relating to vacant posts were £9.105m, however a number of these are being covered by agency staff which across the council is forecast to be (£5.943m) overspent. This gives a net forecast underspend across the council of £3.162m on employee costs, which is less than the assumed vacancy factor for the year.

Local Authority Savings Progress as at September 2022

2022/23 Savings	Opening Target £000s	High Risk of non delivery £000s	Amber £000s	Green £000s	Achieved £000s	Total forecast savings £000s
Adults	0	0	0	0	0	0
Children's Services	2,944	2,143	776	0	25	801
Children's - Education	235	0	0	0	235	235
Population Health	645	0	0	645	329	974
Operations and Neighbourhoods	753	429	0	114	210	324
Growth	862	452	260	0	150	410
Governance	0	0	0	0	0	0
Finance & IT	0	0	0	0	0	0
Quality and Safeguarding	0	0	0	0	0	0
Capital and Financing	126	6	0	120	0	120
Contingency	1,000	565	0	0	435	435
Corporate Costs	0	0	0	0	0	0
Total	6,565	3,595	1,036	879	1,384	3,299
%		54.8%	15.8%	13.4%	21.1%	50.2%

2021/22 Savings not delivered in prior year	Opening Target £000s	Undelivered Savings £000s	Amber £000s	Green £000s	Achieved £000s	Total forecast savings £000s
Population Health	93	0	0	0	93	93
Operations and Neighbourhoods	878	400	169	309	0	478
Growth	1,341	1,164	95	52	30	177
Total	2,312	1,564	264	361	123	748
%		67.7%	11.4%	15.6%	5.3%	32.4%

Service Area Monitoring - Adults Services

Adult Services	Gross Expenditure Budget £000's	Gross Income Budget £000's	Net Budget £000's	Actual to date £000's	Forecast £000's	Variance £000's
Adults Commissioning Service	64,669	(27,356)	37,313	26,365	37,644	(331)
Adults Neighbourhood Teams	9,716	(1,124)	8,592	4,872	8,579	12
Integrated Urgent Care Team	3,011	(2,815)	196	1,416	211	(14)
Long Term Support, Reablement & Shared Lives	17,025	(3,677)	13,347	7,445	13,332	16
Mental Health / Community Response Service	6,074	(1,770)	4,304	1,583	4,052	252
Senior Management	16,108	(36,213)	(20,105)	(8,953)	(18,512)	(1,593)
TOTAL	116,602	(72,955)	43,647	32,728	45,306	(1,658)

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

Underspends:

Adults Commissioning Service / Long Term Support / Mental Health

- **£1,028k Residential & Nursing Placements.** These have reduced from the previously reported position of 775 to 756 at period 6 on both income & expenditure forecast.
- **£255k Supported accommodation.** The contract value for the Supported Accommodation Contracts have costed less than anticipated at Budget Setting.
- **£726k Covid-funding.** A drawdown of reserves funding for COVID related pressures and hospital discharge processes which will support with costs in care and discharge pathways to live life well.
- **£439k Contain Outbreak Management Funding.** This funding has been used to offset Covid related costs within the Service in areas continuing to support with services after the Pandemic.
- **£276k Continuing Healthcare (CHC) funding.** The volume of clients who are eligible for CHC Funding has increased due to the Health Panel criteria. The income will offset the gross cost of the placement.

All Areas:

- **£186k** Vacant posts across Adults Services, with agreed Grant Funding included where applicable.
- **£118k** Minor variations to service costs based on actual expenditure volume.

Service Monitoring Areas - Adults Services Continued

Adults Services Overspends / Pressures:

Adults Commissioning Services / Long Term Support / Mental Health

- **(£2,248k) Supported Living** Pressure in Supported Living due to the young people transitioning into Adults Services from Children's Services. It is assumed that there will be a 20% reduction in costs as these young adults transfer, this position will be kept under review.
- **(£494k) Support at Home** Increase in Support at Home Hours since period 3 from 11,143 to 12,114 (actual hours. Contain Outbreak Management Grant is funded £200k of the pressure.
- **(£394k) Mental Health out of Borough** There has been an increased in demand for specialist out of borough placements since budget setting, this is as a result of the Best Interest Assessments and the additional support required for the individual.

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Senior Management

- **(£1,550k)** Covid related grant funding not materialised as expected at budget setting.

Service Area Monitoring - Children's Services – Children's Social Care

Childrens Services- Social Care	Gross Expenditure Budget £000's	Gross Income Budget £000's	Net Budget £000's	Actual to date £000's	Forecast £000's	Variance £000's
Child Protection & Children In Need	8,291	(241)	8,050	3,934	8,425	(375)
Children's Social Care Safeguarding & Quality Assurance	2,210	(99)	2,111	998	2,038	73
Children's Social Care Senior	335	(7,239)	(6,904)	237	(6,829)	(75)
Early Help, Early Years & Neighbourhood Adolescent Services	7,084	(2,926)	4,157	1,550	3,740	418
Cared for Children	3,104	(647)	2,458	1,404	2,476	(18)
Commissioning	47,244	(939)	46,305	21,699	47,438	(1,133)
TOTAL	280	0	280	183	279	2
	68,548	(12,092)	56,457	30,005	57,565	(1,109)

The net variances incorporate a number of underspends and pressures to note for specific service areas including:

Children's Social Care Underspends:

Early Help, Early Years and Neighbourhoods:

- **£251k Children With Disabilities** Underspend on resources for children with disabilities; including personal care, homecare and community based short breaks. The expected underspend is also partially due to additional direct payment recoveries.

Cared For Children:

- **£103K Interagency adoption fees.** These are forecast to underspend by £103K due to the number of children placed with adopters from the Regional Adoption Agency therefore cost avoiding the need for inter-agency adoptive placements.
- **£855k Internal Placements and In-house Children's Units.** These are forecast to underspend by £855K which includes underspends in relation to the number of mainstream connected foster carers and SGO carers.

Service Area Monitoring - Children's Services – Children's Social Care

Children's Social Care Overspends/ Pressures:

Child Protection and Children In Need:

- **(£100K) Transport Recharge** Overspend in relation to transport recharge expenses for children due to the number of journeys and cost of the journeys.
- **(£76K) Edge of Care** Overspend in relation to supporting adolescents on the edge of care to avoid the need to accommodate them

Cared For Children:

- **(£2,143k) The External Placements.** This overspend is predominately due to the number and cost of external residential placements for children under 18 (**£2.272m**). There also an overspend of (**£0.051m**) in relation to supporting children in hospital. 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 headline number of cared for children have reduced, placement costs have increased significantly, especially for those young people with complex mental health needs being discharged from acute wards and little to no contribution from NHS Partners.

SAVINGS 2022/23

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Scheme	Savings Target 22/23 £000's	Not expected to be delivered £000s	Red £000's	Amber £000's	Green £000's	Achieved £000's	Total £000's
Children's Social Care Safeguarding & Quality Assurance Re-procurement	25					25	25
Convert Residential to IFAs & Reduction in CFC placement numbers	2,919	2,143		776			776
Total	2,944	2,143	0	776	0	25	801

Service Area Monitoring - Children's Services – Education

Education	Gross Expenditure Budget £000's	Gross Income Budget £000's	Net Budget £000's	Actual to date £000's	Forecast £000's	Variance £000's
Access Services	16,553	(12,855)	3,698	1,825	4,927	(1,229)
Assistant Executive Director - Education	171	(178)	(7)	47	83	(90)
Education Improvement and Partnerships	1,243	(798)	445	94	345	101
Schools Centrally Managed	1,795	(228)	1,567	724	1,532	34
Special Educational Needs and Disabilities	12,134	(10,746)	1,388	(752)	1,274	114
Virtual School and College	1,875	(1,869)	6	(56)	2	4
TOTAL	33,772	(26,675)	7,097	1,882	8,163	(1,066)

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

Underspends:

Assistant Executive Director – Education:

- **£34k Teachers retirement pension costs.** There is reduced demand for this budget. This will be offered for additional savings in 2023/24

All Areas:

- **£206k** Staffing expenditure across Education is £311k less than budget due to part and full year staffing vacancies for non-grant funded areas. This is offset by the £105k vacancy factor included for the service.

Pressures:

Access Services:

- **(£1,261k) Costs of SEN Transport.** The routes have been retendered and implementation has commenced in Autumn Term. Costs are being avoided as a result of this however the service continue to face demand pressures, therefore the forecast may continue to change throughout the Autumn and Spring Terms. The position will continue to be closely monitored and an update provided later in the Autumn Term.
- **(£45k)** Other minor variations under £50k

Children's Services – Education

SAVINGS 2022/23

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Scheme	Savings Target 22/23 £000's	Not expected to be delivered £000s	Red £000's	Amber £000's	Green £000's	Achieved £000's	Total £000's
Review use of Education Central Support Grant	74	0	0	0	0	74	74
Psychological Welfare Practitioner (PWP) - SEND	46	0	0	0	0	46	46
Education Psychology Service Redesign	74	0	0	0	0	74	74
Education Welfare Traded Services expansion with 12m fixed term post	15	0	0	0	0	15	15
Education Welfare - Access & Attendance services - deletion of post	26	0	0	0	0	26	26
Total	235	0	0	0	0	235	235

Service Area Monitoring - Population Health

Population Health	Gross Expenditure Budget £000's	Gross Income Budget £000's	Net Budget £000's	Actual to date £000's	Forecast £000's	Variance £000's
Population Health	15,975	(1,683)	14,292	6,758	12,927	1,365
TOTAL	15,975	(1,683)	14,292	6,758	12,927	1,365

The net variance reflects a number of underspends including:

Underspends:

- **£796k Be Well Service.** There is currently a review of staffing capacity in Be Well Service following transfer from Pennine Care in April 2022, meaning a part year reduction to costs against budget.
- **£204k Integrated Care Foundation Trust.** Negotiations have led to reduction in budget requirement for 22/23. There was an expected pressure to the contract due to Agenda for Change Pay uplifts % Growth increase, however this has not materialised to the expected value at the time of budget setting. Pay uplift is £90k and there is expected to be a request for £100k from Corporate for 23/24 Agenda for Change.
- **£199k Contain Outbreak Management Funding.** This has been used to support staff currently working to support Covid related objectives, this has been agreed in year as part of the COMF planning process
- **£180k Senior Management Vacancies** held within the core Population Health Team
- **£142k Prescribing activity levels.** These are lower than anticipated since budget setting. Forecasts are based on Actual levels of activity and charge values.
- **£68k CGL Contract.** This contract is lower than anticipated at budget setting, forecast is based on actual monthly invoice total for 22/23
- **£38k Enhanced Service.** Activity levels are lower than anticipated since budget setting and forecast is based on recent activity volume and cost
- **£8k Minor Variations** based on expected spend levels across the Directorate

Service Area Monitoring - Population Health



SAVINGS

Scheme	Savings Target 22/23 £000's	Not expected to be delivered £000s	Red £000's	Amber £000's	Green £000's	Achieved £000's	Total £000's
Health Improvement Recommissioning	93	0	0	0	93	47	93
Review of NHS Commissioned Contracts	500	0	0	0	500	250	500
Population Health Staffing changes	12	0	0	0	12	12	12
Review of all commissioned contracts	40	0	0	0	40	20	40

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SAVINGS FROM 21/22 THAT WERE NOT DELIVERED

Scheme	Savings Target 21/22 £000's	Total savings achieved £000's	Forecast savings to be achieved £000's	Not expected to be delivered £000s	Red £000's	Amber £000's	Green £000's	Achieved £000's	Total £000's
Health Improvement Recommissioning	93								0
Total	93	0	0	0	0	0	0	0	0

Service Area Monitoring - Quality And Safeguarding

Quality & Safeguarding	Gross Expenditure Budget £000's	Gross Income Budget £000's	Net Budget £000's	Actual to date £000's	Forecast £000's	Variance £000's
Safeguarding and Quality Assurance	340	(243)	97	(78)	97	0
TOTAL	340	(243)	97	(78)	97	0

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

Underspends:

- **£72k Employees** - underspend mainly due to a part year vacant post and changes to staffing following service redesign, partly offset by (£14k) vacancy factor.
- **£5k Transport** - underspend on staff travel costs and car allowances.
- **£1k Supplies & Services** – underspend on printing and stationery.
- **£8k Other Income** - Additional income, £0.9k from other partners NPS / Jigsaw and £7.4k Health Income.
- **£3k Traded Services Income** – surplus £3k additional income from academy Schools Traded Services.

Pressures:

- **(£2k) Internal Printing** – forecast overspend on internal printing recharges.
- **(£73k) Reserve Movements** - Balance of budget transferred to reserve as joint commissioned service for future funding and investment in the service.
- **(£13k) Traded Services Income** – Underachievement of income from maintained Schools Traded Services.

Service Area Monitoring - Operations and Neighbourhoods

Operations and Neighbourhoods	Gross Expenditure Budget £000's	Gross Income Budget £000's	Net Budget £000's	Actual to date £000's	Forecast £000's	Variance £000's
Community Safety & Homelessness	7,008	(2,821)	4,187	1,762	5,083	(896)
Cultural & Customer Services	3,411	(320)	3,091	1,460	3,046	45
Engineers, Highways & Traffic Management	16,296	(12,376)	3,920	3,886	5,771	(1,851)
Management & Operations	1,439	(2,829)	(1,390)	(684)	(1,379)	(11)
Operations & Neighbourhoods Management	31,024	(31)	30,994	31,021	31,030	(36)
Operations & Greenspace	5,638	(490)	5,148	2,779	5,055	93
Public Protection & Car Parks	4,179	(3,755)	424	435	1,761	(1,336)
Waste & Fleet Management	10,457	(6,603)	3,853	839	4,487	(633)
Markets	1,037	(1,405)	(368)	(639)	(67)	(301)
TOTAL	80,489	(30,630)	49,859	40,859	54,786	(4,927)

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

Underspends:

Cultural and Customer Services:

- **£45k Cultural Services** – Other net underspends.

Operations and Greenspace:

- **£93k Street Cleansing Waste** A reduction in the cost of disposing for street cleansing waste of £283k due to changes in the disposal process. This is offset by a number of pressures within the service, including staffing overspends, due to the vacancy target not being met and additional agency staff expenditure (£64k), increases in fuel costs (£62k), other pressures (£64k).

Operations and Neighbourhoods Pressures / Overspends:

(£896k) Community Safety & Homelessness:

- **(£896k) Homelessness:** There is significant pressure on this budget due to the costs of temporary accommodation being significantly greater than the associated Housing Benefit and Universal Credit income that the Council receives. There is a service review due to be undertaken on the Housing Options Service that transferred into the Council earlier this financial year. In addition there is an on-going review of grant income to support existing expenditure (where grant conditions allow) and also a review of placement costs to ensure that the most appropriate and cost effective placements are commissioned and that related Housing Benefit / Universal Credit is maximised.

(£1,851k) Engineers, Highways & Traffic Management

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(£1,373k) Street Lighting Energy Costs - The Council has invested significant capital funding to transfer all street lights to LED technology over recent years, with 6,800 out of 7,240 of the standard LEDs installed to date. Whilst this has reduced electricity consumption, the recent increase in electricity costs (in excess of 100%) has led to a significant forecast overspend forecast..

- **(£312k) Highways Maintenance Grant** – A programme of planned maintenance schemes is being developed that will be financed by the Council's 2022/23 Highway Maintenance grant allocation of £3,536k. The programme will be presented to Members for approval in November 2022. The grant allocation is a reduction of £379k when compared to 2021/22 (£3,915k). In 2021/22 a sum of £1,500k was allocated via the grant to finance repairs to potholes and minor maintenance on the highway infrastructure. A reduction to the level of grant to finance this related expenditure in 2022/23 has been forecast pending the finalisation of the programme of works. The forecast will be updated in subsequent monitoring reports following consideration and approval of the 2022/23 programme of schemes by Members.
- **(£166k) Other net pressures**

Operations and Neighbourhoods Pressures / Overspends:

(£11k) Management & Operations

- **(£92k) Items for Re-sale** – Increased forecast expenditure on memorial plaques and also on purchasing a new memorial tree. Both of these items are offered for sale to families and so will generate income to recover the related expenditure.
- **£100k Cremator Replacement reserve** - There is recurrent provision in the budget to transfer the sum to finance the future replacement of cremators. It is proposed that this transfer will not be enacted in 2022/23 pending a review of future financing options.

(£36k) Operations & Neighbourhoods Management Over Budget

- Other minor net variations

Operations and Neighbourhoods Pressures / Overspends continued:

(£1,336k) Public Protection & Car Parks Over Budget

- **(£985k) Car Parking Income** – Ongoing shortfall in parking income (car park charges and on and off street parking fine income)
- **(£133k) Business Rates** – Additional expenditure following a revaluation of specified car parks across the borough.
- **(£102k) CCTV** – The proposed saving via the connection of CCTV to the dark fibre is not expected to be delivered in 2022/23 (£89k), other minor variations (£13k)
- **(£140k) Employees** – Delay to the delivery of proposed savings via a re-design of the Public Protection service (£225k), partially supported via non recruitment to existing vacant posts (£85k).
- £24k – Other net minor variations

(£633k) Waste & Fleet Management Over Budget

- **(£140k) Employees** – Three waste collection crews were reduced following the change in blue and black bin collection frequency rather than four that were originally proposed
- **(£613k) Borrowing Costs** - Additional borrowing costs relating to replacement fleet purchases
- £167k – Additional trade waste service income
- **(£47k)** – Other net variations including forecast shortfall on replacement wheeled bins income (£71k), forecast increased fuel costs (£43k), other minor variations £67k

(£301k) Markets Over Budget

- **(£273k) Market Income** -There continues to be a shortfall in income generated by the Markets Service which is partly due to a national decline in the their popularity.
- **(£28k)** Other net minor variations

SAVINGS 2022/23

Scheme	Savings Target 22/23 £000's	Not expected to be delivered £000s	Red £000's	Amber £000's	Green £000's	Achieved £000's	Total £000's
Bring Security Activities in House	10					10	10
Review of customer services face to face offer	46					46	46
Bring Statutory Housing Service in house	50					50	50
Transfer processing of street sweepings into the waste levy	50					50	50
Grounds Maintenance Staffing	54					54	54
Work with STAR to ensure procurement in stores is best value and on contract	69	69					0
CCTV Connection to Dark Fibre	89	89					0
Public Protection staffing review	115	115					0
Reduce collection frequency - 3 weekly Blue Bin collections	135	78			57		57
Reduce collection frequency - Black bin collections to 3 weekly	135	78			57		57
Total	753	429	0	0	114	210	324

SAVINGS FROM 21/22 THAT WERE NOT DELIVERED

Scheme	Total savings achieved £000's	Forecast savings to be achieved £000's	Not expected to be delivered £000's	Red £000's	Amber £000's	Green £000's	Achieved £000's	Total £000's
Bring Statutory Housing Service in house	0	50	0	0	50	0	0	50
Public Protection staffing review	0	0	110	0	0	0	0	0
CCTV Equipment	0	49	0	0	0	49	0	49
Reduce collection frequency - 3 weekly Blue Bin collections	0	130	0	0	0	130	0	130
Reduce collection frequency - Black bin collections to 3 weekly	0	130	0	0	0	130	0	130
Charge for all new bins ordered	0	119	71	0	119	0	0	119
STAR Procurement	0	0	50	0	0	0	0	0
Work with STAR to ensure procurement in Stores is best value and on contract	0	0	69	0	0	0	0	0
Extending commercial offer	0	0	100	0	0	0	0	0
Total	0	478	400	0	169	309	0	478

Service Area Monitoring - Growth

Growth	Gross Expenditure Budget £000's	Gross Income Budget £000's	Net Budget £000's	Actual to date £000's	Forecast £000's	Variance £000's
Growth Management	107	0	107	2	12	95
Development & Investment	1,233	(515)	718	915	758	(41)
Economy, Employment & Skills	1,337	(394)	943	(94)	864	79
Major Programmes	0	0	0	(2)	0	0
Infrastructure	100	0	100	148	77	23
Planning	1,797	(1,156)	641	299	835	(193)
BSF, PFI & Programme Delivery	24,126	(24,126)	0	(21)	0	0
Asset Management	417	(90)	327	(122)	245	82
Capital Programme	1,504	(440)	1,064	499	1,015	49
Corporate Landlord	7,581	(2,473)	5,108	3,497	7,932	(2,823)
Environmental Development	546	(28)	518	211	393	125
Estates	1,434	(2,796)	(1,362)	(79)	(453)	(909)
School Catering	2,136	(2,146)	(9)	(138)	(9)	0
Vision Tameside	0	0	0	0	0	0
TOTAL	42,318	(34,163)	8,155	5,116	11,667	(3,513)

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

All underspends in the following services are primarily due to vacant posts :

£95k Growth Management

£79k Economy, Employment & Skills

£23k Infrastructure

£82k Asset Management

£49k Capital Programme

£125k Environmental Development

Growth Pressures / Overspends:

(£41k) Development and Investment

- Primarily relating to an overspend on employees

(£193k) Planning

- **£129k Employees** – underspend relating to vacant posts
- **(£274k) Fees income** - Reduced levels of forecast income relating to planning fees, pre-planning applications and building regulation fees.
- **(£48k) Other minor variations**

(£2,823k) Corporate Landlord

- **(£1,761k) Utility Costs.** This is due to an increase in the contractual cost and estimated increased levels of consumption across the estate
- **(£199k) accommodation costs.** The majority of the overspend relates to costs associated with the termination of the Patterson Rothwell lease (£58k), dilapidation work at Stamford Chambers following termination of the lease (£65k), forecast non delivery of savings at Hattersley Hub (£41k) and Primary Care Centre rent (£38k) as well as some other minor variations - £3k
- **(£593k) Facilities Management** (£337k) due to inflation on the facilities management contract, (£240k) due to non delivery of current year savings for the FM contract. (£16k) other minor variations.
- **(£300k) Tameside One** – non delivery of the additional income savings proposal for the lease of a floor in the building
- **£97k Caretaking Charges** - Underspend forecast on caretaking charges in corporate buildings relating to reduction in hire of rooms
- **(£67k) Other variations**

Growth Pressures / Overspends Continued:

(£909k) Estates

(£500k) Rent Reviews – shortfall on income due to forecast non delivery of the savings target for additional rent across the Council estate via rent reviews

(£105k) Estates Income - shortfall on income due to forecast non delivery of the savings target for additional investment estate income

(£63k) Forecast shortfall of rent income via the Council estate portfolio

(£244k) Estates Recharges - adverse variance on recharge income for work carried out on the Council estate portfolio.

£3k Other minor variations

SAVINGS 2022/23 (continued)

Scheme	Savings Target 22/23 £000's	Not expected to be delivered £000s	Red £000's	Amber £000's	Green £000's	Achieved £000's	Total £000's
Cost Reduction of Utility (Gas and Electricity) by installation of energy saving measures in Council Buildings	20	20					0
Service redesign (Building Control & Planning Development management)	20	20					0
Relocation of Droylsden Library	60	60					0
Commercial Estate Income Generation - opportunities to increase income through build/purchase of industrial estate.	105	105					0
Asset Management Accommodation Strategy (operational)/ WorkSmart	207	207					0
Sport and Leisure	150					150	150
Facilities Management and Estates Savings	300	40		260			260
Total	862	452	0	260	0	150	410

SAVINGS FROM 21/22 THAT WERE NOT DELIVERED

Scheme	Total savings achieved £000's	Forecast savings to be achieved £000's	Not expected to be delivered £000s	Red £000's	Amber £000's	Green £000's	Achieved £000's	Total £000's
Asset Management Accommodation Strategy (operational)/ WorkSmart	0	71	106	0	71	0	0	71
Lease Out of Tameside One Office Floor	0	0	300	0	0	0	0	0
Future Income Generation – Contributions to post	0	52	0	0	0	52	0	52
Current income Review Land Charges fees aligned to completion of Land Registry digitisation project to ensure that the remaining chargeable services are at an appropriate up to date level	0	24	33	0	24	0	0	24
Planning and Transportation Restructure	30	30	25	0	0	0	30	30
Reduction in costs associated with the Tameside Additional Services Contract (TAS)	0	0	200	0	0	0	0	0
Estates Property Rent Reviews	0	0	500	0	0	0	0	0
Total	30	177	1,164	0	95	52	30	177

Service Area Monitoring - Governance

Governance	Gross Expenditure Budget £000's	Gross Income Budget £000's	Net Budget £000's	Actual to date £000's	Forecast £000's	Variance £000's
Democratic Services	746	(99)	648	378	666	(18)
Executive Support	2,002	(166)	1,836	833	1,650	186
Governance Management	197	(95)	102	(12)	(3)	105
Legal Services	1,648	(39)	1,609	897	1,767	(158)
Exchequer	61,014	(60,159)	855	4,945	1,303	(448)
Policy, Performance & Communications	1,874	(346)	1,529	714	1,487	42
HR Operations & Strategy	1,772	(1,083)	689	166	822	(133)
Organisational & Workforce Development	688	(47)	641	150	399	242
Payments, Systems and Registrars Transformation	1,615	(395)	1,220	515	1,007	213
TOTAL	71,557	(62,429)	9,128	8,738	9,098	30

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

Underspends:

£186k Executive and Business Support

- **£196k Employee Costs.** Employees are £279k under budget due to a number of vacant posts within the service being currently held or recruited over the course of the year. The service has a vacancy factor of (£83k), resulting in a net employee underspend
- **(£50k) Income from CCG/ICB** There is a forecast reduction in the level of income from the CCG/ICB in relation to Employee Expenses of however this is offset by an underspend in staffing costs.
- **(£24k) The Quality, Innovation, Productivity and Prevention programme (QIPP).** The QIPP from the CCG/ICB for April 22 to September 22 has resulted in additional income of £24k. No further income is forecast.
- **(£16k) Minor Variations** There are other minor variations across the service of £16k under budget.
- Note – The Children's Services Business Link team has recently moved into the Executive Support Service area. The service also hosts a cost centre for CCG/Health Expenditure. These costs are fully recovered..

Service Area Monitoring - Governance

Governance Underspends Continued:

£105k Governance Management

- **Employees** - Due to the Director of Governance and Pensions being appointed to the Chief Executive role the staffing budget is forecasted to be £154k underspent. There is a £48k forecast in for a temporary monitoring officer for 6 months. There are other minor variations across the service of £1k under budget.

£42k - Policy, Performance and Communications

- **(£5k) Design and Print**- this is a combination of £5k under budget on expenditure and a **(£10k)** under achievement on the income target.
- **£125k Employee Costs.** Employee costs, (including training) are £208k under budget; this is due to timing issues of staff members having left the service and replacements being appointed. The service has a vacancy factor of (£83k), resulting in a net employee underspend of £125k.

(£93k) Clinical Commissioning Group (CCG) Income. We have been prudent with our forecasting as we are currently uncertain on what funding we will receive from the newly formed ICB. The Council has draw down funding of £81k from the CCG/ICB for the 22/23 financial year to date This is a **(£93k)** under achievement on the budgeted income target. There are other minor variations across the service of (£1k) over budget.

- **£30K Policy Projects** – There is an underspend on conferences/seminars and bespoke projects.

£242k - Organisational and Workforce Development

- **£205k Employee Costs.** Employee costs are £239k under budget (including Corporate Apprentices £83k under budget), however the service have a vacancy factor of (£34k), resulting in a net employee underspend of £205k.
- **£34k Education Skills Funding Agency (EFSA).** Income has been received for the recruitment of new apprentices.

£213k Payments, Systems and Registrars

- **£102k Employee Costs.** Employee costs, (including training) are £162k under budget due to vacant posts and staff either not in/or opted out of the Pension Scheme. However the service have a vacancy factor of (£60k), resulting in a net employee underspend of £102k.
- **£32k Consultancy** - Consultancy is forecast to be £32k under budget.
- **£23k GM Collaborative Post.** The Service has received income from Oldham Council for this GM post.
- **£25k Registration, Marriages and Deaths.** Income is forecast to be £25k greater than budget

Service Area Monitoring - Governance

Governance overspends

(£18k) Democratic Services over budget

- **£4k Employee costs** (including training) are £30k under budget. This is mainly due to a vacant post being held until the service review was carried out, this has recently been completed and is about to be implemented and the relevant staff costs have been forecast. The service has a vacancy factor of (£26k), resulting in a net employee expense of £4k under budget.
- **(£4k) Democratic Services non-pay expenditure** is forecast to be (£4k) in excess of budget across the related expenditure categories, a combination of member surgeries, schools appeal panel expenses, and printing charges.
- **(£18k) Borough Elections & Electoral Registrations is forecast to be (£18k) in excess of budget** across premises related expenditure, supplies and services and temporary staffing cost related to elections.
- The Council have received final funding in relation to the 2019 Parliamentary Elections of £92k, this will be moved to a reserve to assist with future elections.

(£158k) Legal Services over budget

- **(£269k) Employee Costs and the cost of locums** across the service are (£178k) in excess of budget, before the vacancy factor and non-payroll costs. The service has a vacancy factor of (£91k), resulting in an **overall net expense of (£269k) over budget**. Within the current locum staffing forecast there are costs of £83k that will be funded from the planned budget reserve that relates to the Children's service improvement plan.
- By their very nature the locums are more expensive to the service than permanent staff. The projected costs of the locum spend to the end of the year is £715k. This is based on current numbers and hours worked. This compares to a budget of £608k if permanent staff could fill the posts. To try to mitigate this over budget position the service continues to seek to make permanent appointments. Further, the service is now looking to end some of the locum cover of the vacancies pending any permanent appointments and is commencing the conversation with services about how to manage the reduced capacity for support within legal services. There is a current forecast for Legal Services related Income of £25k. There are other minor variations across the service of £3k under budget

(£448k) Exchequer Services over budget

(£416k) Employee costs across the service are forecasting **(£218k)** in excess of budget due to additional staffing requirements and additional hours/overtime in relation to Covid and other Government Grants. The service also has a significant backlog of work due to staff being diverted to Government Initiatives such as Energy Payments and Business Rates related Grants. The service has a vacancy factor of **(£198k)**, resulting in a net employee cost of **(£416k)** in excess of budget. These staffing forecasts will be closely monitored over the financial year.

(£32k) There are other minor variations under £50k across the service totalling **(£32k)** over budget.

(£133k) HR Operations and Strategy over budget

(£2k) **Employee Costs** (including training) across the service are **£75k** under budget; this is due to vacant posts across the service, however the service have a vacancy factor of **(£77k)**, resulting in a net employee expense of **(£2k)** over budget.

(75k) **Schools Traded Income.** Income is **(£75k)** less than the budgeted income target on Schools and Academies due to reduced take up of the service in relation to Human Resources **(£40k)**, Trade Unions **(£13k)** and Recruitment and Payroll **(£22k)**.

(£31k) **Clinical Commissioning Group income.** There is now a pressure of **(£31k)** in relation to the Clinical Commissioning Group no longer requiring the HR provision as now in the ICB. The budgeted income is £40k and we have received only funding for 3 months

Finance and IT	Gross Expenditure Budget £000's	Gross Income Budget £000's	Net Budget £000's	Actual to date £000's	Forecast £000's	Variance £000's
Financial Management	4,685	(1,537)	3,147	467	2,991	156
Risk Management & Audit Services	1,967	(262)	1,705	1,747	1,679	26
Digital Tameside	5,047	(223)	4,824	3,145	4,651	174
TOTAL	11,700	(2,023)	9,677	5,358	9,321	356

The net variance reflects a number of underspends including:

£156k Financial Management under budget

- **£120k Employee Costs** Staffing costs are under budget by £120k due to a significant number of staffing vacancies, offset by agency spend where some vacancies are being covered by temporary support. This underspend is reduced by forecast overspends on supplies and services including marketing and recruitment costs for the new Director of Resources.
- **£19k Financial Management Schools Support** - This is due to underspends on employees not working full time hours.
- **£15k Income Management** - under budget due to a vacant post for part of the year.
- **£29k Adults Assessment and Client Finance** – Mainly due to vacant posts and some additional income.

£26k Risk Management and Audit Services under budget

- **£130k Employee expenses** Staffing costs are forecast to underspend across the team due to a number of vacant posts, with a total forecast underspend on employee costs of £130k.
- **(£99k) Insurance Costs.** Forecast overspends on insurance costs due to premiums and claims handling fees in excess of budget by £99k.
- Small forecast overspends on supplies and services due to an upgrade on the audit software and IT audit services

£174K Digital Tameside under budget

- **£161k Employee expenses** Staffing costs are forecast to be underspent by £161k due to a number of vacant posts across the Directorate.
- There are some other smaller underspends across the service, including reduced expenditure on networks and telephony.

Capital Financing, Contingency and Corporate Costs

Corporate	Gross Expenditure Budget £000's	Gross Income Budget £000's	Net Budget £000's	Actual to date £000's	Forecast £000's	Variance £000's
Chief Executive	253	0	253	128	258	(5)
Corporate and Democratic Core	3,562	(243)	3,319	1,172	3,304	16
Democratic Processes	1,569	(67)	1,502	708	1,513	(11)
Investment and Financing	8,680	(4,167)	4,513	(579)	2,743	1,770
Contingency	7,619	(7,007)	612	(6,435)	28	584
TOTAL	21,684	(11,484)	10,199	(5,006)	7,845	2,354

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

Underspends:

- **£56k** The net cost of **Minimum Revenue Position (MRP)** less contributions from service areas is £56k below budget as a result of capital spend in prior years being lower than initially budgeted for.
- **£1,459k** **Forecast interest income** is £1,459k in excess of initial estimates as a result of the rapidly rising interest rate environment. Whilst it is largely anticipated by markets that interest rate rises will continue, this forecast does not take any further rises into account, and therefore could increase further over the course of the year.
- **£123k** **Forecast interest expense is £123k** below budget as, due to the current high interest rate environment, no additional borrowing is planned in year.
- **£153k** **Manchester Airport Group** has confirmed that interest payments due in September are to be deferred. Interest is charged on any deferrals therefore an additional £153k of income is anticipated
- **£1,344k** **Release of earmarked contingency budget** to support the additional costs arising from Adults transitional placements from Children's Service expected in 2022/23 (Current forecast overspend in Adult Services is £2,248k).

Pressures:

- **(£21k)** Other minor variations in the Investment and Financing budget

SAVINGS 2022/23

Savings Performance:

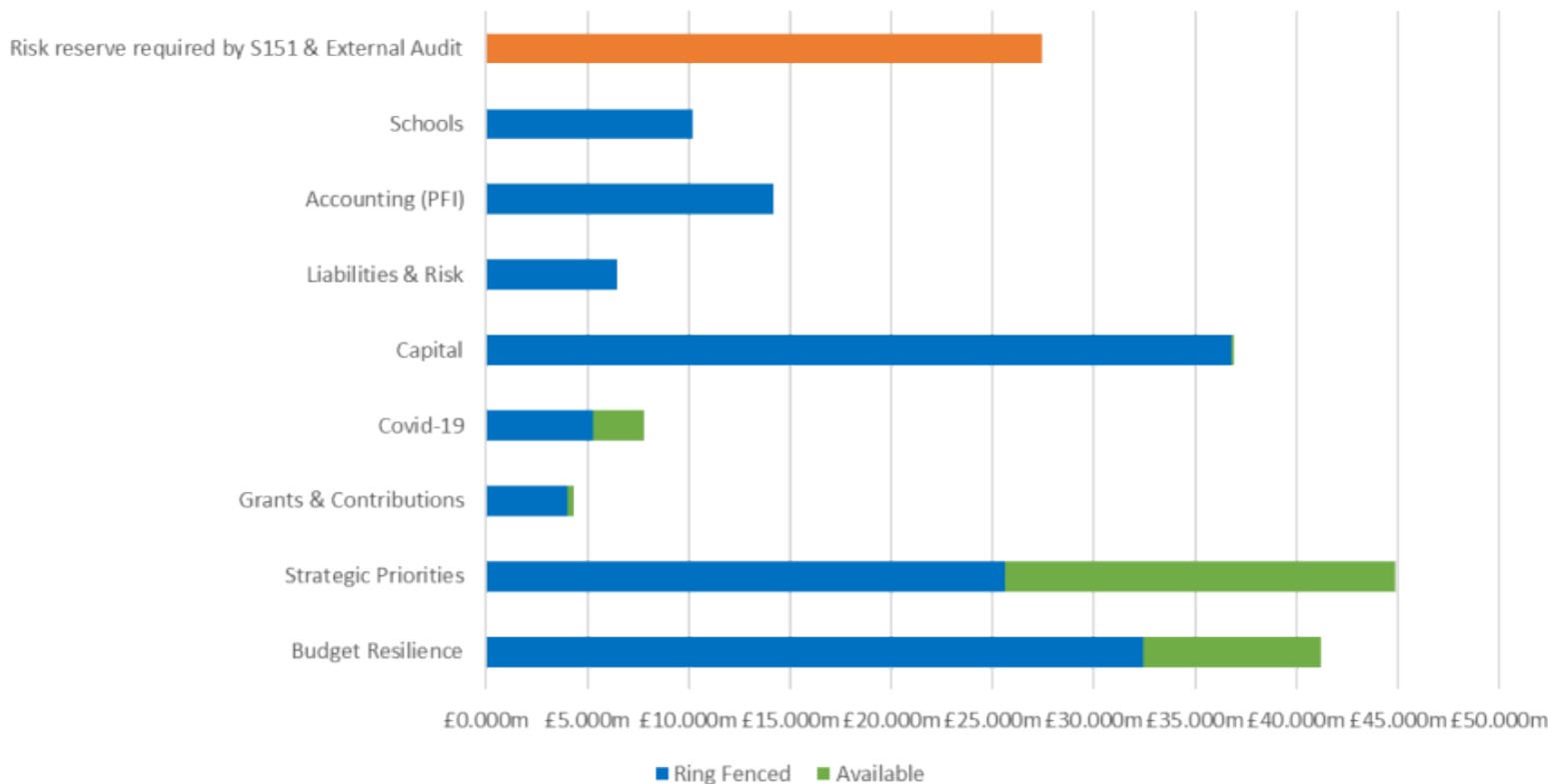
- **(£565k)** Digital and transformation savings - £435k of efficiencies have been identified against the original £1,000k target. This has been identified against budgets that have seen reductions because of changes to how the Council is working and delivering services, the budget efficiencies include reductions in staff travel, printing costs, telephone landline costs, training and room hire). Work is being carried out to deliver the remaining target.

Scheme	Savings Target 22/23 £000's	Not expected to be delivered £000s	Red £000's	Amber £000's	Green £000's	Achieved £000's	Total £000's
Airport Land Rent - additional lease income	44	2			42		42
Pensions Advance Payment - additional savings in excess of existing savings target	82	4			78		78
Digital and transformational savings	1,000	565	0	0	0	435	435

Earmarked funds and reserves At 1st April 2022

Earmarked funds and reserves at 1 April 2022 were mostly committed:

Total Earmarked Funds at 1 April 2022 £193.567m, Risk Reserve £27.437m, Ring Fenced £135.067m and Available £31.063m



Reserve Transfers

Reserve Transfers

The table below details the reserve transfers that need approval;

Service	Details of request	Transfer to/from reserves	Amount to be transferred £
Adult Services	Carers Business Case funded by Population Health Investment Fund Reserves	Transfer from	(37,237.00)
Adult Services	Service Redesign funded through IBCF reserves as an in year agreement - Funded through new Grant Funding from 23/24	Transfer from	(111,119.00)
Adult Services	Service Redesign funded through IBCF reserves as an in year agreement - Funded through new Grant Funding from 23/24	Transfer from	(85,554.00)
Adult Services	Service Redesign funded through IBCF reserves as an in year agreement - Funded through new Grant Funding from 23/24	Transfer from	(37,339.00)
Adult Services	Service Redesign funded through IBCF reserves as an in year agreement - Funded through new Grant Funding from 23/24	Transfer from	(77,948.00)
Adult Services	Service Redesign funded through IBCF reserves as an in year agreement - Funded through new Grant Funding from 23/24	Transfer from	(33,020.00)
Adult Services	Service Redesign funded through IBCF reserves as an in year agreement - Funded through new Grant Funding from 23/24	Transfer from	(42,069.00)
Adult Services	Service Redesign funded through IBCF reserves as an in year agreement - Funded through new Grant Funding from 23/24	Transfer from	(57,024.00)
Adult Services	Service Redesign funded through IBCF reserves as an in year agreement - Funded through new Grant Funding from 23/24	Transfer from	(184,200.00)
Adult Services	Service Redesign funded through IBCF reserves as an in year agreement - Funded through new Grant Funding from 23/24	Transfer from	(52,671.00)
Adult Services	£3.5m for risk share agreed with Finance Business Partners & also £726k As part of the on-going living well agenda, continued support within Adults around COVID related pressures and Hospital discharge processes had been assumed within budget setting for external grant funding. This has not materialised, that now requires a drawdown from reserves of £726k which will support with costs in care and discharge pathways to live life well.	Transfer from	(4,226,000.00)

Reserve Transfers

Reserve Transfers continued

Service	Details of request	Transfer to/from reserves	Amount to be transferred £
Adult Services	Community Response Service & NWAS project 2 Warden Posts - Ageing Well allocation for 22/23	Transfer from	(19,250.00)
Population Health	Ring-fenced Funding from CCG received in 21/22 to support planned Early Attachment Financial Strategy 22/23	Transfer from Reserves	(376,805.00)
Population Health	Ring-fenced Funding from CCG received in 21/22 to support planned IRIS Programme Financial Strategy 22/23	Transfer from Reserves	(66,000.00)
Population Health	Flu Vaccination Programme	Transfer from Reserves	(5,000.00)
Quality and Safeguarding	Adults Safeguarding Partnership Board - underspend to reserve	Transfer to	21,938.82
Quality and Safeguarding	Childrens Safeguarding Partnership General - underspend to reserve	Transfer to	50,911.65
Governance	Communication officer for the Godley Green Scheme	Transfer from	(37,633.00)
Governance	Investments in Adults , Childrens Social Care and Childrens Education IT Systems report - funding of two post from Joint Commissioning Reserve	Transfer from	(37,544.00)
Governance	Remaining Funding owed to the council from the Cabinet Office in relation to the Parliamentary election 2019	Transfer to	92,030.00
Operations and Neighbourhoods	The Council contribution to Stalybridge - Town of Culture	Transfer from	89,000.00
Operations and Neighbourhoods	Use of prior year grants within the Community Safety and Homelessness Service to fund a prior year invoice relating to the ROOTs service that was not accrued for. The ROOTs programme works with high risk/persistent offenders who are at risk of being homeless.	Transfer from	25,000.00
Operations and Neighbourhoods	Use of prior year grants within the Community Safety and Homelessness Service to fund 3 x grade G keyworker posts to support the work within the new in-house Tameside Housing Advice service on a 1 year fixed term basis.	Transfer from	120,000.00

Reserve Transfers

Reserve Transfers continued

Service	Details of request	Transfer to/from reserves	Amount to be transferred £
Operations and Neighbourhoods	Use of prior year grants within the Community Safety and Homelessness Service to support an in-year funding shortfall against existing contracts within the Homelessness service. This will be addressed in future years as contracts are re-tendered.	Transfer from	250,000.00
Operations and Neighbourhoods	Use of prior year grants within the Community Safety and Homelessness Service to support an expected in-year increase in demand for the Tameside Resettlement Scheme.	Transfer from	125,160.00
Operations and Neighbourhoods	Grant funding allocation to finance 2 fixed term posts within the Youth Service.	Transfer from	50,000.00

Budget Virements

Budget Virements

The table below details the budget virements that need approval;

Service	Reason for virement	Virement Between	Transfer Between		Virement amount £	Nature of virement
			Debit	Credit		
Population Health	Flu Vaccination Programme 22/23 Governance Approved	Income and Expenditure	Expenditure	Income	25,000	Non-recurrent
Population Health	Childrens Weight Management Grant - Realignment to match Grant Agreement	Income and Expenditure	Income	Expenditure	15,738	Non-recurrent
Population Health	Reallocation of funding to support Early Attachment Service	Income and Expenditure	Expenditure	Income	376,805	Non-recurrent
Population Health	Ops & Neighbourhoods to support Domestic Abuse Programme of Work & Safe Accommodation	Director	Ops & Neighbourhoods	Population Health	228,136	Non-recurrent
Governance	Children's business link team transferred from Children's to Executive Support	Director	Governance	Children's	185,590	Recurrent
Governance	Budget virement to fund additional posts from Adult Social Care Reform grant.	Income and Expenditure	Expenditure	Income	71,930	Recurrent
Finance and IT	Budget virement to fund additional posts and systems from Adult Social Care Reform grant.	Income and Expenditure	Expenditure	Income	370,319	Recurrent
Operations and Neighbourhoods	Budget adjustments to reflect final levy figures notified from GMCA	Director	Operations & Neighbourhoods	Contingency	189,830	Recurrent
Operations and Neighbourhoods	Budget adjustment to reduce income budgets relating to fees that are set statutorily where the Council does not have the ability to increase the fee levels	Director	Operations & Neighbourhoods	Contingency	78,940	Recurrent
Children's Services - Social Care	Vulnerable Persons Accommodation Contract for Threshold Hold Properties	Director	Place	Children's	40,720	Recurrent

Budget Virements

Budget Virements Continued:

Service	Reason for virement	Virement Between	Transfer Between		Virement amount £	Nature of virement
			Debit	Credit		
Children's Services - Social Care	Missing from Home Service brought back in-house	Pay and Non-Pay	Pay	Non-Pay	120,710	Recurrent
Children's Services - Social Care	Children's business link team transferred from Children's to Executive Support	Director	Governance	Children's	185,590	Recurrent

Collection Fund Forecast to 31 March 2023

The Collection Fund is a separate ring fenced fund where income from Council Tax and Business Rates is collected before being distributed to the 'precepting' bodies (the Council, the Greater Manchester Fire and Rescue Authority and the Greater Manchester Mayoral Police and Crime Commissioner). The annual precept amount for each body is fixed as part of the budget setting process resulting in either a surplus or a deficit on the Collection Fund where the amount collected in year is different to the amount estimated and set at the beginning of the financial year as part of budget setting. Regulations require that any surplus or deficit is settled in future financial years – this means that surpluses or deficits forecast in year do not have any immediate impact on the Council's revenue budget position.

The outturn position on the Collection Fund for 2021/22 was an in year surplus of £23.072m, reducing the overall deficit at 31 March 2022 to £7.054m. When setting the budget for 2022/23 in January 2022, the forecast had been for an overall deficit of just over £15 million, but the outturn position was better than anticipated mainly due to a reduction in the provision for appeals in respect of business rates, and provisions for non-collection did not need to be increased to the extent previously forecast.

Based on the level of collectible Council Tax and Business Rates billed to date in 2022/23, the forecast position on the Collection Fund by the end of March 2023 is now for a surplus of £2.168 million. This is mainly driven by the fact that the budgeted contributions into the Collection Fund are higher than is now required, due to the outturn position in 2021/22 being better than forecast. The forecast surplus at 31 March 2022 will be repaid to precepting organisations in 2023/24. Key variations are as follows:

- Collectable Council Tax Income (the Council Tax Net Debit) is £81k less than budget at the mid point in the year. The Council Tax debit usually increases gradually over the year as new properties come on line and the net collectible debit is therefore expected to have increased by year end.
- The total income from non domestic rates (NDR income) is £2,245k less than budget due to the extension of Business Rate Relief schemes into 2022/23 which were previously expected to end on 31 March 2022. These additional reliefs are funded by section 31 grants which do not form part of the collection fund. The additional section 31 grant is recognised in the general fund and will be taken to reserves to the 2023/24 budget.
- The contribution to the provision for losses on collection for business rates is less than budget as the level of NNDR debt has not increased at the rate previously forecast. This remains an area of uncertainty and financial risk, and the level of provision will remain under review.

APPENDIX 3 - Collection Fund

Collection Fund for the year ended 31 March 2022	BUDGET 31 MARCH 2023			P6 FORECAST 31 MARCH 2023			VARIANCE £000
	Council Tax £000	NDR £000	Total £000	Council Tax £000	NDR £000	Total £000	
Income							
Income from Council Tax	(129,444)		(129,444)	(129,363)		(129,363)	81
Transfers from General Fund							
Income from NDR		(54,047)	(54,047)		(51,802)	(51,802)	2,245
Total Income	(129,444)	(54,047)	(183,491)	(129,363)	(51,802)	(181,165)	2,326
Expenditure							
<u>Council Tax</u>							
The Council*	104,622		104,622	104,622		104,622	
Mayoral Police and Crime Commissioner	14,453		14,453	14,453		14,453	
GM Fire and Rescue Authority	6,517		6,517	6,517		6,517	
<u>NDR</u>							
The Council		47,100	47,100		47,100	47,100	
Central Government							
GM Fire and Rescue Authority		476	476		476	476	
Allowance for cost of collection		285	285		285	285	
Transitional Protection Payments					(79)	(79)	(79)
Increase/(decrease) in:							
Allowance for non-collection	3,883	2,702	6,585	3,883	1,012	4,895	(1,690)
Provision for appeals		3,485	3,485		3,654	3,654	169
<u>Surplus/deficit allocated/paid out in year:</u>							
The Council	3,036	(15,062)	(12,026)	3,036	(15,062)	(12,026)	
Central Government							
Mayoral Police and Crime Commissioner	413		413	413		413	
GM Fire and Rescue Authority	172	(152)	20	172	(152)	20	
Total Expenditure	133,096	38,834	171,930	133,096	37,234	170,330	(1,600)
(Surplus)/deficit for the year	3,653	(15,213)	(11,560)	3,733	(14,568)	(10,835)	726
Balance brought forward	(3,516)	10,570	7,054	(1,903)	10,570	8,667	1,613
Surplus/deficit for the year	3,653	(15,213)	(11,560)	3,733	(14,568)	(10,835)	726
(Surplus)/deficit carried forward	137	(4,643)	(4,506)	1,830	(3,998)	(2,168)	2,339

APPENDIX 3 – Collection Fund

<u>Month</u>	<u>April</u>	<u>May</u>	<u>June</u>	<u>July</u>	<u>August</u>	<u>September</u>
Council Tax						
Target % 2022/23	10.60%	19.50%	28.50%	37.00%	46.00%	55.00%
Achieved % 2022/23	10.20%	19.11%	28.08%	36.91%	46.71%	55.30%

<u>Month</u>	<u>April</u>	<u>May</u>	<u>June</u>	<u>July</u>	<u>August</u>	<u>September</u>
NDR						
Target % 2022/23	12%	22%	32%	40%	49%	57%
Achieved % 2022/23	11.22%	21.56%	25.99%	36.83%	45.39%	56.57%

Collection rates

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Collection of arrears remains challenging and is expected to be increasingly difficult as the cost of living pressures remain during 2022 and 2023.

As at the end of September 2022, collection rates for Council Tax are just above target and for Business Rates collection rates are just below target. Collection will continue to be closely monitored throughout the year.

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Dedicated Schools Grant 2022/23

The dedicated schools grant is allocated through a nationally determined formula to local authorities in 4 blocks the forecast position for 2022/23 is outlined below;

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

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DSG Funding Blocks	Estimated DSG Settlement £000	Block Transfer 2022/23 £000	Revised DSG 2022/23 £000	Forecast Distribution / Spend 2022/23 £000	Forecast Surplus / (Deficit) £000
Schools Block	190,743	(954)	189,789	189,535	254
Central School Services Block	1,182	0	1,182	1,182	0
High Needs Block (Pre/Post 16)	32,867	954	33,820	36,760	(2,939)
Early Years Block	17,304	0	17,304	16,875	429
Total	242,095	0	242,095	244,352	(2,257)

The projected outturn position against the 2022/23 DSG settlement is included in the table above. It should be noted that the DSG allocation is adjusted throughout the financial year by the DfE for High Needs allocations to academies and out of borough adjustments and Early Years Funding based on take-up of places. Tameside MBC starts the financial year with a carried forward deficit of £3.243m which will need to be addressed.

Schools Block

The forecast surplus of £0.254m on the schools block relates to £0.257m unallocated growth offset by a (£3k) retrospective business rates charge. The final growth allocation is based on pupil numbers at the October 2022 census point and the figures will be updated once this has been finalised. This may impact on the current surplus forecast. It is proposed that any surplus on the schools block contributes to the DSG deficit.

Early Years

The forecast distribution / spend is based on the actual payments made to providers for the summer term and estimated uptake for the autumn and spring terms for 2, 3 and 4 year olds. The current forecast indicates underspends of £471k for 3 & 4 year olds and £25k for the Disability Access Fund, and overspends of £17k for 2 year olds and £49k on early years pupil premium.

Participation is difficult to estimate but is continuing to reduce which is why there appears to be a surplus against 3 and 4 year olds. There will be an adjustment to the early years funding based on the Spring Term census data and if the estimated participation is accurate, there will be a clawback of funds, which will reduce the anticipated surplus. The reduction in participation for 3 and 4 year olds is partly due to the birth rate reducing but take up of places has also dropped. Historically Tameside has seen a high level of take up at approx. 98% but more recently, this is closer to 95% as based on the latest census information.

This is a complex area of funding which will continue to be closely monitored and reported to Schools' Forum and Members.

Central Services Schools Block

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

Dedicated Schools Grant 2022/23

High Needs

The forecast in-year deficit on the high needs block is £2.939m and is similar to the original forecast with only a slight increase of £0.010m. However included in this are a number of savings or areas of cost avoidance (see table below) that were agreed as part of the Deficit Recovery Plan. These total £0.688m and there are potential risks in realising these, if they do not materialise the in-year deficit will increase and affect future years.

	2022-23 £000
Planned Savings Included in Template	
Resource Base Review	152
Growth and Overcapacity	50
Contract Review	288
TPRS and improved inclusive practice	98
Total Savings	688

The budget also includes a significant amount of growth at £5.401m representing the expected further increases in the number of Education Health and Care Plans (EHCPs) as well as the creation of the new resourced units.

To date £2.920m or 54% of earmarked growth has been spent. Growth was predicted to be spent more or less equally over the financial year so we would have expected to have spent around 42% of the budget so far, at 54% this could indicate growth could be slightly higher than expected. Also some of the growth was in areas not anticipated as the table below shows there has been higher than expected growth in the Post 16 sector and in out of borough placements. Growth will continue to be monitored closely and a more detailed review will need to be carried out following updated intelligence from the SEN team as well as updates on the new resourced units.

Sector	Growth Provision £000	Actual Growth to Date £000	% Spent	Remaining Growth £000	% Left
Mainstream	2,108	517		1,591	
Special	1,387	572		815	
Resourced Units	767	57		710	
Independent Schools	908	931		(23)	
PVI	0	17		(17)	
NMSS	0	24		(24)	
OOB (Pre 16)	0	356		(356)	
Post 16	231	446		(215)	
Totals	5,401	2,920	54%	2,481	46%

Dedicated Schools Grant 2022/23

DEDICATED SCHOOLS GRANT RESERVE POSITION

Prior year's dedicated schools grant is set aside in a reserve, details of which are outlined in the table below for both the final year end position in 2021/22 and the forecast for 2022/23.

	2021/22 Surplus / (Deficit) £000	2022/23 Forecast Surplus / (Deficit) £000
DSG Reserve Brought Forward	(1,686)	(3,243)
Schools Block	178	254
In year surplus on Central Service Block	7	0
In year deficit on High Needs Block	(1,973)	(2,939)
In year surplus on Early Years	147	429
Early Years 2020-21 Final Adjustment	6	0
Estimated Early Years 2021-22 Adjustment and Final Adjustment as confirmed in July 2022	78	4
DSG Reserve after Commitments	(3,243)	(5,496)

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In 2021/22 the deficit increased to £3.243m, in the main this due to funding the overspend on the High Needs Block. There have been contributions to the reserve in year, the most significant of these relating to surplus funds in the Early Years Block, the underspend on schools block relates to business rates and unallocated growth.

If the 2022/23 forecasts materialise the deficit would further increase to £5.496m. A deficit recovery plan has been developed and submitted to the DfE. Discussions are continuing with the DfE and are ongoing. The position will continue to be closely monitored and updates reported to Schools' Forum and Members.

Agenda Item 5

Report To:	EXECUTIVE CABINET
Date:	23 November 2022
Executive Member /Reporting Officer:	Councillor North – First Deputy (Finance, Resources and Transformation) Caroline Barlow – Assistant Director of Finance
Subject:	TREASURY MANAGEMENT ACTIVITIES
Report Summary:	<p>This report provides a mid-year review of the Council's Treasury Management activities for 2022/23.</p> <p>Treasury Management is a critical activity to ensure Value for Money in the use of public funds. It is concerned with safely managing the working capital of an organisation, managing its cash flows, investments, money markets and banking.</p> <p>It ensures that public funds work for us, and are safely maximised, without undertaking high-risk investments. It is unrelated to the Revenue Budget of the Council.</p> <p>This report provides an overview of the Treasury Management activities of the organisation over the first 6 months of the year. At 30 September, the total investment balance was £131m and total long term borrowing was £141m.</p> <p>The current strategy is designed to ensure that borrowing costs are kept low over the longer term, rather than subject to volatility that a high risk strategy might deliver. Where investments are involved, the policy is to ensure the security of the asset rather than pursue the highest returns available.</p> <p>In summary, due to borrowing being taken up at a time of favourable interest rates, there has been a forecast saving on the Council's borrowing costs of £0.1m. The Council has been able to take advantage of rising interest rates in year and interest earned on day-to-day investments is forecast to be £1.8m against a budget of £0.3m, an over performance of £1.5m. This additional investment income can now be invested in Council activities.</p>
Recommendations:	That Executive Cabinet be recommended to note the treasury activity and performance.
Links to Community Strategy:	The Treasury Management function of the Council underpins the ability to deliver the Council's priorities.
Policy Implications:	In line with Council Policies.
Financial Implications: (Authorised by the Section 151 Officer)	<p>The achievement of savings on the cost of financing the Council's debt through repayment, conversion and rescheduling, together with interest earned by investing short term cash surpluses, is a crucial part of the Council's medium term financial strategy. This has to be carefully balanced against the level of risk incurred.</p> <p>The Council held £131.020m of investments as at 30 September 2022 and for the first 6 months of the year earned interest of £0.822m. The Council is projecting that, by the end of financial year, this will have increased to £1.8m, significantly greater than</p>

budget.

The Council benchmarks its performance against the Sterling Overnight Interest Average (SONIA) and our performance has consistently been above this benchmark.

However, the rapidly rising interest rate environment, along with some older deals at previously attractive rates still being in the portfolio, has seen benchmark rise above average earnings. Our investment portfolio yield to date of 1.11% is below SONIA of 1.22%

It is expected that as these older deals mature and are replaced, returns will again exceed SONIA.

Legal Implications:
(Authorised by the Borough Solicitor)

There is a statutory duty for the Council deliver a balanced budget and sound treasury management is a key tool in managing this.

Demonstration of sound treasury management will in turn provide confidence to the Council that it is complying with its fiduciary duty to the public purse, and in turn allows the Council to better plan and fulfil its key priorities for the coming year.

Members should ensure that they take the opportunity when considering this report to ensure that they are content with all of the analysis set out in the main body of the report.

Risk Management:

Failure to properly manage and monitor the Council's loans and investments could lead to service failure and loss of public confidence.

Access to Information:

The background papers relating to this report can be inspected by contacting Heather Green, Finance Business Partner by:



phone: 0161 342 2929



e-mail: heather.green@tameside.gov.uk

1. BACKGROUND

- 1.1 This is the Mid-Year Review of Treasury Management for the financial year 2022/23, produced in accordance with CIPFA's Code of Practice on Treasury Management, the Council's Financial Regulations and the CIPFA Prudential Code.
- 1.2 The report includes the following:
- An overview of Treasury Management
 - Treasury Management Strategy Statement and Annual Investment Strategy Update;
 - Prudential indicators;
 - The Council's investment portfolio as at September 2022;
 - The Council's borrowing position as at September 2022;
 - Minimum Revenue Provision;
 - Debt rescheduling undertaken during 2022/23;
 - Prudential Indicators. Limits v Actuals **Appendix 1**;
 - Economic Update as at 30 September 2022, provided by our external LINK Advisor, **Appendix 2**;
 - Glossary of Terms, **Appendix 3**.

2. OVERVIEW OF TREASURY MANAGEMENT

- 2.1 Treasury management is defined as: *"The management of the local authority's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risk"*.
- 2.2 The Council has cash-flows in and out of its bank accounts often worth millions of pounds in a day. There is often a delay between cash being received and it being needed in order to deliver services. Therefore, the Council often has a temporary surplus of funds. Rather than leaving these funds in the bank, the Treasury Management function of the Council invests them in order to maximise security and also generate interest income which can then be invested into services.
- 2.3 Conversely the Council can opt to borrow money in order to finance large scale capital projects. In these cases a judgement is made on whether borrowing is necessary or internal borrowing (i.e. temporarily using surplus cash balances) can be used in order to save interest costs and provide better value for money.
- 2.4 In this way the Council ensures that the money works for us, and public funds are maximised.
- 2.5 Some examples of where such cash surpluses can arise are set out below:
- When a capital grant is received but the costs of the scheme are not expected to occur for several months later;
 - When the monthly direct debits for Council Tax payments are processed but associated revenue spend occurs later in the month;
 - To invest balance sheet reserves, balances and provisions.
- 2.6 The Council has traditionally operated a relatively low risk Treasury Management strategy. This in effect means that controls and strategy are designed to ensure that borrowing costs are kept reasonably low over the longer term, rather than subject to volatility that a high risk strategy might deliver. Where investments are involved, the policy is to ensure the security of the asset rather than pursue the highest returns available. These objectives are in line with the Code of Practice.

3 TREASURY MANAGEMENT STRATEGY AND ANNUAL INVESTMENT STRATEGY UPDATE

- 3.1 The Treasury Management Strategy Statement (TMSS) for 2022/23 was approved by the Council on 22 February 2022 as part of the Budget Report.
- 3.2 There are no required policy changes to the TMSS; the details in this report update the position in the light of the current economic position and budgetary changes already approved.
- 3.3 As highlighted in Section 2.6, the Council operates a relatively low risk Treasury Management strategy and this has put us in a strong position to respond to the current volatility in the financial markets, as the global financial crisis has raised the overall possibility of default.
- 3.4 The Council continues to maintain strict credit criteria for investment counterparties to manage this risk. A system of counterparty selection was agreed by the Council in the Treasury Management Strategy, as part of the budget setting process. All counterparties used have been selected on the basis that they are highly rated and meet the criteria set out in the Council's Treasury Management Strategy.

4. PRUDENTIAL INDICATORS

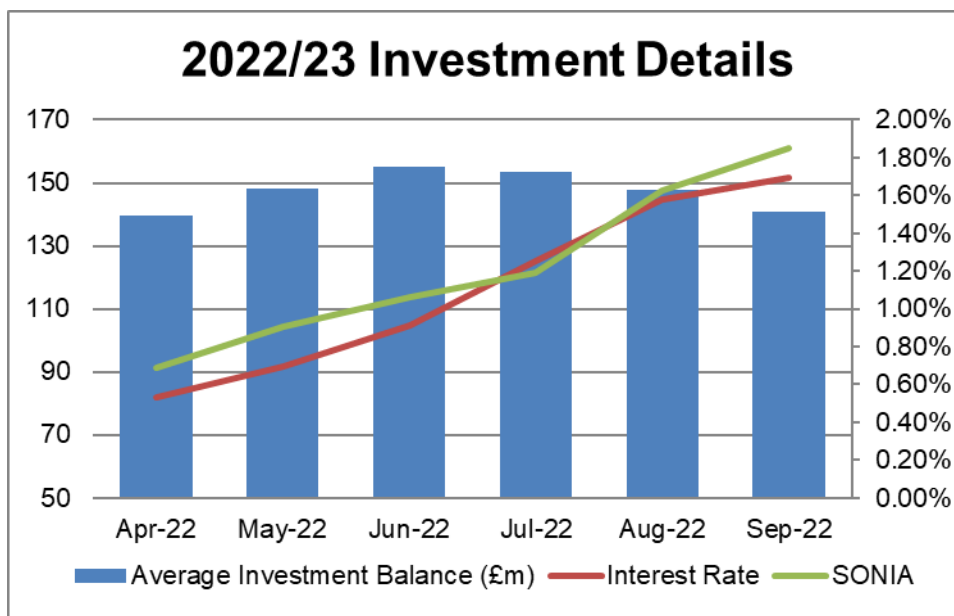
- 4.1 CIPFA's Prudential Code aims to ensure that investment plans are affordable, prudent and sustainable, and that treasury management decisions reflect good professional practice and support affordability, prudence, and sustainability. The Code also has the objectives of being consistent with and supporting local strategic planning, local asset management planning and option appraisals.
- 4.2 To demonstrate that the objectives are being fulfilled, councils are required to set specific Prudential and Treasury Indicators. These indicators draw together the Council's balance sheet, its revenue budget proposals, capital expenditure plans and the Treasury Management Strategy.
- 4.3 The Prudential Indicators are reported on a quarterly basis as part of the Capital Monitoring process. The Prudential Indicators show the current position against the limits initially set as part of the 2022/23 Budget Report.
- 4.4 The Prudential Indicators are updated from the Capital Programme as at 30 September 2022, showing the Council's capital expenditure plans and how these plans are being financed. Any changes in the capital expenditure plans will impact on the prudential indicators and the underlying need to borrow.
- 4.5 The current prudential indicator position is shown as **Appendix 1** of this report. All the indicators are within the set limits confirming that the Council's borrowing strategy remains a prudent, affordable and sustainable one.

5. INVESTMENT PORTFOLIO 2022/23

- 5.1 In accordance with the Code, it is the Council's priority to ensure security of capital and liquidity, and to obtain an appropriate level of return which is consistent with the Council's risk appetite. Whilst maintaining a cautious approach, the Council has still managed to take advantage of the current rise in interest rates and consequently returns in year are greatly in excess of what was originally budgeted.

5.2 The Council held £131.020m of investments as at 30 September 2022, with an investment portfolio yield to date of 1.11% against Sterling Overnight Interest Average (SONIA) of 1.22%. At 31 March 2022 the portfolio consisted of £143.855m of investments. The reduction is largely in relation to the payment of balances of COVID related grants such as business rates relief and support to businesses.

5.3 The below graph illustrates the change in investment balances over time along with the change in interest earned and the SONIA benchmark:



5.4 Both the SONIA benchmark and the rates of interest earned by the Council have increased rapidly since April. SONIA is largely a forward looking indicator whereas the Council’s portfolio includes some fixed investments, made when the prevailing rate of interest was much lower, which has seen the average rate of interest earned brought slightly below SONIA. As these investments mature and are replaced, the average interest earned will continue to rise. Since the start of the second half of the year, £10m of fixed investments have been made at rates in excess of 4%

5.5 The portfolio as at 30 September 2022 was as follows:

Investment Type	Total Invested (£m)	Weighted Average Duration (days)	Average Interest Rate (%)
Money Market Funds	23.320	n/a (overnight)	2.05
Banks (fixed term)	30.000	187	1.98
Banks (notice)	Nil	n/a	n/a
Local Authorities	78.700	335	1.67
Total	131.020		

5.6 The Assistant Director of Finance confirms that the approved limits within the Annual Investment Strategy were not breached during the first six months of 2022/23.

5.7 The below table shows the projected interest against budget for 2022/23:

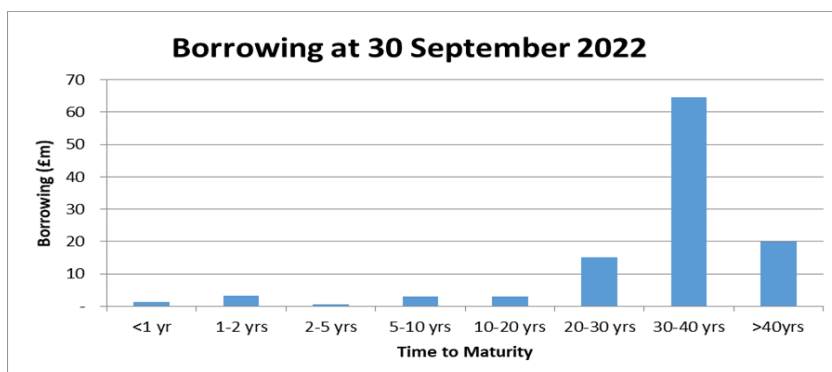
Interest	Budget (£000)	Forecast (£000)	Forecast Variation (£000)

Investments	(295)	(1,754)	1,459
Manchester Airport Group	(3,263)	(3,416)	153
Total	(3,558)	(5,170)	1,612

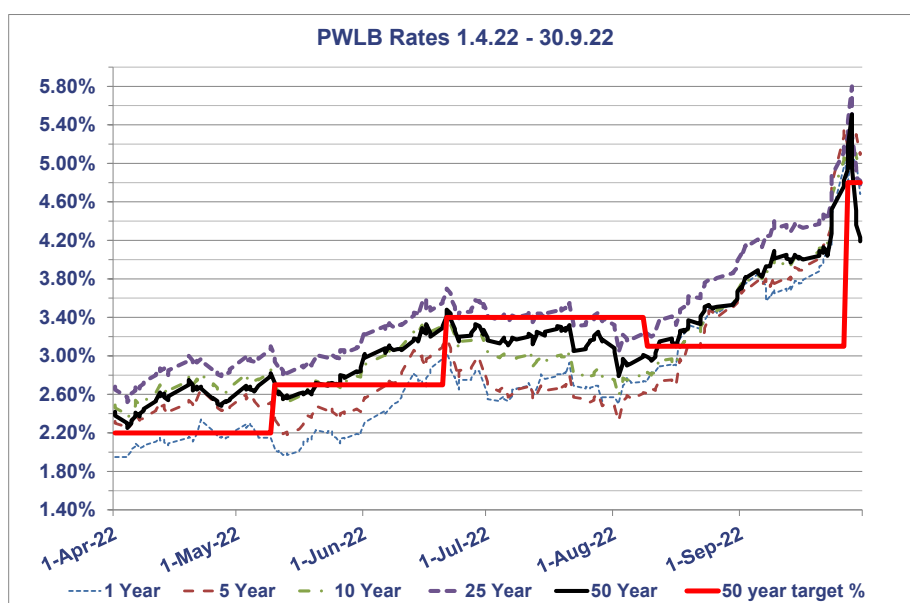
- 5.8 As outlined in the Treasury Management Strategy, the Council uses the Link Group creditworthiness service to inform counterparty selection.
- 5.9 The Link Group creditworthiness service uses a wider array of information to provide a risk weighted scoring system, it does not give undue preponderance to just one agency's ratings.
- 5.10 Typically the minimum credit ratings criteria the Council use will be:
- Short Term rating (Fitch or equivalents) of F1
 - Long Term rating of A-
- There may be occasions when the counterparty ratings from one rating agency are marginally lower than these ratings but may still be used. In these instances consideration will be given to the whole range of ratings available, or other topical market information, to support their use.
- 5.11 All credit ratings are monitored regularly. The Council is alerted to changes to ratings through its use of the Link Group creditworthiness service:
- If there is a downgrade which results in the counterparty / investment scheme no longer meeting the Council's minimum criteria, its further use for new investment is withdrawn immediately.
 - The Council is advised of information in movements in credit default swap spreads against the iTraxx benchmark and other market data on a daily basis via its Passport website, provided exclusively to it by Link Group. If this results in extreme market movements this may result in downgrade of an institution or removal from the Council's lending list.
- 5.12 Sole reliance will not be placed on the use of this external service. In addition the Council also uses market data and market information, and information on any external support for banks to help support its decision making process.

6. THE COUNCIL'S BORROWING POSITION

- 6.1 The Council has not taken up any new borrowing in the first half of 2022/23.
- 6.2 The Council has previously utilised the Public Works Loan Board (PWLB) as a major source of funding, but will consider potential alternative sources of borrowing when the need arises.
- 6.3 As at 30 September 2022 the Council's total borrowing was £141m. The maturity profile is as follows:



- 6.4 One of the Council's key prudential indicators is its Capital Financing Requirement (CFR). The CFR is a calculation that denotes the Council's underlying need to borrow for capital purposes. As at 30 September 2022, the CFR was £199.265.
- 6.5 As at 30 September the Council had an outstanding borrowing requirement of £58.662m. This is forecast to decrease slightly to £57.593m by the end of 2022/23. The remaining outstanding borrowing requirement is currently funded from internal balances which reduces the funds available for the Council to invest.
- 6.6 The balance of external and internal borrowing is generally driven by market conditions and at this time this approach continues to be prudent and cost effective in the current economic climate but is kept under regular review.
- 6.7 The table below shows the increase in Public Works Loan Board borrowing since 1 April 2022.



7. MINIMUM REVENUE PROVISION

- 7.1 The Council must make provision for the repayment of its debt. It does this through its Minimum Revenue Provision (MRP). This is the minimum amount that the Council must set aside annually.
- 7.2 The Local Authority (Capital Finance and Accounting) Regulations 2008 introduced a duty that an authority calculates an amount of MRP which it considered prudent. Although the 2008 Regulations do not define "prudent provision", they provide guidance to authorities on how they should interpret this.
- 7.3 In 2015/16 the Council updated its MRP policy. MRP is to be calculated as follows:
- 2% of the existing 2015/16 capital financing requirement over a period of 50 years.
 - Any new prudential borrowing taken up to be provided for based upon the expected useful life of the asset or by an alternative approach deemed appropriate to the expenditure in question. This will continue to be reviewed on an ongoing basis.
 - For any finance leases and any on-balance sheet public finance initiative (PFI)

schemes, the MRP charge to be equal to the principal repayment during the year, calculated in accordance with proper practices.

- There will be no MRP charge for any cash backed Local Authority Mortgage Scheme (LAMS) that the Council operates. As for this type of scheme, any future debt liability would be met from the capital receipt arising from the deposit maturing after a 5 year period. Any repossession losses for this type of scheme would be charged to a LAMS reserve.

7.4 The MRP policy was updated in 2018/19 to clarify the Council's position on loans to third parties. The Council considers an MRP charge is not necessary in respect of any loans made to third parties as the debt liability is covered by the existence of a debtor. The only expenditure consequence of a loan is the interest shortfall on its cash balances whilst the loan is outstanding. Therefore MRP for loans is not necessary unless and until such time as there is an assumption that the loan will not be repaid.

8. DEBT RESCHEDULING

8.1 Debt rescheduling opportunities have been limited in the current economic climate and consequent structure of interest rates. No debt rescheduling was undertaken during the first six months of 2022/23.

9. RECOMMENDATIONS

9.1 As set out on the front of the report.

APPENDIX 1

Prudential Indicators

Actuals v limits as at 30 September 2022

	Limit	Actual	Amount within limit
	£000s	£000s	£000s
Operational Boundary for External Debt	206,642	140,603	(66,039)
Authorised Limit for External Debt	226,642	140,603	(86,039)

These limits include provision for borrowing in advance of the Council's requirement for future capital expenditure. This may be carried out if it is thought to be financially advantageous to the Council.

	Limit	Actual	Amount within limit
	£000s	£000s	£000s
Upper Limit for fixed	199,265	2,742	(196,523)
Upper Limit for variable	66,422	6,833	(59,589)

These limits are in respect of the Council's exposure to the effects of changes in interest rates.

The limits reflect the net amounts of fixed/variable rate debt (i.e. fixed/variable loans less fixed/variable investments).

	Limit	Actual	Amount within limit
	£000s	£000s	£000s
Capital Financing Requirement	199,265	199,265	-

The Capital Financing Requirement (CFR) is aimed to represent the underlying need to borrow for a capital purpose and is calculated from the aggregate of specified items on the balance sheet. The CFR increases by the value of capital expenditure not immediately financed (i.e. borrowing) and is reduced by the annual MRP repayment.

	Limit	Actual	Amount within limit
	£000s	£000s	£000s
Capital expenditure	87,414	6,873	(80,541)

This is the estimate of the total capital expenditure to be incurred.

Gross borrowing and the capital financing requirement	CFR @ 31/03/22 + increase years 1,2,3	Gross borrowing	Amount within limit
	£000s	£000s	£000s
	199,265	140,603	(58,662)

To ensure that medium term debt will only be for capital purposes, the Council will ensure that the gross external borrowing does not, except in the short term, exceed the total of the capital financing requirement (CFR).

Maturity structure for borrowing 2021/22		
Fixed rate		
Duration	Limit	Actual
Under 12 months	0% to 15%	0.87%
12 months and within 24 months	0% to 15%	2.28%
24 months and within 5 years	0% to 30%	0.39%
5 years and within 10 years	0% to 40%	2.14%
10 years and above	50% to 100%	94.32%

These limits set out the amount of fixed rate borrowing maturing in each period expressed as a percentage of total fixed rate borrowing. Future borrowing will normally be for periods in excess of 10 years, although if longer term interest rates become excessive, shorter term borrowing may be used.

APPENDIX 2

Economic Update

The Council's treasury management advisors, Link Group, provided the below economic update as at 30th September, in line with the period end date for this report.

However, please note that this only provides a snapshot as at the 30th September and since this update there have been further significant political changes in the UK with the resignation of Liz Truss and the appointment of Rishi Sunak as Prime Minister in October, along with the reversal of the vast majority of the "mini Budget".

This appears to have calmed markets and tempered interest rate expectations, although rises in base rate are still anticipated.

This economic update therefore covers the period up to 30th September 2022, but should not be seen as representing the current economic position by the date this report is to be published.

The second quarter of 2022/23 saw:

- *GDP revised upwards in Q1 2022/23 to +0.2% q/q from -0.1%, which means the UK economy has avoided recession for the time being;*
- *Signs of economic activity losing momentum as production fell due to rising energy prices;*
- *CPI inflation ease to 9.9% y/y in August, having been 9.0% in April, but domestic price pressures showing little sign of abating in the near-term;*
- *The unemployment rate fall to a 48-year low of 3.6% due to a large shortfall in labour supply;*
- *Bank Rate rise by 100bps over the quarter, taking Bank Rate to 2.25% with further rises to come;*
- *Gilt yields surge and sterling fall following the "fiscal event" of the new Prime Minister and Chancellor on 23rd September.*

The UK economy grew by 0.2% q/q in Q1 2022/23, though revisions to historic data left it below pre-pandemic levels.

There are signs of higher energy prices creating more persistent downward effects in economic activity. Both industrial production (-0.3% m/m) and construction output (-0.8% m/m) fell in July 2022 for a second month in a row. Although some of this was probably due to the heat wave at the time, manufacturing output fell in some of the most energy intensive sectors (e.g., chemicals), pointing to signs of higher energy prices weighing on production. With the drag on real activity from high inflation having grown in recent months, GDP is at risk of contracting through the autumn and winter months.

The fall in the composite PMI from 49.6 in August to a 20-month low preliminary reading of 48.4 in September points to a fall in GDP of around 0.2% q/q in Q3 and consumer confidence is at a record low. Retail sales volumes fell by 1.6% m/m in August, which was the ninth fall in 10 months. That left sales volumes in August just 0.5% above their pre-Covid level and 3.3% below their level at the start of the year. There are also signs that households

are spending their excess savings in response to high prices. Indeed, cash in households' bank accounts rose by £3.2bn in August, which was below the £3.9bn rise in July and much smaller than the 2019 average monthly rate of £4.6bn.

The labour market remained exceptionally tight. Data for July and August provided further evidence that the weaker economy is leading to a cooling in labour demand. Labour Force Survey (LFS) employment rose by 40,000 in the three months to July (the smallest rise since February). But a renewed rise in inactivity of 154,000 over the same period meant that the unemployment rate fell from 3.8% in June to a new 48-year low of 3.6%. The single-month data showed that inactivity rose by 354,000 in July itself and there are now 904,000 more inactive people aged 16+ compared to before the pandemic in February 2020. The number of vacancies has started to level off from recent record highs but there have been few signs of a slowing in the upward momentum on wage growth. Indeed, in July, the 3my/y rate of average earnings growth rose from 5.2% in June to 5.5%.

CPI inflation eased from 10.1% in July to 9.9% in August, though inflation has not peaked yet. The easing in August was mainly due to a decline in fuel prices reducing fuel inflation from 43.7% to 32.1%. And with the oil price now just below \$90pb, we would expect to see fuel prices fall further in the coming months.

However, utility price inflation is expected to add 0.7% to CPI inflation in October when the Ofgem unit price cap increases to, typically, £2,500 per household (prior to any benefit payments). But, as the government has frozen utility prices at that level for two years, energy price inflation will fall sharply after October and have a big downward influence on CPI inflation.

Nonetheless, the rise in services CPI inflation from 5.7% y/y in July to a 30-year high of 5.9% y/y in August suggests that domestic price pressures are showing little sign of abating. A lot of that is being driven by the tight labour market and strong wage growth. CPI inflation is expected to peak close to 10.4% in November and, with the supply of workers set to remain unusually low, the tight labour market will keep underlying inflationary pressures strong until early next year.

During H1 2022, there has been a change of both Prime Minister and Chancellor. The new team (Liz Truss and Kwasi Kwarteng) have made a step change in government policy. The government's huge fiscal loosening from its proposed significant tax cuts will add to existing domestic inflationary pressures and will potentially leave a legacy of higher interest rates and public debt. Whilst the government's utility price freeze, which could cost up to £150bn (5.7% of GDP) over 2 years, will reduce peak inflation from 14.5% in January next year to 10.4% in November this year, the long list of tax measures announced at the "fiscal event" adds up to a loosening in fiscal policy relative to the previous government's plans of £44.8bn (1.8% of GDP) by 2026/27. These included the reversal of April's national insurance tax on 6th November, the cut in the basic rate of income tax from 20p to 19p in April 2023, the cancellation of next April's corporation tax rise, the cut to stamp duty and the removal of the 45p tax rate, although the 45p tax rate cut announcement has already been reversed.

Fears that the government has no fiscal anchor on the back of these announcements has meant that the pound has weakened again, adding further upward pressure to interest rates. Whilst the pound fell to a record low of \$1.035 on the Monday following the government's "fiscal event", it has since recovered to around \$1.12. That is due to hopes that the Bank of England will deliver a very big rise in interest rates at the policy meeting on 3rd November and the government will lay out a credible medium-term plan in the near term. This was originally expected as part of the fiscal statement on 23rd November but has subsequently been moved forward to an expected release date in October. Nevertheless, with concerns over a global recession growing, there are downside risks to the pound.

The MPC has now increased interest rates seven times in as many meetings in 2022 and has raised rates to their highest level since the Global Financial Crisis. Even so, coming after the Fed and ECB raised rates by 75 basis points (bps) in their most recent meetings, the Bank of England's latest 50 basis points hike looks relatively dovish. However, the UK's status as a large importer of commodities, which have jumped in price, means that households in the UK are now facing a much larger squeeze on their real incomes.

Since the fiscal event on 23rd September, we now expect the Monetary Policy Committee (MPC) to increase interest rates further and faster, from 2.25% currently to a peak of 5.00% in February 2023. The combination of the government's fiscal loosening, the tight labour market and sticky inflation expectations means we expect the MPC to raise interest rates by 100bps at the policy meetings in November (to 3.25%) and 75 basis points in December (to 4%) followed by further 50 basis point hikes in February and March (to 5.00%). Market expectations for what the MPC will do are volatile. If Bank Rate climbs to these levels the housing market looks very vulnerable, which is one reason why the peak in our forecast is lower than the peak of 5.50% - 5.75% priced into the financial markets at present.

Throughout 2022/23, gilt yields have been on an upward trend. They were initially caught up in the global surge in bond yields triggered by the surprisingly strong rise in CPI inflation in the US in May. The rises in two-year gilt yields (to a peak of 2.37% on 21st June) and 10-year yields (to a peak of 2.62%) took them to their highest level since 2008 and 2014 respectively. However, the upward trend was exceptionally sharply at the end of September as investors demanded a higher risk premium and expected faster and higher interest rate rises to offset the government's extraordinary fiscal stimulus plans. The 30-year gilt yield rose from 3.60% to 5.10% following the "fiscal event", which threatened financial stability by forcing pension funds to sell assets into a falling market to meet cash collateral requirements. In response, the Bank did two things. First, it postponed its plans to start selling some of its quantitative easing (QE) gilt holdings until 31st October. Second, it committed to buy up to £65bn of long-term gilts to "restore orderly market conditions" until 14th October. In other words, the Bank is restarting QE, although for financial stability reasons rather than monetary policy reasons.

Since the Bank's announcement on 28th September, the 30-year gilt yield has fallen back from 5.10% to 3.83%. The 2-year gilt yield dropped from 4.70% to 4.30% and the 10-year yield fell back from 4.55% to 4.09%. There is a possibility that the Bank continues with QE at the long-end beyond 14th October or it decides to delay quantitative tightening beyond 31st October, even as it raises interest rates. So far at least, investors seem to have taken the Bank at its word that this is not a change in the direction of monetary policy nor a step towards monetary financing of the government's deficit. But instead, that it is a temporary intervention with financial stability in mind.

After a shaky start to the year, the S&P 500 and FTSE 100 climbed in the first half of Q2 2022/23 before falling to their lowest levels since November 2020 and July 2021 respectively. The S&P 500 is 7.2% below its level at the start of the quarter, whilst the FTSE 100 is 5.2% below it as the fall in the pound has boosted the value of overseas earnings in the index. The decline has, in part, been driven by the rise in global real yields and the resulting downward pressure on equity valuations as well as concerns over economic growth leading to a deterioration in investor risk appetite.

Link Group's view on the anticipated future movement in interest rates is shown below.

Link Group Interest Rate View 27.09.22												
	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25	Jun-25	Sep-25
BANK RATE	4.00	5.00	5.00	5.00	4.50	4.00	3.75	3.25	3.00	2.75	2.75	2.50
3 month ave earnings	4.50	5.00	5.00	5.00	4.50	4.00	3.80	3.30	3.00	2.80	2.80	2.50
6 month ave earnings	4.70	5.20	5.10	5.00	4.60	4.10	3.90	3.40	3.10	3.00	2.90	2.60
12 month ave earnings	5.30	5.30	5.20	5.00	4.70	4.20	4.00	3.50	3.20	3.10	3.00	2.70
5 yr PWLB	5.00	4.90	4.70	4.50	4.20	3.90	3.70	3.50	3.40	3.30	3.20	3.20
10 yr PWLB	4.90	4.70	4.60	4.30	4.10	3.80	3.60	3.50	3.40	3.30	3.20	3.20
25 yr PWLB	5.10	4.90	4.80	4.50	4.30	4.10	3.90	3.70	3.60	3.60	3.50	3.40
50 yr PWLB	4.80	4.60	4.50	4.20	4.00	3.80	3.60	3.40	3.30	3.30	3.20	3.10

APPENDIX 3

Glossary of Terms

Authorised Limit - This Prudential Indicator represents the limit beyond which borrowing is prohibited, and needs to be set and revised by Members. It reflects the level of borrowing which, while not desired, could be afforded in the short term, but is not sustainable. It is the expected maximum borrowing need, with some headroom for unexpected movements.

Bank Rate / Base Rate - The rate at which the Bank of England offers loans to the wholesale banks, thereby controlling general interest rates in the economy.

Capital Expenditure – The Council's spend on fixed assets, including investment in things such as buildings, infrastructure, and vehicles.

Capital Financing Requirement (CFR) - The CFR is aimed to represent the underlying need to borrow for a capital purposes and is calculated from the aggregate of specified items on the balance sheet. The CFR increases by the value of capital expenditure not immediately financed (i.e. borrowing) and is reduced by the annual MRP repayment.

Counterparty - one of the opposing parties involved in a borrowing or investment transaction.

Credit Rating - A qualified assessment and formal evaluation of an institution's (bank or building society) credit history and capability of repaying obligations. It measures the probability of the borrower defaulting on its financial obligations, and its ability to repay these fully and on time.

Discount - Where the prevailing interest rate is higher than the fixed rate of a longterm loan, which is being repaid early, the lender can refund the borrower a discount, the calculation being based on the difference between the two interest rates over the remaining years of the loan, discounted back to present value. The lender is able to offer the discount, as their investment will now earn more than when the original loan was taken out.

Fixed Rate - A fixed rate of interest throughout the duration of the loan or investment. The rate is fixed at the start and therefore does not affect the volatility of the portfolio, until the debt matures and requires replacing at the interest rates relevant at that time.

Gilts - The loan instruments by which the Government borrows. Interest rates will reflect the level of demand shown by investors when the Government auctions Gilts.

LIBID (London Interbank Bid Rate) - This is an average rate, calculated from the rates at which individual major banks in London are willing to borrow from other banks for a particular time period. For example, 6 month LIBID is the average rate at which banks are willing to pay to borrow for 6 months. This has recently been replaced with SONIA.

LIBOR (London Interbank Offer Rate) - This is an average rate, calculated from the rates which major banks in London estimate they would be charged if they borrowed from other banks for a particular time period. For example, 6 month LIBOR is the average rate which banks believe they will be charged for borrowing for 6 months. As with LIBID, this rate is no longer produced following the introduction of SONIA.

Liquidity - The ability of an asset to be converted into cash quickly and without any loss in value. The more liquid a business is, the better able it is to meet short-term financial obligations.

LOBO (Lender Option Borrower Option) - This is a type of loan where, at various periods known as call dates, the lender has the option to alter the interest rate on the loan. Should the lender exercise this option, the borrower has a corresponding option to repay the loan in full without penalty.

Market -The private sector institutions - Banks, Building Societies etc.

Maturity Profile/Structure - an illustration of when debts are due to mature, and either have to be renewed or money found to pay off the debt. A high concentration in one year will make the Council vulnerable to prevailing interest rates.

Minimum Revenue Provision (MRP) – MRP is the minimum amount which the Council must charge to its revenue budget each year, to set aside a provision for repaying borrowing. This is an annual revenue expense in a Council's budget.

Monetary Policy Committee (MPC) - the independent body that determines Bank of England Base Rate.

Money Market Funds (MMFs) - Investment instruments that invest in a variety of institutions, therefore diversifying the investment risk.

Operational Boundary – This Prudential Indicator is based on the probable external debt during the course of the year. It is not a limit and actual borrowing could vary around this boundary for short times during the year. It should act as an indicator to ensure the Authorised Limit is not breached.

Premium - Where the prevailing current interest rate is lower than the fixed rate of a long-term loan, which is being repaid early, the lender can charge the borrower a premium, the calculation being based on the difference between the two interest rates over the remaining years of the loan, discounted back to present value. The lender may charge the premium, as their investment will now earn less than when the original loan was taken out.

Prudential Code - The Local Government Act 2003 requires the Council to 'have regard to' the Prudential Code and to set Prudential Indicators for the next three years to ensure that the Council's capital investment plans are affordable, prudent and sustainable.

Prudential Indicators – Indicators designed by CIPFA with the intention of demonstrating that the Council is operating in line with the Prudential Code. The Council sets its own limits and they are not intended to be an inter-authority comparative.

Public Works Loan Board (PWLB) - Part of the Government's Debt Management Office, which provides loans to public bodies at rates reflecting those at which the Government is able to sell Gilts.

Sterling Overnight Index Average (SONIA) - An interest rate benchmark which is based on actual transactions and reflects the average of the interest rates that banks pay to borrow sterling overnight from other financial institutions and other institutional investors.

Treasury Bills - These are marketable securities issued by the UK Government and as such counterparty and liquidity risk is very low.

Variable Rate - The rate of interest either continually moves reflecting interest rates of the day, or can be tied to specific dates during the loan period. Rates may be updated on a monthly, quarterly or annual basis.

Volatility - The degree to which the debt or investment portfolio is affected by current interest rate movements. The more debt maturing within the coming year and needing replacement, and the more debt subject to variable interest rates, the greater the volatility.

Yield Curve - A graph of the relationship of interest rates to the length of the loan. A normal yield curve will show interest rates relatively low for short-term loans compared to long-term loans. An inverted Yield Curve is the opposite of this.

Agenda Item 6

Report to :	EXECUTIVE CABINET
Date :	23 November 2022
Reporting Officers:	Councillor Gerald P Cooney – Executive Leader Sandra Stewart – Chief Executive
Subject :	CORPORATE PERFORMANCE SCORECARDS
Report Summary :	<p>The corporate scorecard attached provides evidence to demonstrate progress towards achievement of the Corporate Plan and improving the services provided to residents, businesses and key stakeholders within the locality.</p> <p>The Corporate Plan Outcomes Scorecard, attached at Appendix 1, contains long-term outcome measures that track progress to improve the quality of life for local residents</p> <p>A glossary providing more information about the indicators included in the Corporate Outcomes Scorecard is attached at Appendix 2.</p>
Recommendations :	That the contents of the report, scorecard Appendix 1 , and the glossary of indicators Appendix 2 are noted.
Links to Corporate Plan:	The report is relevant to all elements of the Corporate Plan as the scorecards provide data to help track progress towards achieving its aims and objectives.
Policy Implications :	The corporate scorecards provide the evidence for demonstrating the progress being made towards achievement of the Corporate Plan and improving the services provided to residents, businesses and key stakeholders within the locality. The thematic scorecards – which support the corporate scorecards - will enable services to monitor their own performance and their contribution to delivery of the Corporate Plan.
Financial Implications : (Authorised by the statutory Section 151 Officer & Chief Finance Officer)	<p>Whilst there are no direct financial implications arising from the recommendations in this report, the scorecard should assist Members in making decisions regarding the prioritisation of the Council's limited resources.</p> <p>The CIPFA Financial Management Code sets an expectation that to remain financially sustainable an authority must have timely information on both its financial and operational performance. Performance information should aid Members understanding as to whether spending decisions are achieving objectives, and enable informed decisions regarding the prioritisation of scarce resources in the face of significant financial challenges.</p>
Legal Implications : (Authorised by the Borough Solicitor)	Although there are no direct legal implications, the scorecard is one of the council's fiscal management tools to ensure prudent financial management especially in the current challenging economic climate.
Risk Management :	Effective use of data, including performance management through scorecards, helps to identify areas where improvement activity is required thus avoiding the risk of service failure. Alongside this services have management information that is used to assess risk and

drive improvement.

Access to Information :

The background papers relating to this report can be inspected by contacting Alec Milner, Policy Officer



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e-mail: alec.milner@tameside.gov.uk

1. CORPORATE OUTCOMES SCORECARD

- 1.1 The Corporate Plan outcomes scorecard, **Appendix 1**, follows the structure of the Corporate Plan, and contains indicators focused on long term outcomes across the plan's priorities. There are a number of proxy indicators for issues related to the pandemic which will take significantly longer to be reflected in the regular long term measures.

Very Best Start

- 1.2 The percentage of 3 and 4 year olds in Early Years settings which have been rated 'Good' or 'Outstanding' by Ofsted in the Summer Term 2022/23 was 91.3%, up from 88.0% in the previous term in the Spring. The number of 2 year olds in funded early education, measured as a percentage of our Department for Education-set target, was 83% in the Summer term, up from 81% in Spring.

Aspirations and Hope

- 1.3 With the return of in-person school assessments following the coronavirus pandemic, educational attainment measures have begun to be reported normally for the first time since 2019. In Key Stage 2, the percentage of pupils meeting the expected standard in reading, writing, and mathematics has fallen from 63% in 2019 to 57% in 2022, just less than the national average of 59%. Focusing on reading in particular, however, the percentage of pupils meeting the expected standard has risen slightly from 72% in 2019 to 75%, above the national average of 74%.
- 1.4 In Key Stage 4, the average Attainment 8 score achieved by Tameside pupils was 45.1, down from 48 in 2019 and below the national average of 48.8. The percentage of pupils achieving grades 9 to 4, i.e. a passing grade, in their English and mathematics GCSEs was 64.9%, down from 69.4% in 2019 and below the average of 68.8% across England.
- 1.5 The rate of fixed term exclusions from secondary schools in Tameside was 24.31% across the Autumn and Spring terms, up significantly from 9.31% in the Autumn term alone.

Resilient Families and Supportive Networks

- 1.6 The rate of first-time entrants into the Youth Justice system per 100,000 people aged 10 to 17 in Q2 was 64.3, a significant increase from 36.8 per 100,000 in Q1.
- 1.7 The percentage of Children's Services audits which received a rating of 'Good' or 'Outstanding' in the year to August 2022 is 34%; this is a notable improvement on the same period in 2021, where just 19% of audits received these ratings.

Work, Skills, and Enterprise

- 1.8 The percentage of Tameside's working age residents in employment across 2021/22 was 75.8%, up four percentage points from 2020/21 and fractionally higher than the national average of 75.4%. The number of Tameside residents in receipt of Universal Credit in September 2022 was 25,828, 216 more people than in September 2021. The percentage of Universal Credit recipients in Tameside in employment has also increased, climbing from 38.6% in August 2021 to 39.7% in August 2022, which remains below the national average of 41.0% across England.
- 1.9 Data on apprenticeship starts and completions for the 2021/22 academic year have been revised since the previous update. Figures now state that 1,460 apprenticeships were started throughout the year in Tameside, a rate of 103.5 per 10,000 working age residents; this is higher than the national average of 82.0 per 10,000 but a fall from the previous year's rate of 112.6. The rate of apprenticeship completions has also fallen, with 29.1 achievements per 10,000 in 2021/22 compared to 60.2 the previous year. This latest year's rate equates to 410 achievements in Tameside and is higher than the national average of 25.0 per 10,000 working age residents.

Infrastructure and Environment

- 1.10 The amount of particulate matter air pollution, measured as the weight of particles smaller than 2.5 nanometres in a given volume of air, was 7.67 micrograms per cubic metre in 2021, up from 7.60 in 2020, and higher than the national average of 7.35. Particulate matter is a component of air pollution which impacts the health of residents, linked to increased mortality and morbidity from cardiovascular and respiratory diseases.
- 1.11 The proportion of Tameside residents walking or cycling for any reason three or more times each week over the year to October 2021 was 34.3%, significantly lower than the national average of 45.6%, and a fall from the same period the previous year, when 39.0% of Tameside residents walked or cycled at least three times a week.

Nurturing Communities

- 1.12 The number of households in Tameside who were owed a homelessness prevention or relief duty in the 2021/22 financial year was down slightly on the previous year, with the rate falling from 11.0 per 1,000 households to 10.7. This rate is below the national average of 11.1 per 1,000 households.
- 1.13 The rate at which Tameside residents died due to suicide, which is reported annually over a rolling three year period, has fallen on the previous year. The rate per 100,000 people in the period 2019-2021 was 7.2, compared to the national average of 10.4. The previous rate of deaths due to suicide in Tameside, for the time period from 2018-2020, was 8.3 per 100,000.
- 1.14 The number of food bank enquiries made to the council in September 2022 has increased by 71% since September last year, with 113 enquiries made about a food bank referral. While not a comprehensive measure of food bank usage within the borough, this increase in enquiries may indicate a significant increase in demand for support with food among the borough's residents.

Independence and Dignity in Older Age

- 1.15 The number of Tameside residents aged 65 or older in permanent funded residential or nursing care per 100,000 has increased over the past year, from 144.3 in Q2 2021/22 to 152.8 in Q2 2022/23. The number of people supported outside of the social care system through prevention-based services, however, has increased by 5.22% over the same period, with 4,355 people supported in this way in Q2 2022/23.
- 1.16 The number of contacts made into the adult social care system in August 2022 was 883, a 39.7% increase on the same month in 2021, when 632 contacts were made into the system.

2. RECOMMENDATIONS

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

Theme	Priority	Outcome	Metric Reference	Metric	Previous Position	Current Position	National Average	Period	Progress	Targets	
										Apr 2025	Apr 2030
Starting Well	Very Best Start	Reduce rate of smoking at time of delivery	V1	% Smoking at time of delivery (CCG)	9.5%	11.0%	9.40%	Q4 2021/2022	↑	10.50%	All expectant mothers to be supported to be smoke free at the time of delivery
		Improve school readiness	V2 (LUI) (GMM)	% achieving a 'good' level of development	65.7%	66.9%	71.80%	2019	↑	75%	All children start school ready to learn
			V3 (LUI)	% achieving expected level in Phonics decoding	79.0%	78.0%	82.00%	2019	↓		
		Children attending 'good' and 'outstanding' early years settings	V4	% 3 & 4 year olds at 'good' or 'outstanding' EY settings	88% (Spring 21/22)	91.3%	N/A	Summer Term 2022/23	↑	98%	All children to attend good or outstanding early years settings
		Take up nursery at 2 Years	V5 (GMFT)	2 year olds in funded early education- % of DfE Target	81% (Spring 21/22)	83%	N/A	Summer Term 2022/23	↑	95%	All eligible 2 year olds benefit from funded early years education
		Childhood Obesity	V6 (LUI) (GMM) (LGI)	% of children in year 6 who are overweight or obese	36.2%	35.9%	35.2%	2020	↓	34%	All children to be a healthy weight at the end of Year 6
	Aspirations & Hope (Educational Attainment Measures Suspended)	Reading / Writing / Maths at Key Stage 2	A1	% students achieving KS2 expected standard	63% (2019)	57%	59%	2022	↓	70%	All children to be provided with the opportunity to achieve their full educational potential
			A2	Average attainment 8 score	48 (2019)	45.1	48.8	2022	↓	50	
		Key Stage 4 attainment	A3	% achieving Grade 4 or above in English & Maths GCSEs	69.4% (2019)	64.9%	68.8%	2022	↓	70%	
			A4 (LUI)	% Key Stage 4 going into/remaining in education	85.2%	84.1%	86.9%	2020	↓	90%	All young people going into/remaining in further education after KS4
		Young people going into higher education	A5 (LUI)	% Primary schools 'good' & 'outstanding'	90.8%	90.8%	89.4%	Ad Hoc	↔	95%	All children attending a good or outstanding primary school
			A6 (LUI)	% Secondary schools 'good' & 'outstanding'	66.7%	66.7%	80.1%	Ad Hoc	↔	80%	All children attending a good or outstanding secondary school
		Children attending 'good' and 'outstanding' schools	A7 (LUI)	% Key Stage 2 achieving expected reading standard	72% (2019)	75%	74%	2022	↑	80%	All children to be provided with the opportunity to achieve their full educational potential
			A8 (LUI) (GMM) (LGI)	Secondary Fixed Term Exclusions	9.31%	24.34%	N/A	Autumn & Spring 2021/2022	↑		
		Promote a whole system approach and Improving wellbeing and resilience	A9 (LUI)	Mean worthwhile ratings (adults 16+)	7.92	7.79	7.71	2020/2021	↓	8.5	All residents 16+ feel that the things they do in life are worthwhile
	Resilient Families & Supportive Networks	Early Help Intervention	R1	Child and Family Assessments completed each quarter	1214	1365	N/A	Q1 2022/2023	↑	To be developed	All vulnerable families receive the help they need
		Reduce the number of first time entrants into Youth Justice	R2	First Time Entrants into Youth Justice aged 10-17, rate per 100k	36.8	64.3	N/A	Q2 2022/2023	↑	212.9	No young people entering the youth justice system
		Increased levels of fostering and adoption	R3	% Cared for children adopted each quarter	2.84%	0.90%	N/A	Q1 2022/2023	↓	18.60%	All looked after children provided with the opportunity to be adopted, where its of benefit to the young person, within the year
		Improve the quality of social care practice	R4	Children's Services Audits Rated 'Good' & 'Outstanding', Year to Date	19% (Aug 21)	34%	N/A	Aug-22	↑	50%	All Children Social Care audits rated good or outstanding
	Enterprise	Increase median resident earnings	W1 (LUI) (GMM)	Median Annual Income	£25,825	£27,706	£31,490	2021	↑	£27,492	The median annual income to be in line with the England average
			W2 (LUI) (GMM)	Percentage in Employment (Rolling 12 Month Period)	71.8%	75.8%	75.4%	2021/22	↑	78%	All people who can work are in work
		Increase the working age population in employment	W3	Job Density (Ratio of Total Jobs to Residents Aged 16-64)	0.60	0.56	0.85	2020	↓		
			W4	Universal Credit Recipients	25,612 (Sep 2021)	25,828	N/A	Sep-22	↑		
		Increase the number of people earning above the Living Wage	W5 (LUI) (GMM)	Universal Credit Recipients in Employment	38.6% (Aug 2021)	39.7%	41.0%	Aug-22	↑		
			W6 (LGI)	New enterprises (percentage of total businesses)	12.66%	12.27%	12.12%	2020	↓	18.97%	Tameside is recognised as a vibrant economy where entrepreneurs are supported to start new businesses

Theme	Priority	Outcome	Metric Reference	Metric	Previous Position	Current Position	National Average	Period	Progress	Targets		
										Apr 2025	Apr 2030	
Great Place & Vibrant Economy	Work Skills & Employment	Increase number of enterprise / business start-ups	W7	Business Rate Taxbase: Total Rateable Value	£148,235,884 (Aug 2021)	£148,810,023	N/A	Aug-22	↑			
			W8 (LUI)	Regional Gross Value Added Per Head (Balanced): NW Current Prices	£15,810.64	£15,617.50	N/A	2020	↓			
		Working age population with at least Level 3 skills	W9 (LUI) (LGI)	Percentage of population with at least level 3 skills	48.6%	48.9%	61.3%	2021	↑	54.90%	Higher proportion of Tameside's population have Level 3 skills than the national average	
			W10 (LUI)	Proportion of employed residents in skilled employment (SOC 1-3, 5)	48.9%	47.0%	59.0%	2020/2021	↓			
		Increase the number of good quality apprenticeships delivered	W11 (LUI)	Number of apprenticeships started per 10,000 residents aged 16-64	112.6 (1,590)	103.5 (1,460)	82.0 (288,800)	2021/2022	↓	2310	Apprenticeships are available to all that seek them	
			W12 (LUI)	Number of apprenticeship achievements per 10,000 residents aged 16-64	60.2 (850)	29.1 (410)	25.0 (87,920)	2021/2022	↓			
	Covid-19 Impact and Recovery	W13 (GMM)	Households Receiving Council Tax Support	17,941 (Sep 2021)	17,281	N/A	Sep-22	↓				
	Living Well	Infrastructure and Environment	Improve air quality	I1 (GMM)	Particulate Matter Pollution in the Air (PM2.5, ug/m^3)	7.60	7.67	7.35	2021	↑	6	Air quality to be good and at least be in line with the UK average
				I2 (GMM)	Territorial Carbon Dioxide Emissions (kilotonnes)	810.10	744.50	795.20	2020	↓		
				I3	Trees Planted Annually	15000	16095	N/A	2021/2022	↑		
			Increase the number of net additional dwellings	I4 (LUI)	Net Additional Dwellings per 10,000 Residents	20.93	16.2	38.3	2020/2021	↓	Targets to be agreed	
				I5 (LGI)	New Affordable Homes per 10,000 Residents	8.51	2.51	9.2	2020/2021	↓		
			Increase the number of affordable homes	I6	Maximum Mean Download Speed	60.4 (Q2 22/23)	96.8	97.4	Q2 2022/2023	↑	41.5	All households to have access to high quality internet services
I7 (GMFT)				Premises with Superfast-Capable (30Mbps) Network Infrastructure	99.5% (Q2 21/22)	99.5%	97.7%	Q2 2022/2023	↔			
Digital inclusion			I8 (LUI)	Premises with Gigabit-Capable Network Infrastructure	76.6% (Q2 21/22)	79.4%	72.0%	Q2 2022/2023	↑			
			I9 (LGI)	Percentage of household waste recycled	49.3%	47.2%	42.3%	2020/2021	↓	57.78%	All household waste recycled where possible	
Reduce tonnes of waste sent to landfill and increase the proportion recycled			I10 (LUI)	% population walking / cycling 3+ times a week	39.0%	34.3%	45.6%	2021 (Nov to Nov)	↓	47%	Tameside is a walking/cycling friendly borough	
Wellbeing	Nurturing Communities	Reduce victims of domestic abuse	N1	Rate of PPIs per 1000	25.2 (Q1 2021/22)	24.4	N/A	Q1 2022/2023	↓	25.1	Tameside has low rates of domestic abuse	
			N2	Street counts & estimates of rough sleepers	0.13 per 10k Households	0.48 per 10k Households	0.97 per 10K Households	2021	↑	2	Nobody sleeping rough on the streets of Tameside	
		Reduce the number of rough sleepers/homelessness	N3	Households owed a prevention or relief duty per 1,000 Households	11.0 (1,136)	10.7 (1,116)	11.1 (278,110)	2021/2022	↓			
			N4 (LUI)	Mean life satisfaction ratings (adults 16+)	7.74	7.43	7.38	2020/2021	↓	8.5	Maintain mean life satisfaction at 8.5	
		Improve satisfaction with local community	N5 (GMFT) (GMM)	Mean GM life satisfaction score, Y10 Students		6.02	N/A	2021				
			N6 (GMM)	Crime Rate per 1,000 residents	10.4 (Aug 2021)	11.1	N/A	Aug-22	↑		Tameside is a low crime borough	
		Victims of crime/fear of crime	N7	Deaths due to suicide- rate per 100,000	8.3	7.2	10.4	2019-2021	↓			
			N8	IAPT Referrals	2,335 (Q1 2021/22)	2,335	N/A	Q1 2022/2023	↔	12383.4	Everyone has access to good quality mental health services	

Theme	Priority	Outcome	Metric Reference	Metric	Previous Position	Current Position	National Average	Period	Progress	Targets					
										Apr 2025	Apr 2030				
Ageing W	Covid-19 Impact and Recovery		N9	Food Bank Enquiries	66 (Sep 21)	113	N/A	Sep-02	↑						
			N10 (GMM)	Placements in Emergency Temporary Accommodation	510	516	N/A	2021/2022	↑						
			N11	Domestic Abuse Incidents reported to Children's Services	294 (Aug 21)	377	N/A	Aug-22	↑						
	Longer & Healthier Lives	Increase physical and mental healthy life expectancy	Covid-19	L1 (LUI)	Healthy Life Expectancy at birth	M- 61.9 years, F- 58.7 years	M- 61.6 years, F- 58.2 years	M- 63.1 years, F- 63.9 years	2018-2020	↓	Male - 61.2 years, Female - 62.3 years	Healthy life expectancy to be in line with the England average			
				L2 (LUI)	Under-75 mortality rate form cardiovascular diseases considered preventable	41.3	41.6	29.2	2020	↑					
				L3	Covid-19 Vaccination Rate (1st Dose, Residents 18+)	92.8% (8th May)	92.9% (7th July)	93.4% (7th July)	Ad Hoc	↑					
				L4	Covid-19 Bed Occupancy - ICFT	10% (10th March 2022)	8% (25th April 2022)	N/A	Ad Hoc	↓					
				L5 (LUI) (GMM)	Mean happiness ratings (adults 16+)	7.39	7.13	7.31	2020/2021	↓	7.52	Maintain mean happiness ratings above 8			
				L6 (LUI) (GMM) (LGI)	Prevalence of smoking, 18+. Survey Data	17.0%	18.2%	13.9%	2019	↑	11%	Tameside and Glossop are smoke free areas			
				L7 (LGI)	% of population 'inactive' (<30m exercise a week)	30.5% (Nov 2019 - 2020)	32.4%	27.2%	Nov 2020 - Nov 2021	↑	25.20%	All residents are physical active where possible			
				L8 (LUI) (GMM) (LGI)	% adults (18+) classified as overweight or obese	71.3%	70.3%	63.5%	2020/2021	↓					
				L9	CQC Audit Results: GP Practices % good or outstanding	100.0%	100.0%	N/A	Ad Hoc	↔	100%	All GP practices to be rated good or outstanding by CQC			
				L10 (LGI)	Admission rate for alcohol related harm per 100k (Broad Definition)	2,178	1,820	1738	2020/2021	↓	2250	Alcohol harm rates are low and support is available			
	L11			Deaths from drug misuse per 100k	5.6	8.8	5	2018-2020	↑	4	Drug misuse rates and low and support is available				
	Independence & Dignity in Older Age	Increase the number of people helped to live at home	Reduce hospital admissions due to falls	Increase levels of self-care / social prescribing	Good' and 'Outstanding' social care settings	Prevention support outside the care system	ID1	Funded Permanent 65+ in residential/nursing homes per 100k	144.3 (Q2 2021/22)	152.8	N/A	Q2 2022/23	↑	585.6	Only those in most in need access residential/nursing care at the right point for them
							ID2	Emergency admissions for falls 65+ per 100k	2073	2189	2023	2020/2021	↑	1875.57	Emergency falls in the 65+ age group are low
							ID3	% service users who find it easy to find information	70.2%	70.6%	68.4%	2019/2020	↑	78.6%	Tameside and Glossop is a place where people are supported to self care
							ID4	CQC Audit Results: % care home beds good or outstanding	72.6% (Jul 22)	74.1%	N/A	Ad Hoc	↑	80%	All residential/nursing settings are rated good or outstanding
							ID5	Number of people supported outside the social care system with prevention based services	4139 (Q2 2021/22)	4355	N/A	Q2 2022/23	↑	7500	All people are supported to remain in the community
		Covid-19 Impact and Recovery	ID6	Contacts Made to ASC	632 (Aug 21)	883	N/A	Aug-22	↑						
			ID7	Open ASC Provisions	4677 (Sep 21)	4599	N/A	Sep-22	↓						

* Some health data is still provided at the Tameside & Glossop level. Data as of 14th October 2022.

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Theme	Priority	Outcome	Metric Reference	Metric	Details
Starting Well	Very Best Start	Reduce rate of smoking at time of delivery	V1	% Smoking at time of delivery (CCG)	Percentage of pregnant women smoking at the time of delivery of their child
		Improve school readiness	V2 (LUI) (GMM)	% achieving a 'good' level of development	Percentage of children reaching a 'good' level of development before starting school
			V3 (LUI)	% achieving expected level in Phonics decoding	Percentage of children reaching the expected standard in phonics decoding before starting school
		Children attending 'good' and 'outstanding' early years settings	V4	% 3 & 4 year olds at 'good' or 'outstanding' EY settings	Percentages of three and four year old children attending early years settings rated 'good' or 'outstanding'
		Take up nursery at 2 Years	V5 (GMFT)	2 year olds in funded early education- % of DfE Target	Percentage fulfilment of our Department for Education target for 2 year olds in funded early education
		Childhood Obesity	V6 (LUI) (GMM) (LGI)	% of children in year 6 who are overweight or obese	Percentage of school children in year 6 with excess weight
	Aspirations & Hope (Educational Attainment Measures Suspended)	Reading / Writing / Maths at Key Stage 2	A1	% students achieving KS2 expected standard	Percentage of Key Stage 2 pupils achieving the expected standard in reading, writing, and mathematics
		Key Stage 4 attainment	A2	Average attainment 8 score	Average Attainment 8 score for Tameside's GCSE pupils- Attainment 8 is a measure of overall achievement across all a pupil's GCSE subjects
			A3	% achieving Grade 4 or above in English & Maths GCSEs	Pupils achieving grades 4 or higher, i.e. passing, their English and Maths GCSEs
		Young people going into higher education	A4 (LUI)	% Key Stage 4 going into/remaining in education	Percentage of Key Stage 4 pupils remaining in education or going onto further education, e.g. college, sixth forms
		Children attending 'good' and 'outstanding' schools	A5 (LUI)	% Primary schools 'good' & 'outstanding'	Percentage of Tameside primary schools rated 'good' or 'outstanding' in their most recent Ofsted inspection. This is updated with each scorecard report, whether any inspections have taken place or not.
			A6 (LUI)	% Secondary schools 'good' & 'outstanding'	Percentage of Tameside secondary schools rated 'good' or 'outstanding' in their most recent Ofsted inspection. This is updated with each scorecard report, whether any inspections have taken place or not.
Proportion of children with good reading skills		A7 (LUI)	% Key Stage 2 achieving expected reading standard	Percentage of Key Stage 2 pupils achieving the expected standard for reading ability	
Promote a whole system approach and Improving wellbeing and resilience		A8 (LUI) (GMM) (LGI)	Secondary Fixed Term Exclusions	The rate of fixed term exclusions from Tameside secondary schools per 100 pupils	
		A9 (LUI)	Mean worthwhile ratings (adults 16+)	A statistical measure of how worthwhile Tameside residents feel their lives are, taken from the ONS National Wellbeing Survey	
Resilient Families & Supportive Networks	Early Help Intervention	R1	Child and Family Assessments completed each quarter	Initial assessments carried out by Children's services, which may or may not lead to a service provision	
	Reduce the number of first time entrants into Youth Justice	R2	First Time Entrants into Youth Justice aged 10-17, rate per 100k	The rate of young people entering the youth justice system as first time entrants, i.e. children who receive a youth caution or a court conviction for the first time, reported quarterly	
	Increased levels of fostering and adoption	R3	% Cared for children adopted each quarter	The percentage of children who are looked after by the authority who are adopted in each quarter	
	Improve the quality of social care practice	R4	Children's Services Audits Rated 'Good' & 'Outstanding', YTD, End of Quarter	Audits of children's services settings that concluded with a rating of 'good' or 'outstanding'	
Work Skills & Enterprise	Increase median resident earnings	W1 (LUI) (GMM)	Median Annual Income	The median annual net income earned by Tameside residents in full-time employment	
		W2 (LUI) (GMM)	Percentage in Employment (Rolling 12 Month Period)	The percentage of Tameside residents in employment	
	Increase the working age population in employment	W3	Job Density (Ratio of Total Jobs to Residents Aged 16-64)	The total number of jobs in the borough divided by the total number of working age residents. This statistical measure shows the balance in the borough between a place to live and a place to work	
		W4	Universal Credit Recipients	The number of Tameside residents in receipt of universal credit, with or without conditions to work/look for work	
	Increase the number of people earning above the Living Wage	W5 (LUI) (GMM)	Universal Credit Recipients in Employment	The proportion of universal credit-receiving Tameside residents who are in employment while in receipt of UC, serving as an indicator of residents in low wage jobs	
		W6 (LGI)	New enterprises (percentage of total businesses)	The percentage of active enterprises in Tameside which were 'born' in the last financial year	
	Increase number of enterprise / business start-ups	W7	Business Rate Taxbase: Total Rateable Value	The total monetary value of business assets in Tameside which are subject to business rates (NDR)	
		W8 (LUI)	Regional Gross Value Added Per Head (Balanced): NW Current Prices	The gross value added per head from Tameside residents in current prices. Similar to GDP on the national scale, this can be seen as the size of Tameside's economy	
	Working age population with at least Level 3 skills	W9 (LUI) (LGI)	Percentage of population with at least level 3 skills	Proportion of Tameside residents with qualifications at NVQ level 3 (A Level or equivalent) or above	
		W10 (LUI)	Proportion of employed residents in skilled employment (SOC 1-3, 5)	Skilled employment is defined as jobs falling within standard occupational classifications 1 (managers, directors, and senior officials), 2 (professional occupations), 3 (associate professional occupations), or 5 (skilled trades occupations)	
	Increase the number of good quality apprenticeships delivered	W11 (LUI)	Number of apprenticeships started per 10,000 residents aged 16-64	The number of apprenticeships started by Tameside residents of working age per 10,000	
		W12 (LUI)	Number of apprenticeship achievements per 10,000 residents aged 16-64	The number of apprenticeships passed by Tameside residents of working age per 10,000	
		W13 (GMM)	Households Receiving Council Tax Support	The number of households paying council tax in Tameside who receive help with their council tax payments from the council	
Living Well	Improve air quality	I1 (GMM)	Particulate Matter Pollution in the Air (PM2.5, ug/m ³)	Particulate matter smaller than 2.5 microns, which come from a range of sources including road vehicles, are a component of air pollution which impacts health. Concentrations are measured in micrograms of material per cubic metre of air	
		I2 (GMM)	Territorial Carbon Dioxide Emissions (kilotonnes)	Carbon dioxide emissions are a component of air pollution which contribute to climate change. This is measured as the total mass of CO2 emitted from within Tameside borders in thousands of metric tonnes	
		I3	Trees Planted Annually	The number of trees planted by the authority each year, both in green spaces and along roads. Planting season begins in October each year.	
	Increase the number of net additional dwellings	I4 (LUI)	Net Additional Dwellings per 10,000 Residents	The net number of additional dwellings completed within Tameside boundaries	
		I5 (LGI)	New Affordable Homes per 10,000 Residents	The total number of new affordable homes completed within Tameside boundaries	
	Digital inclusion	I6	Maximum Mean Download Speed	The average maximum broadband download speed received by Tameside households. This tracks the internet speeds experienced by residents and is impacted by the speeds people pay for from their internet service provider	
		I7 (GMFT)	Premises with Superfast-Capable (30Mbps) Network Infrastructure	The percentage of Tameside premises with network infrastructure capable of providing Superfast broadband. Not all of these premises may see these speeds if they don't have a superfast package with their internet service provider	
		I8 (LUI)	Premises with Gigabit-Capable Network Infrastructure	The percentage of Tameside premises with network infrastructure capable of providing Gigabit broadband. Not all of these premises may see these speeds if they don't have a gigabit package with their internet service provider	
	Reduce tonnes of waste sent to landfill and increase the proportion recycled	I9 (LGI)	Percentage of household waste recycled	The percentage of waste collected from Tameside households (or dropped off at a household waste recycling centre) which is sent for reuse, recycling, or composting	
	Increase journeys by sustainable transport/no car	I10 (LUI)	% population walking / cycling 3+ times a week	The proportion of Tameside residents who walk or cycle for any reason three or more times a week	
Great Place & Vibrant Economy	Reduce victims of domestic abuse	N1	Rate of PPIs per 1000	Number of public protection incidents filed per 1,000 Tameside residents	
		N2	Street counts & estimates of rough sleepers	An estimate of the number of people sleeping rough in Tameside	
	Reduce the number of rough sleepers/homelessness	N3	Households owed a prevention or relief duty per 1,000 Households	The number of Tameside households owed a homelessness prevention or relief duty per 1,000 households	
		N4 (LUI)	Mean life satisfaction ratings (adults 16+)	A statistical measure of how satisfied Tameside residents are with their lives, taken from the ONS National Wellbeing Survey	

Theme	Priority	Outcome	Metric Reference	Metric	Details
Ageing Well	Nurturing Communities	Improve satisfaction with local community	N5 (GMFT) (GMM)	Mean GM life satisfaction score, Y10 Students	A statistical measure of how satisfied year 10 pupils in Tameside are with their lives, taken from the GMCA BeeWell Survey
		Victims of crime/fear of crime	N6 (GMM)	Crime Rate per 1,000 residents	The monthly number of crimes committed in Tameside known to Greater Manchester Police per 1,000 residents
		Increase access, choice, and control in emotional and mental self-care and wellbeing	N7	Deaths due to suicide- rate per 100,000	The rate of deaths due to suicide in Tameside residents per 100,000
			N8	IAPT Referrals	Referrals to mental health services through IAPT, Increasing Access to Psychological Therapies
	Covid-19 Impact and Recovery	N9	Food Bank Enquiries	The number of enquiries for food bank vouchers made to the council	
		N10 (GMM)	Placements in Emergency Temporary Accommodation	The number of people placed in emergency temporary accommodation in Tameside to avoid people sleeping rough	
		N11	Domestic Abuse Incidents reported to Children's Services	The number of incidents of domestic abuse which are reported to children's services	
	Longer & Healthier Lives	Increase physical and mental healthy life expectancy	L1 (LUI)	Healthy Life Expectancy at birth	The average amount of time that Tameside residents can expect to live in good health
			L2 (LUI)	Under-75 mortality rate from cardiovascular diseases considered preventable	The rate at which Tameside residents under the age of 75 died from cardiovascular diseases which were considered preventable
		Covid-19	L3	Covid-19 Vaccination Rate (1st Dose, Residents 18+)	The percentage of Tameside residents who have received at least one dose of any Covid-19 vaccine in the UK
			L4	Covid-19 Bed Occupancy - ICFT	The percentage of beds at the ICFT occupied by patients with suspected or confirmed Covid-19
Improve the wellbeing of our population		L5 (LUI) (GMM)	Mean happiness ratings (adults 16+)	A statistical measure of how happy Tameside residents are, taken from the ONS National Wellbeing Survey	
Smoking prevalence		L6 (LUI) (GMM) (LGI)	Prevalence of smoking, 18+. Survey Data	The percentage of adult Tameside residents who smoke	
Increase levels of physical activity		L7 (LGI)	% of population 'inactive' (<30m exercise a week)	The percentage of Tameside residents who do less than 30 minutes of exercise each week and are therefore classified as 'inactive'	
		L8 (LUI) (GMM) (LGI)	% adults (18+) classified as overweight or obese	Percentage of adults with excess weight	
Good' and 'Outstanding' GPs practices		L9	CQC Audit Results: GP Practices % good or outstanding	Percentage of Tameside GP Practices which received a 'good' or 'outstanding' rating at their last CQC inspection. This is updated with each scorecard report, whether any inspections have taken place or not.	
Reduce drug and alcohol related harm		L10 (LGI)	Admission rate for alcohol related harm per 100k (Broad Definition)	The rate of admissions into hospital for alcohol related harm per 100,000 people. The broad definition includes a wider range of harms and scenarios where alcohol was a contributing factor	
		L11	Deaths from drug misuse per 100k	The rate at which Tameside residents died from drug misuse per 100,000	
Independence & Dignity in Older Age	Increase the number of people helped to live at home	ID1	Funded Permanent 65+ in residential/nursing homes per 100k	The number of people aged 65+ in permanent residential or nursing care funded by the authority per 100,000	
		ID2	Emergency admissions for falls 65+ per 100k	The rate of emergency admissions to hospital due to falls for people aged 65+ per 100,000	
		ID3	% service users who find it easy to find information	The percentage of all service users who report finding it easy to find information about services, taken from the Adult Social Care Survey, taken annually of a random selection of long-term care users	
		ID4	CQC Audit Results: % care home beds good or outstanding	Percentage of Tameside ASC beds in homes which received a 'good' or 'outstanding' rating at their last CQC inspection. This is updated with each scorecard report, whether any inspections have taken place or not.	
		ID5	Number of people supported outside the social care system with prevention based services	People supported by the community response team, health and wellbeing teams, and any new contacts which are signposted to voluntary agencies such as Age UK or who receive a small piece of equipment e.g. pick up stick, kettle tipper, etc.	
	Covid-19 Impact and Recovery	ID6	Contacts Made to ASC	The total number of initial contacts made to ASC, whether they lead to service provision or not	
		ID7	Open ASC Provisions	The total number of active service provisions of all types. A service user can have multiple open provisions at a time. This does not include community response, IUCT wraparound, reablement, or contacts	

Agenda Item 7

Report to:	EXECUTIVE CABINET
Date:	23 November 2022
Executive Member:	Cllr Leanne Feeley - Executive Member for Lifelong Learning, Equalities, Culture and Heritage. Cllr Bill Fairfoull - Deputy Executive Leader (Children and Families)
Reporting Officer:	Ali Stathers-Tracey – Director of Children’s Services
Subject:	TAMESIDE & STOCKPORT PARTNERSHIP REVIEW IN LIGHT OF SEND INSPECTION OUTCOME AND EDUCATION POLICY CHANGES
Report Summary:	<p>On the 24 March 2021, the Executive Cabinet agreed to a single Director of Education operating across Tameside and Stockport and that Director to be the existing Assistant Director for Education at Tameside to support the exploration of how we could do things differently in education services with less money and share best practice across traditional boundaries</p> <p>Given the significant demand and extra pressure on the Council to reform and improve systems for children, it is essential that we revisit this previous Partnership sharing decision and focus all available resources and expertise on the needs of our children here in Tameside</p> <p>Since the original decision to share services, Tameside has had a full Inspection of SEND services in November 2021, requiring us to commit to a formal written statement of action with ten priority areas of improvement for us to address.</p> <p>Tameside is currently remodelling the service delivery of early help and prevention, social care and 0-19 Health Services in to Family Hubs. Schools provide essential anchors in our local communities, Tameside is identified as one of 75 Family Hub pilot areas, this will require the Council to reset our relationship with Early Years settings, Schools and Colleges to work better in terms of offering more effective Early Help to respond to the Family Hub funding requirements and offer a more joined up service that address the needs of Children before problems occur.</p> <p>OFSTED Inspected Childrens Social Care and Early Help services through a Focussed Visit to the Integrated Front Door in April 22. They found that some areas of services had deteriorated since their previous monitoring report meaning that we have a significant way to go to improve our service across the Childrens Directorate.</p> <p>Tameside and Stockport have a track record of working successfully together in Children’s Services over the past four years, which continues with Stockport acting as our Partner in Practice. This will continue in parts, however with all of the additional demands and pressure to reform the system, we no longer have the capacity to share services beyond 2022 with the exception of the approach to Early Years Service in order to maximise expertise and support this well-developed concept. .</p>
Recommendations:	That Executive Cabinet be recommended to approve the giving of notice under the service level agreement with Stockport to end the

shared Director of Education arrangement resulting in Tameside's Assistant Director for Education returning to his substantive post to lead the work required by Tameside Childrens Services in the context of significant changing policy and SEND Improvement work.

Links to Corporate Plan: This proposal supports two of Tameside's Corporate Themes namely Transformation and Continuous Improvement

Policy Implications: It is likely that a number of Policies and associated Procedures will be impacted and those will be identified and appropriate governance completed to consider and agree any changes as may be necessary.

Financial Implications:
(Authorised by the statutory Section 151 Officer) Tameside's Dedicated Schools Grant (DSG) is £242.095m for 22-23, which expected to overspend in-year by £2.257m due to pressures on the High Needs allocation. Added to the deficit brought forward from 2021/22 of £3.243m results in the total expected deficit to be carried forward into 2023/24 being £5.500m. The joint approach to service delivery have not resulted in savings other than a small reserve of £0.048m.


The legal responsibility for sound financial planning and sustainability will continue to be the responsibility of the separate Section 151 Officers of the respective organisations.

Legal Implications:
(Authorised by the Borough Solicitor) The shared Director of Education post was governed by a Service Level Agreement between Tameside and Stockport Councils. Under the terms of the Service Level Agreement either party can terminate the arrangement on providing not less than four weeks' prior written notice.

Risk Management: The program has been overseen by a Program Board from both LAs including Lead Members, DCSs, finance, HR and school representation. An explicit objective of this programme board was to identify and firm up areas for collaboration, however all of the areas designated for Social Care shared teams were not appropriate given the outcome and focus of the Tameside OFSTED Improvement Notice in July 2022.

The National Policy Framework to reform the SEND and Education system means that the risks of sharing leadership capacity with Stockport could result in the Council failing in our duty to reform and improve the service

Background Information: The background papers relating to this report can be inspected by contacting – Ali Stathers-Tracey

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 e-mail: Alison.Stathers-Tracey@tameside.gov.uk

1. INTRODUCTION

- 1.1 Tameside and Stockport have different areas of strength and areas for improvement and it was recognised at the time of the decision to enter in to a trial partnership that there was potentially a mutually beneficial opportunity to each learn from one another to deliver whole system improvements. At the time when Cabinet agreed an opportunity to explore a shared service partnership, it was in the context of exploring opportunities to accelerate plans for transformation across both localities sitting within the Greater Manchester (GM) area.
- 1.2 Tameside and Stockport have had a track record of working successfully together in Children's Services over several years, including through the DfEs Innovation Program and as Partners in Practice. The relationships that we have forged with the shared Director of Education since December 2020, put us in a strong position to continue to share operational services where they bring efficiency and learning in the current pressured delivery climate.
- 1.3 In the context of the changing political and policy climate for Children's services, it is in the best interest of service delivery to make swift decisions and prioritise all available resources and expertise in order to improve outcomes for Children in Tameside as we fully emerge from the Covid Pandemic and face new challenges around the cost of living.
- 1.4 The decision to give notice to end the Service Level Agreement with Stockport reflects the very different position that the performance of Children's Services in Tameside is at compared to Stockport. Since the agreement was taken to share the director of education role, Tameside in comparison to Stockport is embarking on a significant journey to improve, including having a formal Improvement Notice from DFE, significant improvements in SEND Written Statement of Action and formal monitoring response plus a need to remodel our Social Care and Early Family Help service in to localities. Under the new Cabinet and new Director of Children's Services, it is critical that we align all available expertise and capacity to achieve our ambition to be Good and Outstanding for Children.
- 1.5 We can demonstrate strong evidence of sharing knowledge and expertise around the Education and Schools agenda between the two Councils and the impact of this learning is clear in respect of our ability to interpret National Guidance and delivery models in a more consistent way. This is best evidenced in the opportunity to maximise our shared expertise to improve our Early Years and schools readiness offer by creating a new model to focus on this area of improvement common to both Councils. However, in other aspects of improvement work for children, Tameside is in a very different place to Stockport and our focus now needs to shift to an intensive support model for Education and SEND Improvement.

2. PROPOSAL

- 2.1 To recognise the considerable benefits that the shared Director arrangement has brought in respect of sharing knowledge, expertise and building the relationship across services 0-25 years.
- 2.2 To recognise the work undertaken to model a shared Early Years quality improvement service across the two Councils, which make sound financial sense given the gap that both Councils are experiencing in recruiting and retaining our workforce. This has enabled Early Years improvement expertise to work across Early Years settings and better prepare children to be school ready. There are plans to bring a report back to Executive Cabinet to enable formal agreement for this service to be implemented during 2023/24.
- 2.3 To accept that while the original decision to explore further models of shared services across Education and Social Care had merit, it is no longer appropriate or deliverable given the need

to maximise all leadership and expert capacity and resources to focus on our improvement agenda for children and local families.

- 2.4 To recognise and acknowledge the excellent quality of Director led work delivered by our Assistant Director of Education and the need to harness his expertise and leadership in Tameside to implement the significantly changed policy environment we now work within. This decision also reflects our high challenge improvement work to achieve better outcomes for Tameside Children, Schools and wider Partnership work and needing full time dedicated Assistant Director for Education leadership in place to take forward the local improvement plans.
- 2.5 The original shared Director arrangement committed to focus on improving outcomes for both Children in Tameside and Stockport, and we can see from some of the focus on early language and reading in our recent key stage performance results, that in respect of maintaining a focus on Early Years improvement is absolutely where our focus should continue. However it is difficult to say whether improved outcomes are a result of having a partnership in place given the complexities of pandemic recovery influencing the experiences of children and the ability of institutions supporting their development to improve outcomes overall. This is a challenge at national level also, but would suggest that the current arrangement makes it more complicated to understand if the shared learning across multiple Councils is helping or not.
- 2.6 Tameside Council needs to be confident that we are doing everything in our power to focus attention and resources to deliver the very best services for our Children at a time of unprecedented change and pressure on our schools and our families. To bring back our shared capacity has not released financial efficiency directly from Council base budget as the shared arrangements only effects external grant expenditure provided by the DFE (Dedicated Schools Grant).
- 2.7 The original partnership ambition to build upon the sharing arrangements and create further innovation and opportunities for further investment will continue without the need for a shared director arrangement. This will bring capacity back to officers in Tameside to engage in work directly focused on our residents locally, at GM and national level to further build our influence and credibility with DFE and GMCA.
- 2.8 This work has been supported and led by a joint Director of Education working across both councils through a secondment agreement.
- 2.9 This position was intended to operate on an interim basis and be reviewed during this process to ensure the arrangement remained fit for purpose. The joint director has led the Education/SEND services across both councils. The original decision was to keep the arrangement under review with a report due back to Cabinet within an initial 12 month period and prior to the agreed 2 year period of the secondment. This agreement has now been in place for 18 months since the original agreement was put in place.
- 2.10 There has been a dedicated Programme Board established to oversee the partnership work linked to this agreement, chaired jointly by the DCS from both Stockport and Tameside. This Partnership Board also includes Lead Members for Education, HR, the relevant Assistant Directors, School Representation plus other Senior Officers across both organisations. In the current pressured climate, it is difficult to justify officer time and additional work when the improvement landscape for children and the needs for Tameside in particular are so pressing and significant. Therefore it is proposed that the shared Partnership Board for the programme would come to a natural end in January 2023.
- 2.11 A proposal for establishing an Early Years shared service model to be worked up for a future Cabinet decision in 2023.

3. CONCLUSION

- 3.1 While there have been some significant benefits in terms of learning from the Service Level Agreement with Stockport, it is within the changing policy and improvement landscape for Tameside that the current arrangements were made at a very different time for services. The original report and recommendations were taken under different leadership arrangements, we can no longer continue to share our leadership capacity in the children's arena for reasons outlined in the report above.

4. RECOMMENDATIONS

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

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Agenda Item 8

Report to:	EXECUTIVE CABINET
Date:	23 November 2022
Executive Member:	Councillor Janet Jackson – Executive Member for Planning, Transport and Connectivity
Reporting Officer:	Julian Jackson, Director of Place Gregg Stott, Assistant Director Investment, Development & Housing
Subject:	STALYBRIDGE BUS STATION STUDY
Report Summary:	This report seeks approval of the Stalybridge Bus Station Study which has identified the need for and options to create improved public transport infrastructure that provides enhanced connectivity between public transport modes and better accessibility to destinations in Stalybridge Town Centre and beyond.
Recommendations:	That Executive Cabinet be recommended to: <ul style="list-style-type: none">(i) Approve the Stalybridge Bus Station Study that will guide future decisions to improve bus-rail connectivity and general bus based provision within Stalybridge Town Centre.(ii) Note the next steps in relation to further work with partners, including TfGM, TransPennine Express and the GM Stations Alliance.
Corporate Plan:	Key aims of the Corporate Plan are to provide opportunities for people to fulfil their potential through work, skills and enterprise and to ensure modern infrastructure and a sustainable environment that works for all generations and future generations. The Stalybridge Bus Station Study supports these aims in the areas of providing modern infrastructure and a sustainable environment.
Policy Implications:	The Stalybridge Bus Station Study supports the policy aims of the Stalybridge GM Mayor's Town Centre Challenge, deliver priorities in the Town Centre Challenge Action Plan, the Borough's Inclusive Growth Strategy 2021, Tameside Climate Change & Environment Strategy, the Council's growth priorities agreed at Council February 2020 and the draft Greater Manchester Places for Everyone joint development strategy.
Financial Implications: (Authorised by the statutory Section 151 Officer)	<p>There are no immediate financial implications arising from this report.</p> <p>The study referenced in section 2.1 of the report was wholly funded by Intra-City Transport Settlement Resource grant funding (via Transport for Greater Manchester).</p> <p>It should be noted that there is no Council funding available to finance any potential options that are to be considered for bus service connectivity and related provision in Stalybridge town centre.</p> <p>Alternative funding sources will therefore need to be clearly identified in future option update reports presented to Members for consideration.</p>

Legal Implications:
(Authorised by the
Borough Solicitor)

There are no immediate legal implications arising from this report given that the study is still at a concept stage. It is understood that in due course there will be consultation with the public on the possible options.

Risk Management:

Risks associated with the work are set out at Section 4.

Background Information:

The background papers relating to this report can be inspected by contacting Mike Reed, Head of Major Programmes



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1. INTRODUCTION

- 1.1 The Council has identified Stalybridge Town Centre, as one of its priority areas to deliver the objectives of the Tameside Inclusive Growth Strategy 2021-26 in making our town centres hubs for living, culture, employment and services supporting a sustainable retail sector. Stalybridge Town Centre was selected as Tameside's focus for the Greater Manchester (GM) Mayor's Town Centre Challenge in 2018. Initial work to plan and progress the delivery of Stalybridge's Town Centre Challenge was co-ordinated by the Stalybridge Town Centre Challenge (STCC) Board and the Stalybridge Town Centre Challenge Action Plan – Our Place Our Plan which set out the aspirations for the Town Centre.
- 1.2 The Stalybridge High Street Heritage Action Zone (HSHAZ) is currently helping to regenerate areas of the town centre and restore the town's local historic character including delivery of the Heritage Walk to provide connectivity and improve safety along Market Street, strengthening the link from the rail station to the Town Centre and cultural facilities. The Stalybridge West Feasibility Study (2022) sets out the regeneration strategy for the redevelopment of a number of brownfield sites adjacent to the railway station and along Castle Street for residential/mixed use development.
- 1.3 The Stalybridge Action Plan identified the need to determine the future role of Stalybridge Bus Station on Market Street and consider the potential for its relocation into a more appropriate location. The Council has now completed the Stalybridge Bus Station Study (**Appendix 1**) to develop options for new bus infrastructure in the Town Centre, including strengthening links with the existing rail station.
- 1.4 The Stalybridge Bus Station Study has been prepared in the context of an emerging wider strategic vision for the Town, consistent with the Council's emerging Tameside Town Centres Framework, supporting existing and planned investment. This will in turn help to deliver a catalytic economic and social impact to the local community.
- 1.5 The GM Stations Alliance, including TfGM; Network Rail; LCR; GMCA and the rail service providers (Trans Pennine and Northern) have identified Stalybridge as a growth point for new development around the railway station area in the future. The Stalybridge Bus Station Study has been prepared in the context of this emerging work.
- 1.6 The Stalybridge Bus Station Study is also consistent with this work and the Council's £19,900,000 Levelling Up Fund (LUF) Round 2 bid for Stalybridge, submitted in August 2022 and focused enabling infrastructure to bring forward vacant sites, public realm and active travel improvements, and the delivery of the Stalybridge 'Cultural Quarter'. The Council is currently awaiting a decision on this bid and if successful the associated LUF delivery programme will need to be prepared in the context of the findings of this study.

2. STALYBRIDGE BUS STATION STUDY

- 2.1 GMCA and TfGM identified a need to provide Local Authorities with revenue funding to enable general project development expertise to be brought in at a local level to support the development of local place-based transport priorities. The Council has utilised £59,000 of Intra-City Transport Settlement Resource grant funding (via TfGM) for scheme development relating to the Stalybridge Bus Station Study.
- 2.2 In February 2022, following a procurement process via STaR, the Council appointed Pell Frischmann together with Jefferson Sheard Architects, and Temple Group to identify and then appraise a number of options to improve bus-rail connectivity and general bus based provision within Stalybridge Town Centre.
- 2.3 This study has identified the need for and options to create improved public transport

infrastructure that provides enhanced connectivity between public transport modes and to provide better accessibility to destinations in the Town Centre and beyond. The options have been developed to be complementary to the wider ambitions for the town centre and accommodate future development aspirations. The options identified within the Study focus on the relocation of the bus station, or the provision of enhanced bus infrastructure, in order to provide cost effective, sustainable and deliverable potential solutions. Whilst not an immediate factor to be incorporated within the options identified, the aspiration is that the study should be cognisant of the potential for Metrolink services and/or tram-train operations to be extended to serve Stalybridge at some point in the future.

Existing Bus Station Site

- 2.4 It has been identified that the existing bus station, currently comprising four stands and served by c7 buses per hour, is not ideally located for pedestrian access to either the railway station or to the main retail core of the town centre, which is approximately 500m away.
- 2.5 Whilst Stalybridge is currently well connected by both bus and rail, a number of constraints currently exist for public transport users who wish to make multi-modal journeys. This is due to the bus and rail stations being located approximately 300m from each other, with a number of barriers negatively impacting pedestrian and active travel movements between the two. Therefore, options for some form co-located provision close to the rail station have been specifically considered in the study.
- 2.6 The size of the existing bus station site (c. 2,125sqm) has also been identified as disproportionate to the number of stands and the number of services. Furthermore the existing bus station does not provide any additional supporting facilities, and therefore it is considered that opportunities exist to rationalise the scale of the existing facility in order to reduce land take for this purpose within the town centre, and potentially to free up additional land for development to benefit the town.
- 2.7 Analysis of bus service patterns has demonstrated that the number of services stopping at Armentieres Square, which is located in closer proximity to the main origin / destination points within the Town Centre, is similar to those serving the existing bus station, with most services stopping at both facilities. As such, Armentieres Square has become a 'de-facto' bus station site for the centre of Stalybridge. Therefore, options to enhance the existing bus provision at Armentieres Square have been specifically considered in the study.

Aims and Objectives

- 2.8 An objective setting workshop for the Study was held on commencement of the Study and attended by representatives from Tameside Council, TransPennine Express, First Group, Transport for Greater Manchester (TfGM), GM Stations Alliance, Jefferson Sheard, Temple Group and Pell Frischmann.
- 2.9 Following the objective setting workshop the following objectives were adopted:
- Improve connectivity between bus and rail travel modes for public transport users.
 - Improve connectivity for public transport users to key destinations within Stalybridge Town Centre.
 - Support wider regeneration efforts within Stalybridge.
 - Encourage greater levels of public transport and active travel usage within Stalybridge and the wider region.
 - Avoid impacting (increasing) bus journey times.
 - Consider provision for micro-mobility in all options.
- 2.10 This in turn informed the main aims of the Study as follows:
- To provide enhanced connectivity for multi-modal journeys comprising bus and rail travel;
 - To provide more convenient access for public transport users to and from the key destinations within Stalybridge Town Centre;

- To support the wider regeneration of Stalybridge Town Centre;
- If possible, to enable the existing bus station site to be redeveloped for the benefit of the town centre; and,
- To encourage greater take up of public transport within Stalybridge and the surrounding area, in order to bring about benefits in terms of air quality, highway congestion, and public health.

Options Identification and Analysis

- 2.11 The Study has then identified a long list of options, with the intention of these options being to meet the overall aims as ascertained through the objective setting workshop. In considering what options are available to provide improved facilities, the Study has considered a wide range of potential solutions and types of solutions. A detailed appraisal of each option has been undertaken against the key objectives and appraisal criteria to identify in quantitative terms the highest scoring options which were then taken forward to the shortlist stage.
- 2.12 The options identified have been further categorised into three broad concept areas as follows:
- Concept 1 – the provision of a co-located bus and rail interchange facility;
 - Concept 2 – the provision of a re-located bus station within the town centre; and,
 - Concept 3 – the provision of a series of high-quality on-street bus stops at key points across the town centre in the place of a singular centralised bus station.
- 2.13 The initial option appraisal process resulted in a shortlist being identified as follows:
- Option 4 - New Bus Station to the north side of Rassbottom Street (Current Car Park);
 - Option 9 - New Bus Stops utilising Parking Area to immediate North-East of Station Entrance forecourt;
 - Option 10 - Enhance Existing Bus Stops on Rassbottom Street; and
 - Option 12 - New Bus Stops at Key Locations in the Town Centre (Including by Station) and Redevelop Existing Bus Station.

Preferred Option

- 2.14 The shortlist identified has then been appraised further based on stakeholder acceptability, land ownership impact, forecast timescales for implementation and Town Centre wide impact. This process identified Option 12 - New Bus Stops at Key Locations in the Town Centre (Including by Station) and Redevelop Existing Bus Station as the highest scoring option, and therefore this has been identified as the recommended preferred option.
- 2.15 The option is considered to be cost effective, deliverable, and is forecast to deliver tangible town-centre wide improvements to bus and rail connectivity and to bus infrastructure generally within Stalybridge. The option would also allow the existing bus station site, owned by TfGM, to be redeveloped to support wider regeneration efforts within the town centre.

3. NEXT STEPS

- 3.1 The outputs of this study will support development of a pipeline of schemes across GM for delivery against anticipated future capital funding streams. The Council will continue to engage with TfGM to explore how the preferred option could be developed in more detail to secure funding and enable delivery. Once more work has been undertaken and there are specific proposals then these will be subject to a formal consultation process.
- 3.2 The Council will continue to engage with the GM Station Alliance, TfGM and TransPennine Express to ensure that the outputs of the study are aligned with and considered in any emerging work for further improvements to Stalybridge rail station.
- 3.3 The Council will also continue to engage with TfGM to understand/influence the potential

longer term delivery of new infrastructure linked to any future Metrolink or train-tram provision and the role of the rails station.

4. RISK MANAGEMENT

4.1 The main project risks associated with Stalybridge Bus Station Study have been identified in the table below.

Risk Area	Detail	RAG Rating	Mitigation	RAG Rating
Engagement	Lack of engagement with partners, leads to fragmented approach to transport infrastructure.	Yellow	Early engagement with TfGM, TransPennine Express and TfGM to ensure activity is aligned and delivers a coordinated approach.	Green
Financial	Insufficient budget to progress to next stage.	Red	Early engagement with TfGM and partners to clearly understand emerging funding opportunities and ensure scheme is identified on all relevant project pipelines.	Yellow
Programme	Lack of resource capacity to undertake workstreams in line with expectations.	Yellow	Apply adequate resource to the project to ensure programme adherence. Seek additional support from TfGM partners.	Green

5. CONCLUSION

5.1 The Stalybridge Bus Station Study supports delivery of the Tameside Corporate Plan, Tameside Inclusive Growth Strategy, and the Stalybridge Town Centre Challenge Action Plan. Furthermore it fully aligns with the broader GM transport priorities, GM Clean Air Strategy, and draft GM Places for Everyone joint development strategy.

5.2 The delivery of improved infrastructure to provide enhanced connectivity between public transport modes as proposed in this study will support the continued regeneration of Stalybridge as a modern hub that more effectively serves its local catchment and attracts additional investment.

6. RECOMMENDATIONS

6.1 As set out at the front of the report.

P e l l F r i s c h m a n n

Stalybridge Bus Station

Options Identification & Appraisal Report

October 2022

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Appendices

Appendix A	- Drawing No. 106253-PEF-GIS-01-DR-D-00001
Appendix B	- Longlist Option Appraisal Table
Appendix C	- Shortlist Option Appraisal Table

1 Introduction

1.1 Overview

1.1.1 Tameside Metropolitan Borough Council (TMBC) has appointed Pell Frischmann (PF) together with Jefferson Sheard Architects, and Temple Group to identify and then appraise a number of options to improve bus-rail connectivity and general bus based provision within the town of Stalybridge.

1.1.2 Stalybridge is a town within Tameside, located approximately 3km southeast of Ashton-under-Lyne. The town has a population of approximately 24,000 (2011 census), and forms one of the major conurbations within Tameside. The town is also one of the main commuter towns within Greater Manchester (GM) for employees working within the GM Regional Centre.

1.1.3 Stalybridge bus station is located off King Street, bordered by Waterloo Road to the north and Market Street to the south. A total of four bus stands are provided at the existing bus station, which comprises a relatively large area – c. 2,125sqm. Vehicular access and egress to the bus station is via Market Street or Waterloo Road. The existing bus stands feature shelters, seating and printed timetable information, and are called at by up to 12 services per hour to a range of destinations including Manchester, Hyde and Oldham. The existing bus station is not ideally located for pedestrian access to either the railway station or to the main retail core of the town centre.

1.1.4 Stalybridge railway station is situated on the Huddersfield Line, providing direct access to Manchester, and then to the east access to Huddersfield and Leeds and other stations on the Trans-Pennine Express route. The railway station therefore provides a key regional hub for both eastbound and westbound travel to important employment destinations.

1.1.5 Stalybridge is currently well connected by both bus and rail, however constraints currently exist for public transport users who wish to make multi-modal journeys with Stalybridge utilising both the bus and rail stations to make connected journeys. This is due to the two stations being located approximately 300m from each other, with a number of barriers in place making journeys between the two stations less than ideal from a pedestrian and active travel perspective. The size of the existing bus station site (c. 2,125sqm) is also disproportionate to the number of stands at and the number of services currently calling at the bus station. The existing bus station does not provide additional supporting facilities, and therefore it is considered that opportunities exist to rationalise the scale of the existing facility in order to reduce land take for this purpose within the town centre, and potentially to free up additional land for development to benefit the town.

1.1.6 Neither of the existing bus or rail station locations are ideally located to enable immediate access for public transport users to the main retail centre of the town centre, with the existing bus station being located approximately 500m from the core of the town centre. The railway station is located approximately 600m from the town centre core.

1.1.7 The purpose of this study is therefore to identify the need for and options to create a new bus and rail interchange facility within the town centre, or to otherwise improve public transport infrastructure, in order to provide enhanced connectivity between public transport modes within Stalybridge, and to provide better accessibility to both the key retail areas within Stalybridge, and to key employment destinations for commuters. The options must be complementary to the wider ambitions for the town centre and accommodate the development aspirations for the wider town and specific brownfield development opportunities being taken forward by the Council.

1.2 Report Structure

1.2.1 Following this introduction, this report is structure as follows:

- Section 2: Provides details of the existing conditions within Stalybridge, including the existing connectivity opportunities and constraints;
- Section 3: Describes the process used to determine the aims & objectives that any proposed intervention should meet;
- Section 4: Provides details of the various options identified to improve bus infrastructure within Stalybridge;
- Section 5: Details the sifting process used to determine a short-list of options;
- Section 6: Sets out the appraisal process of the short listed options, and identifies the recommended preferred option; and,
- Section 7: Summarises and concludes the report.

2 Existing Situation

2.1 Local Context and Challenges

2.1.1 The town and centre of Stalybridge are in many ways unique in the context of similar Greater Manchester (GM) towns, but particular in the transport context. Unlike other GM towns where the rail station and rail connectivity focus on movements into and out of the city centre hub, Stalybridge offers the unique opportunity for direct connection to the Trans-Pennine route, thus allowing for key east and west oriented trip-making.

2.1.2 Stalybridge plays a far more strategic role therefore than many other local stations. Improved public transport interchange facilities in Stalybridge will not only benefit the residents of the town, but also offer an opportunity to improve public transport connectivity for the wider Tameside population, which in turn offers the potential to contribute to the local and regional objectives of enabling modal shift to more sustainable forms of travel, whilst also contributing to Tameside and Greater Manchester's carbon reduction targets.

2.1.3 The Council has identified Stalybridge town centre as one of its priority areas to deliver the objectives of the Tameside Inclusive Growth Strategy 2021-26 in making our town centres hubs for living, culture, employment and services supporting a sustainable retail sector. The Stalybridge Town Centre Challenge Action Plan – Our Place Our Plan (2020) sets out the aspirations for the town centre, including better integration of sustainable transport modes. The Action Plan identified a specific action to determine future role of the existing bus station site with a view to relocation of facilities linked to the railway station or an alternative location.

2.1.4 The Stalybridge High Street Heritage Action Zone (HSHAZ) is currently helping to regenerate areas of the town centre and restore the town's local historic character including delivery of the Heritage Walk to provide connectivity and improve safety along Market Street and repairs to the Civic Hall to future proof this historic building. The Stalybridge West Feasibility Study (2022) sets out the regeneration strategy for the redevelopment of a number of brownfield sites adjacent to the railway station and along Castle Street for residential/mixed use development. This study is also consistent with this work and the Council's Levelling Up Fund Round 2 bid for Stalybridge, submitted in August 2022 and focused enabling infrastructure to bring forward vacant sites, public realm and active travel improvements, and the delivery of the Stalybridge 'Cultural Quarter'.

2.1.5 The delivery of improved infrastructure to provide enhanced connectivity between public transport modes as proposed in this study will support the continued regeneration of Stalybridge as a modern hub that more effectively serves its local catchment and attracts additional investment.

2.2 Locality and Connections

2.2.1 Stalybridge bus station is located to the north of the town centre, approximately 500m from the main retail areas on Melbourne Street and Grosvenor Street, and 250m from the railway station off Rassbottom Street. The bus station is therefore not ideally located for direct access to either the town centre or to the bus station.

2.2.2 The condition of footways linking the bus station to both the railway station and the main retail areas of the town centre is poor in some areas and there is no existing cycle infrastructure in place between the bus and railway stations. The pedestrian linkages between the railway station and the town centre are not of a quality which is likely to be attractive to pedestrians, with the footway narrowing at several points to below 2m, such as under the railway bridge. This acts as a potential barrier for public transport usage, and it is realistic to expect that should enhanced connectivity between bus and rail be provided, public transport usage would increase within Stalybridge.

2.2.3 In addition, the opportunities for passing trade for passengers travelling between the bus and rail stations is currently limited. The existing businesses fronting the section of Market Street are largely made up of

those with a night time economy focus (pubs and bars), as well as takeaways and restaurants. In addition to this a number of units are also vacant. There are few convenience shops of the type which are likely to attract commuters / passengers enroute between the rail and bus stations. Therefore, it is considered that the potential to relocate the bus station could provide a benefit to Stalybridge from a commercial and economic perspective, in part by providing a greater potential for passing trade between the bus station and both the railway station and the main retail areas of the town centre.

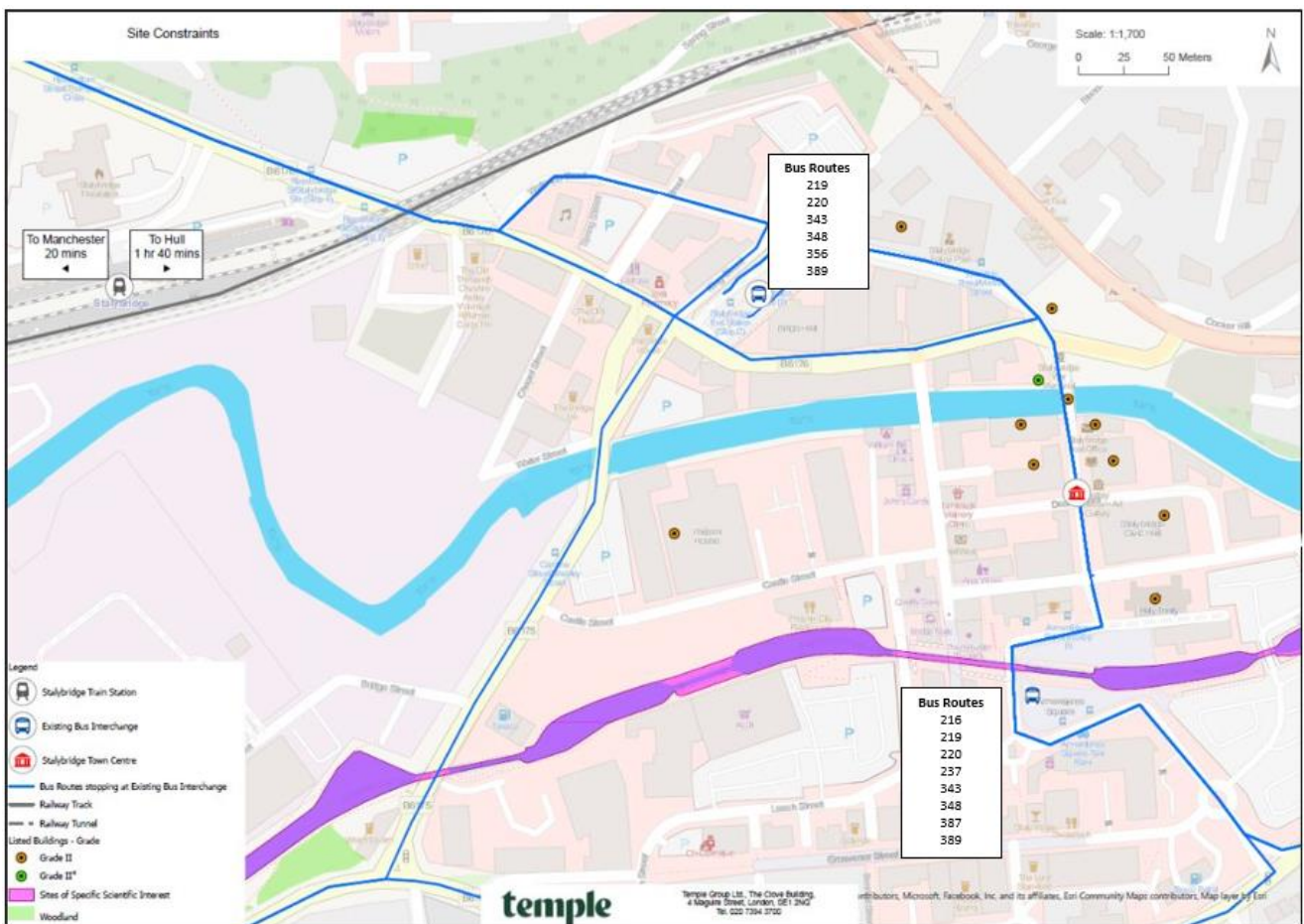
2.2.4 The redevelopment of Stalybridge town centre has led to an informal migration of bus stops and services to focus on Armentieres Square, which is located in closer proximity to the main origin / destination points within the centre of Stalybridge. Two bus stops are currently operational within Armentieres Square, with a further two bus stops on Armentieres Square currently closed due to ongoing construction works.

2.2.5 The number of services stopping at Armentieres Square is similar to those serving the bus station, with most services stopping at both facilities. As such, Armentieres Square has become a ‘de-facto’ bus station for the centre of Stalybridge. Therefore, options to enhance the existing bus provision at Armentieres Square have been considered later in this report.

2.3 Constraints

2.3.1 The following constraints plan has been used to identify the existing constraints in place within the town centre, with a particular focus on pedestrian, active travel and public transport movements:

Figure 2-1: Constraints Plan



2.3.2 Figure 2-1 shows that Stalybridge is predominantly urbanised with isolated patches of woodland in the area and limited green connectivity. Therefore regardless of the specific type of proposal(s), opportunities, should be explored which have the potential to enhance green connectivity within the town centre and result in a net biodiversity gain.

2.3.3 Given its historic role, the centre of Stalybridge accommodates a number of architectural and historic buildings of interest, as such any improvement options need to be cognisant of these buildings, and where possible, seek to protect heritage within the town centre.

2.3.4 Market Street to the east of the railway station plays a role as the focus of the night-time activity. Whilst this area provides an important contribution to Stalybridge's night time economy, there are limited opportunities for passing trade for commuters in this location, with few retail units in place that would be of the type likely to attract commuters.

2.3.5 The town centre comprises the commercial centre of the town although empty and derelict shops are commonplace. Therefore, it is important for the options identified for this report to seek to encourage greater footfall through the main retail areas of the town centre in order to encourage, along with wider regeneration efforts within the town centre, a better commercial environment.

2.3.6 There are no routes dedicated solely to pedestrian/cycling access within the town centre and limited connections to existing trails and public rights of way exist. As such, it is clear that opportunities exist for pedestrian and cycle infrastructure to be improved within Stalybridge, in particular linking to the bus and rail stations.

2.3.7 Huddersfield Narrow Canal, designated as a Site of Special Scientific Interest and the River Tame, are both important features within the area for wildlife habitats and biodiversity. Their banks are also currently experiencing new development in the form of housing close to the town centre, for example Summers Quay and the Marina developments respectively, which have been rapidly filled up.

2.3.8 Stalybridge Railway Station sits within an excellent strategic location with train services running from Stalybridge to Manchester, Leeds, Liverpool, Huddersfield and Hull. Therefore, opportunities to incorporate greater bus, cycle and pedestrian provision to the existing railway station site should be explored.

3 Aims & Objectives

3.1 Overview

3.1.1 TMBC have advised PF that the overall objective of this commission is to consider the need for and to develop options for the relocation of the existing bus station as part of a potential new transport interchange, comprising bus and rail elements allowing bus-rail interchange in and around the existing rail station.

3.1.2 It is considered that any relocation of the existing railway station would be extremely cost prohibitive, and therefore the options identified within this report focus on the relocation of the bus station, or the provision of enhanced bus infrastructure, in order to provide cost effective, sustainable and deliverable potential solutions.

3.1.3 Whilst not an immediate factor to be incorporated within the options identified, the aspiration is that the study should be cognisant of the potential for Metrolink services and/or tram-train operations to be extended to serve Stalybridge at some point in the future.

3.1.4 This report has identified a long list of options, with the intention of these options being to meet the overall aims of the commission which were ascertained through the objective setting workshop.

3.2 Objective Setting Workshop

3.2.1 An objective setting workshop for the commission was held on Friday 6th May 2022. The session was attended by representatives from Tameside Council, TransPennine Express, First Group, Transport for Greater Manchester (TfGM), Jefferson Sheard, Temple Group and Pell Frischmann.

3.2.2 The purpose of the session was to discuss the overall background to the project, focussing on the ongoing regeneration efforts within Stalybridge, as well as efforts to encourage sustainable travel and reduce carbon emissions within the Greater Manchester region, and then to discuss the existing challenges facing Stalybridge from a connectivity perspective. Following this, the discussion then moved onto the aspirations that the stakeholders attending the session had for any improvement options, and how those aspirations should be prioritised.

3.2.3 Once those aspirations had been identified, the session then focussed on the three broad concepts for improvement options which are discussed in Section 4.3 of this report, focussing on their advantages and disadvantages, and their overall acceptability among stakeholders.

3.2.4 The key outcome of the Objective Setting Workshop, as well as the TfGM workshop (further details of this session are provided in Section 3.3), was the list of overall objectives for the scheme, which are set out in Section 3.4.

3.3 Transport for Greater Manchester (TfGM) Workshop

3.3.1 Following on from the Objective Setting Workshop, it was decided to hold a follow up session with representatives with TfGM in order to obtain further feedback relating to the three concept options discussed at the objective setting workshop (i.e. the co-located bus and rail interchange, a relocated town centre bus station, or a series of high quality on street bus stops).

3.3.2 The key outcome of the session was that TfGM were generally supportive of each of the three concept options, noting that each could be made to work for the benefit of Stalybridge, on the condition that TfGM remain involved as a consultee as this project continues.

3.3.3 A key factor that was discussed during the session was that from a bus operations perspective, it is imperative that any proposed improvement option does not have a materially negative impact upon bus journey times. Any option that would potentially increase bus journey times is likely to be opposed by bus operators,

and is also likely to be unattractive to public transport users. Therefore, impact on bus journey time has been considered as a key factor within the appraisal of options within this report.

3.3.4 Another key focus of the session was on micro-mobility (i.e. e-scooters & e-bikes), and how any prospective improvement options may be designed so as to facilitate micro-mobility users. This has therefore formed another consideration within the option appraisal process.

3.3.5 The TfGM session also contributed to the objectives for the project which are set out below.

3.4 Objectives

3.4.1 Following the objective setting workshop, and the follow-up workshop with TfGM, the following objectives were adopted:

- Improve connectivity between bus and rail travel modes for public transport users.
- Improve connectivity for public transport users to key destinations within Stalybridge Town Centre.
- Support wider regeneration efforts within Stalybridge.
- Encourage greater levels of public transport and active travel usage within Stalybridge and the wider region.
- Avoid impacting (increasing) bus journey times.
- Consider provision for micro-mobility in all options.

3.4.2 The sifting process undertaken of potential options has been based on expected fit against these objectives for each potential option.

3.5 Aims

3.5.1 The main aims of the commission are therefore as follows:

- To provide enhanced connectivity for multi-modal journeys comprising bus and rail travel;
- To provide more convenient access for public transport users to and from the key destinations within Stalybridge Town Centre;
- To support the wider regeneration of Stalybridge Town Centre;
- If possible, to enable the existing bus station site to be redeveloped for the benefit of the town centre; and,
- To encourage greater take up of public transport within Stalybridge and the surrounding area, in order to bring about benefits in terms of air quality, highway congestion, and public health.

3.5.2 Whilst the overarching aim of this commission is to deliver a new bus/rail interchange facility, it should be noted that such interchange facilities in different locations are of different scales and sizes. For instance, major interchanges exist in locations such as Altrincham, where a large steel and glass building provides connectivity between bus, rail and Metrolink stations, but in other areas, similar connectivity is provided within a more simplistic and cost-effective facility.

3.5.3 Therefore, the options presented within this report provide solutions which would deliver interchanges of varying scales.

4 Options Identification

4.1 Introduction

4.1.1 Having established the over-riding objectives for the study the next stage of work involved identifying options to deliver an improved public transport interchange in Stalybridge against the specific requirements of the set objectives. Given the prohibitive cost and complexity associated with moving the railway station, where new co-located provision would be provided, the focus of the study has been on identifying options close to Stalybridge railway station.

4.1.2 In considering what options are available to provide such a facility, the study has considered a wide range of potential solutions / types of solutions, across the full spectrum of potential interventions, from high quality new collocated interchange building similar to that of Altrincham or Eccles through to smaller scale interventions that might deliver a more cost effective value for money and proportionate solution.

4.1.3 As well as the full range of possible option types, the study has also adopted a broad physical scope. As mentioned earlier, clearly the concept of moving the railway station was ruled out immediately given the significant cost and complexity involved in such a concept. However in terms of the physical scope, the full town centre area has been considered in terms of potential option locations.

4.1.4 The objectives of the study were central to the identification of options, However, to ensure a robust set of options were developed and that all feasible possibilities had been considered, option identification was not constrained by the objectives.

4.1.5 The following section presents the 'long list' of options that have been identified during the duration of the study. The locations of the sites below are shown on Drawing No. 106253-PEF-GIS-01-DR-D-00001 attached at Appendix A, and a summary of the strengths and weaknesses of each is presented below. A detailed appraisal of each option is presented in Appendix B, which contains the appraisal of each option against the key objectives and appraisal criteria. This option appraisal process has been used to identify in quantitative terms the highest scoring options, with each option's performance against the objectives and sifting criteria scored against a seven-point scale from +3 to -3 (where +3 represents a very strong fit and -3 a very poor fit). This allows a scoring of each option for comparison and differentiation purposes, with the highest scoring options taken forward to the shortlist stage.

4.2 Long List of Options

4.2.1 The identified long list of options is presented below together with a summary analysis of each. Where relevant, the location of each option is presented in Drawing No. 106253-PEF-GIS-01-DR-D-00001 attached at Appendix A.

Option 1 - New Bus Station on the site of the current Stalybridge Fire Station - (See Site 1 on Location Plan)

This option would involve the provision of a high capacity, high quality public transport interchange building on the site of the current fire station. Given this location it would be possible to provide direct connection with the station and provide a co-located, conjoined bus/rail facility. This site's position just adjacent to Rassbottom Street would also mean it would allow future interface with any Metrolink extension to the town. A facility of this size would also allow for the inclusion of retail facilities and also possibly a Travel Office, alongside cycle parking (or cycle hub), thus enabling the creation of a transport hub

Whilst meeting the requirements of a co-located facility, this location would not address the peripheral location of the station(s) in relation to the core of the town centre. Progression of this option could also potentially require the fire station to be relocated to an alternative site within the town centre, should any measures introduced at the site be of a large enough scale so as to encroach on the existing fire station buildings.

The site is relatively large (encompassing an area of c. 5,500sqm) and it is considered therefore that ample space could be made available at the site to facilitate all bus turning movements.

Option 2 - New Bus Station to the South of the Station (Undeveloped Land) - (See Site 2 on Location Plan)

This option would involve the creation of a new public transport interchange building within an existing brown field site to the south of the railway station. This option would provide more convenient access between the bus and rail facilities for users, and has the potential to have lower associated development costs when compared to some other options due to the site being undeveloped brownfield land.

However, the site is proposed as mixed-use development within the Tameside Brownfield Land Register, and is expected to deliver up to 277 new dwellings. Therefore, it may be challenging to incorporate a new major scale bus / rail interchange in this location in addition to any mixed-use development at the site. In addition, achieving sufficient access and egress arrangements to the site is likely to require improvement works to Chapel Street and / or Water Street, as those routes are relatively narrow, have poor surfacing in areas, and would require substantial improvements to the existing pedestrian infrastructure in place.

However, the potential development of this site as mixed use development may offer a significant potential for a smaller scale public transport intervention, which could not only serve the development's needs, but also subject to location, serve the railway station also.

The configuration of the site of this relatively large site (c.12,000 sqm) means that a new bus station could be delivered within the site which can accommodate all necessary bus turning manoeuvres.

Option 3 - New Bus Station to the South of the Station (Current Haulage Yard) - (See Site 3 on Location Plan)

As an alternative to progressing a new bus station on the brownfield land to the south of the railway station, a new bus station could instead be provided on the site immediately south of the railway station, currently utilised as a haulage yard. This option would provide direct access between the bus and rail facilities, providing a co-located bus and rail facility.

However, in order for this option to be progressed, it would be necessary for the existing haulage operations at the site to cease (given the undesirable interaction of HGVs and high pedestrian movements) and therefore potential land ownership / easement issues may exist. In addition, improvement works would also be necessary to improve vehicle access to the site from Rassbottom Street to provide enhanced vehicular and pedestrian access, and potential visibility issues exist at the existing junction with Rassbottom Street due to the proximity of the junction to the railway bridge. It is noted however that this option would be wholly complementary to the options being developed by TPE to provide southern access to the railway station.

However, it should be noted that should the existing bus station be relocated to this location, the distance between the bus station and the main retail areas of the town centre would increase when compared to the existing situation. This would arguably represent a potential disbenefit of this option.

The site encompasses an area of approximately 7,500 sqm, and its extant use as a haulage yard suggests that there would be no issue in providing sufficient turning space for buses within the site, notwithstanding the need to improve vehicular access to the site.

Option 4 - New Bus Station to the north side of Rassbottom Street (Current Car Park) - (See Site 4 on Location Plan)

A new bus station could be constructed on the site of an existing car park on the north side of Rassbottom Street, immediately opposite the railway station. This would provide a convenient interchange facility for bus

and rail users, with the two stations separated only by Rassbottom Street, with an existing zebra crossing in place between the two sites (although it is likely that this would require upgrading to either a puffin or toucan crossing in the event that this option is progressed). The site's frontage with Rassbottom Street also provides possible linkage with any Metrolink facility in this location, should this be progressed in the future.

However, this would result in the loss of around 35 car parking spaces, which may need to be re-provided in another location within the town centre (possibly at the Harrop Street car park, which is understood to have spare capacity). The relocation of the existing bus station to this location would also have the impact of increasing pedestrian journey time and distance from the main retail areas of the town centre to the bus station.

The site measures c. 800sqm in area, and the configuration of the site may make all necessary bus turning manoeuvres difficult to achieve.

Option 5 - New Bus Station to the North Side of Rassbottom Street (utilising Haulage Yard and vacant plot to the rear) - (See Sites 5 & 6 on Location Plan)

Adjacent to the car park site off Rassbottom Street is an alternative site for a potential new bus facility, currently comprising a haulage yard, and a vacant plot bordering the haulage yard to the north. This option would provide new conveniently located bus station directly opposite the railway station, and would provide easy access to any potential new Metrolink services routing via Market Street/Rassbottom Street.

However, the existing haulage operations at the site would have to be halted and relocated in order to progress this option and therefore potential land ownership issues may exist, and the existing access arrangements for the site are likely to require improvement as the existing access is narrow, has little pedestrian provision and also has potential lateral visibility constraints, given the proximity of the railway bridge pier to the junction.

In addition, the plot to the rear of the haulage yard features steep level changes, with the northern part of the plot rising substantially above the level at which the railway station and Rassbottom Street sit. Therefore, extensive engineering and groundworks are likely to be required in order to make the site a viable option for a relocated bus station. The configuration of the site, being narrow in width terms but longer in depth, may make achieving suitable bus turning space challenging.

Option 6 - New Bus Station on the site of the existing Khaleasi Night Club and adjacent car park Waterloo Road / Queen Street - (See Sites 7 & 8 on Location Plan)

The existing Khaleasi night club site is located slightly further away from the railway station than some options which are located immediately adjacent to the station, such as the fire station site for instance. This site whilst being less close to the station would be located closer to the core of the town centre, whilst still providing convenient access between the bus and rail stations, with a walking distance of 210m between the site and the main railway station building.

Enhanced pedestrian provision between the site and the railway station would need to be provided if this option were to be progressed, as the existing footways linking the site to the railway station are narrow in places, and there are no pedestrian crossings currently in place across Market Street or Waterloo Road directly outside this site. These should be introduced to fit desire lines between the site and the station should this option be progressed.

There are also land ownership issues with this option, as the nightclub is not currently owned by TMBC, and would have to be acquired in order to progress this option. Development of this site would also result in the loss of 37 car parking spaces from the existing pay & display car park which are likely to have to be re-provided elsewhere within the town centre. The site is also slightly further away from the main retail areas of the town centre when compared to the existing bus station, resulting in slightly extended journey times and distances for pedestrians travelling between the two points.

This site encompasses an area of c.1,700sqm and therefore it is expected that all required bus turning manoeuvres could be accommodated within the site, although the design of any new bus station in this location would need to allow for this.

Option 7 - New Bus Station on the site of the existing Waterloo Road / Queen Street car park - (See Site 8 on Location Plan)

As an alternative to the above option, it may be possible to provide a new bus station utilising only the existing car park between Waterloo Road and Queen Street, allowing the Khaleasi nightclub to remain operational, and removing the requirement for that property to be acquired. This would require bus station of a lesser scale to be provided when compared to the option encompassing both the car park and nightclub site, but would be less challenging to deliver, whilst still providing a closely linked bus and rail interchange.

However, as with the option above, the progression of this option would still require the relocation of all existing parking within the car park, and the creation of improved pedestrian connections to take place.

This site forms a largely rectangular shape, comprising an area of approximately 1,000sqm and it is envisioned that challenges may exist at this site in terms of accommodating bus turning manoeuvres within the confines of the site.

Option 8 - New Bus Stops utilising part of Fire Station forecourt - (See Site 1 on Location Plan)

As stated earlier in this report, an option has been identified where the existing fire station site could be redeveloped in order to provide a new bus station in that location as part of a co-located bus and rail interchange, requiring the existing fire station to be relocated. Another option however, is to introduce smaller scale bus infrastructure, comprising a number of high-quality bus stops, within the large forecourt area of the fire station site (with the forecourt reconfigured to retain access / service movements into / out of the fire station).

It is important to note that this option, as well as the option which encompasses the entirety of the fire station site, are subject to dialogue and ultimate agreement with the fire authority. However, it is possible that this option would enable the fire station to continue operating as it does currently, with new bus stops introduced on a part of the forecourt. This would provide easy connections to be made between bus and rail travel.

The provision of a number of high quality bus stops in the place of a single bus station is considered to be a viable option given the level of service currently associated the existing bus stops at the bus station, which constitutes an extended arrangement providing only four stops.

The fire station site includes a large forecourt area, in which it is envisioned that all required bus turning manoeuvres could be accommodated within the confines of this area, however access and egress must be retained to the fire station through this area, and therefore the design of the bus stops would need to accommodate this.

Option 9 - New Bus Stops utilising Parking Area to immediate North-East of Station Entrance forecourt - (See Site 9 on Location Plan)

A second option for the provision of a high quality bus stop(s) is for these to be provided on the existing parking area immediately to the north east of the railway station (adjacent to the public house). The provision of bus stops in this location would provide an immediate connection with the railway station, but would result in the loss of approximately 12 car parking spaces, which may need to be re-provided elsewhere within Stalybridge (possibly at the Harrop Street car park). Access to the car park site would need to be reconfigured should this option be progressed, as the existing access to the car park is relatively narrow, and would need to be upgraded to ensure that bus movements are able to access and egress the site safely.

The site would be ideally located for access not only to the railway station, but also to any future Metrolink stops to be delivered on Market Street/Rassbottom Street.

The site is relatively small, encompassing an area of approximately c. 700sqm, and therefore it is expected that facilitating bus turning manoeuvres within the confines of the site may be challenging, unless a new access can be created from Rassbottom Street to accommodate bus circulation through the site utilising both this and the existing access.

Option 10 - Enhance Existing Bus Stops on Rassbottom Street

Two existing bus stops are located on Rassbottom Street in close proximity to the railway station. Both the eastbound and westbound stops are located approximately 50m northwest of the Rassbottom Street / Waterloo Road junction. Both stops currently feature shelters, printed timetable information, with a small bench feature provided at the westbound bus stop. The stops are served by up to 10 services per hour during peak periods, which serve a wide range of destinations including Glossop, Carrbrook, Hyde and Oldham.

The improvement of these bus stops to include features such as real time bus arrival / departure information, enhanced shelters and seating provision, wi-fi and mobile phone charging, as well as environmental & landscaping features such as “green roofs” would provide a tangible benefit to the existing provision, but is expected to have a reduced cost when compared to other options which include the creation of new stops or a new bus station.

The westbound stop would also benefit from being relocated from under the railway bridge, to a more environmentally and amenity positive location.

Option 11 - Re-Configure Existing Bus Station to Better Match Demand - (See Existing Bus Station on Location Plan)

The existing bus station comprises of four bus stands, and encompasses an area of approximately 2,000 sqm. The existing bus station therefore occupies a relatively large area given that only four stands are provided. Therefore opportunities exist for the existing site to be reconfigured to either take up a smaller footprint, enabling the remaining section of the site to be redeveloped, or to utilise the large footprint to provide additional features, such as enhanced shelters, travel shop, retail or food / drink facilities, and to use of the space available to improve the passenger experience and journey quality.

This option would provide considerable cost benefits when compared to other options, given that no additional land acquisitions would be required. However, this option would not address the issues relating to the location of the existing bus station in relation to the railway station or to the main town centre. The option would also not enable the entire bus station site to be redeveloped.

The existing bus station layout enables bus turning manoeuvres to take place within the confines of the site, however any reduction in size to the bus station could make this challenging.

Option 12 - New Bus Stops at Key Locations in Town Centre (Including by Station) and Redevelop Existing Bus Station

Whilst options to relocate the existing bus station to form a co-located bus and rail interchange, or to provide a new bus station in a better located site within the town centre have been considered above, an alternative option has also been considered whereby a series of new high-quality bus stops are provided in key locations across Stalybridge, in the place of a singular bus station.

The stops could be located at key origin / destination points, such as the railway station and Armentieres Square, and would form part of a series of bus stops providing enhanced connectivity to the town as a whole.

The provision of enhanced bus stops at the railway station would allow the potential for co-location of facilities such as ticket office/travel shop, cycle storage etc.

This option would bring significant deliverability benefits when compared to other options, given that no land acquisition would be required in order to introduce bus stops on sections of existing adopted highway, and that the bus stops could be introduced and made operational in a relatively short timescale, with much shorter construction and design periods required when compared to other options. This option would also allow the existing bus station site to be redeveloped to benefit the town centre.

This option would also have virtually no impact on bus journey times, as all new bus stops could be introduced along existing bus routes, removing the need any diversions from existing routes to new facilities, which will inevitably incur some level of additional journey time.

From an environmental standpoint, the option would have a very low impact, given that all improvements would be delivered within the existing street scene, and that the option would result in minimal change to existing bus journey distances.

Option 13 - Relocate Bus Station to Armentieres Square - (See Site 10 on Location Plan)

As stated earlier, Armentieres Square already has a number of bus stops in place, and is already used as a 'de-facto' bus station within the town centre. Therefore, this option would propose the relocation of the bus station to Armentieres Square, effectively formalising the existing 'de-facto' bus station status of the square.

This option would involve enhancing the existing bus stops within the square, and potentially introducing further bus stop capacity. Armentieres Square is located closer to the main retail areas of the town centre, including Melbourne Street and Grosvenor Street, than the existing bus station, and the pedestrian linkages between these streets and Armentieres Square are generally of good quality.

However, the relocation of the bus station to Armentieres Square would increase the distance between the bus station and the railway station, resulting in extended journey times for pedestrians between the two stations, when compared to the existing station location. The option would therefore not provide an improvement in terms of connectivity between the bus and rail stations compared to the existing situation, but would potentially increase opportunities for passing trade for public transport users travelling between the two stations, by directing users along routes with a greater provision of retail frontage. Armentieres Square is also currently used as an event space within the town centre. As such, the relocation of the bus station to this location is likely to limit the available event space within the town centre.

It should be noted that the existing bus stops on Rassbottom Street would still be available for use as a means of providing bus based access to the station.

The existing layout of bus infrastructure within Armentieres Square allows for two way movement of buses through the square, and it is envisioned that this provision would be retained should a new bus station be created there.

Option 14 - Relocate Bus Station to New Facility using Surface Car Park off Castle Street - (See Site 11 on Location Plan)

This option involves the creation of a new bus station on the site of the existing surface car park off Castle Street. This would provide a more convenient link between the bus station and the main retail areas of the town centre, but would increase the distance between the bus station and the railway station compared to the existing situation.

However, this site has been identified as having potential for new residential/mixed use development to support the wider regeneration of the town centre. The option would also require the diversion of existing bus routes

into the site, as no bus routes currently extend along the site frontage with Castle Street. This will impact upon bus journey times.

The site encompasses an area of approximately 5,300sqm and has a generally rectangular shape, as such it is envisioned that a new bus station could be delivered within the site which could accommodate bus turning movements.

Option 15 - New Bus Stops in Area Surrounding Market Street / Waterloo Road / Trinity Street - (See Site 12 on Location Plan)

This option would consist of the provision of new bus infrastructure in the area surrounding Market Street, Waterloo Street and Trinity Street. Whilst any new bus stops created here would be in relatively close proximity to the existing bus station, progression of this option would enable the existing bus station to be redeveloped for an alternative purpose. The option would also improve connectivity with the key retail areas of the town centre when compared with the existing situation. The bus stops would also be located within the town centre High Street Heritage Action Zone (HSHAZ).

The option would however not address the existing connectivity issues between the bus station and rail station, if developed in isolation. An eastbound bus stop is currently in this area, located on the north side of Waterloo Road, and a westbound bus stop is located on Trinity Street immediately to the north of the war memorial. However, opportunities exist to improve these stops, or to re-provide these stops in more suitable locations.

Option 16 - New Bus Stops on Area of Waterloo Road in the vicinity of Railway Arches - (See Site 13 on Location Plan)

This option would involve the creation of new bus stops in the area of Waterloo Road in the vicinity of the railway arches to the north of Market Street. This would provide enhanced connectivity to the railway station when compared to the existing bus station location, and would provide key bus infrastructure within the High Street Heritage Action Zone (HSHAZ). Opportunities exist for the existing pedestrian walkway through the railway arches to be enhanced as part of the option, as does the potential for lettable commercial space to be introduced within the neighbouring arches.

This option would provide enhanced connectivity between bus and rail infrastructure when compared to the existing bus station site, but would be located further away from the retail core of the town centre when compared to the existing bus station.

It is understood that much of the land in this location is currently under the control of Network Rail, and as such permissions would need to be obtained from Network Rail in order to progress this option. The option could also impact on neighbouring land including that currently occupied by the haulage yard. Highway alteration works are also likely to be required in order to facilitate bus movements in this location, resulting in a possible impact on bus journey times. Bus turning facilities are likely to be challenging to deliver in this area, and as such both eastbound and westbound stops are likely to be required on Waterloo Road in order to facilitate bus movements in both directions.

Option 17 - New Bus Stops as part of Redevelopment of Existing Phoenix City Site - (See Site 14 on Location Plan)

This option would deliver new bus stops as part of the wider redevelopment of the existing Phoenix City site to the south of Castle Street.

The site would offer enhanced connectivity to the main retail core of the town centre when compared to the existing bus station location, and would create additional passing trade opportunities within the town centre for multi-modal transport users travelling between the bus and rail stations. However, this option would add fairly significantly to pedestrian journey time and distance when compared to the existing journeys between the bus

and rail stations. The option would also necessitate the rerouting of bus services, as no services currently serve Castle Street.

Option 18 - Creation of a New Bus Station on Land to the West of Caroline Street - (See Site 15 on Location Plan)

This option would see a new bus station created on an existing brownfield site to the west of Caroline Street.

This would provide enhanced connectivity to key destinations within the town centre when compared to the existing bus station location, but would not address connectivity issues to the rail station, with this location located further away from the railway station when compared to the existing bus station site. The site is also identified for potential residential/mixed use development, and therefore providing a new bus station in this location is likely to result in a sacrifice of developable area within the site. That said, it is possible that a new bus station could be created at this site, but this would need to be agreed as part of the wider redevelopment of the site.

The site fronts Caroline Street, which is served by only the 343 bus service, and therefore the majority of bus routes currently serving the existing bus station would have to be rerouted if this option were to be progressed, potentially resulting in extended bus journey times and distances.

Option 19 - Do-Minimum – Improve Pedestrian Connectivity / Amenity between current Bus Station and the Railway Station

A Do Minimum option has also been identified, which would provide enhanced pedestrian connectivity and amenity between the existing Bus Station and Railway Station. This could involve the enhancement of existing footways to ensure that they are of adequate width and of a generally good quality. This option would be a relatively low cost option, as no new bus infrastructure would be created, and all works to be undertaken would be within the adopted highway boundary, thus no additional land purchase would be required.

However, the option would not address the existing connectivity issues between the bus station and the main retail areas of the town centre, and whilst the pedestrian connectivity would be improved between the bus and rail stations, these would remain as separate entities requiring public transport users to travel the c. 350m distance between the two on foot in order to make connected journeys. This option would also remove the possibility of the existing bus station site being redeveloped for the benefit of the town centre.

4.3 Concepts

4.3.1 During the process of identifying options for this commission it became apparent that the options identified above fell into three broad concept areas in order to improve bus infrastructure and wider connectivity within Stalybridge. Those concepts are as follows:

- Concept 1 – the provision of a co-located bus and rail interchange facility;
- Concept 2 – the provision of a re-located bus station within the town centre; and,
- Concept 3 – the provision of a series of high-quality on-street bus stops at key points across the town centre in the place of a singular centralised bus station.

4.3.2 Each concept is considered in further detail below.

Concept 1 – The Provision of a Co-Located Bus and Rail Interchange

4.3.3 The first concept comprises the creation of a co-located bus and rail interchange facility. This would require suitable land to be identified in the locality of the existing railway station in which a bus interchange could be constructed, in order to provide convenient access between the two modes for users.

4.3.4 Similar co-located bus and rail interchanges have been provided elsewhere within Greater Manchester, including Altrincham and Eccles interchanges. As has been stated earlier, interchanges can vary in scale and size, with large multi-modal interchanges such as Altrincham existing in some locations, and more simplified & often cost effective solutions have been introduced in other locations.

Advantages

- An Interchange improves the relationship between the bus and rail facilities by minimising the walking distance for passengers alighting one transport mode to connect to another, and by minimising the requirement or avoiding all together, the requirement for pedestrians to cross roads.
- An Interchange has the potential to provide a seamless and fully accessible direct link between the two stations with high levels of weather protection and safety for passengers interchanging between different modes and between bus stands.
- Transport interchanges provide one of the first and last impressions for a visitor to a town centre. Co-locating the bus and rail facilities provides a singular distinct public transport hub forming a town centre gateway with improved image. Within the co-located facility there remains potential to provide a distinct and visible aesthetic which provides clear identification of the individual bus and rail facilities.
- An improved image is critical to encouraging passengers transferring via Stalybridge to venture into the town and a positive public transport experience can increase patronage and contribute as a catalyst for regeneration in proximity to the facility and along walking routes to the town's retail, civic and cultural destinations.
- An interchange offers improved physical and visual connectivity of waiting facilities for all modes of transport including rail, bus, tram, taxi, car, e-vehicles and facilities for cyclists, with improved wayfinding and potential for integrated travel information and travel centre serving all passengers using all transport modes.
- Fully enclosed waiting and circulation areas provide high levels of passenger comfort, and automated bus boarding doors offer a good level of protection from the elements and passenger safety preventing access to the bus apron.
- By virtue of a larger combined facility there's increased opportunity for enhanced passenger facilities including retail offer within the transport hub making it a more enjoyable place for passenger dwell time.
- With any new transport hub there are opportunities for improved sustainability by promoting public transport use in combination with active travel modes, by minimising energy demand and integrating renewable sources, by choosing materials and products with low levels of embodied carbon, by selecting low water use fittings and recycling grey water, and by increasing on site bio-diversity.
- Improved bus interchange at the rail station offers rail passengers seamless connectivity to bus services for starting or completing a longer distance journey, and particularly making bus travel as a connecting mode more attractive in hours of darkness.
- The location of Stalybridge rail station as a multi-modal interchange has benefits in being highly accessible from the existing highway network and established bus routes specifically from primary routes along Stamford Street via Waterloo Road and Market Street, and along Mottram Road via Trinity Street and Armentieres Square.

Disadvantages

- There is currently a very poor interface between the railway and the town centre and focussing on the existing rail station location as a new interchange in isolation neglects to address other important nodes within the town centre such as Armentieres Square, Trinity Street, and Waterloo Road.
- The walking route to the town centre is between 5 and 10 minutes depending on the destination and, therefore, not the most convenient place for bus passengers to alight who are accessing the civic and retail cores of the town.
- Co-location of the bus and rail facilities requires a careful balance with investment in regeneration around the rail station and walking routes to encourage passengers to engage with the retail and leisure amenities within the town centre and to avoid the facility becoming transient where passengers arrive only to depart to other locations.

- Phasing of the works would need to be co-ordinated with Network Rail to minimise disruption to public transport services.
- The limited land availability in the vicinity of the rail station mean it is likely that land acquisition would be required in order to create a co-located bus rail interchange.
- The creation of a co-located bus and rail interchange is likely to be the most expensive concept of the three concepts considered within this report.

Concept 2 – Relocated Town Centre Bus Station

4.3.5 The second concept considered is for a new high-quality bus station to be introduced within a new location within the town centre. This option has the potential to address the existing issues relating to access from the bus station to the main town centre, but would not create a co-located bus and rail interchange, and therefore a certain degree of travel between the two stations would still be required. High quality bus stations are in place in other locations within Greater Manchester including Hyde, Oldham and Shudehill Interchange in Manchester City Centre.

Advantages

- The relocation of Stalybridge Bus Station to a convenient town centre location provides significant opportunity for a much-improved interface with the heart of the town centre with improved public realm and better and easier walking routes for pedestrians whilst improving outcomes for local business on established and enhanced desire lines.
- A more convenient town centre location for a new bus facility has the potential to tempt locals and visitors out of their cars and onto the bus network and getting more people onto buses will help to reduce carbon emissions, improve air quality, and encourage active travel for the first and last mile having health benefits.
- The new location could contribute to “placemaking” by locating the facility close to the town’s unique heritage assets creating a gateway and sense of arrival within the characterful civic core.
- A relocated bus station facility follows a “transport hub” model where resources and facilities are concentrated in a single location focussed on high quality facilities. High quality facilities would typically include a fully enclosed weather protected passenger concourse, waiting areas with seating, automatic doors to bus boarding points, real-time information displays and head-of-queue, clocks, and potentially include enhanced facilities such as public toilets, retail kiosks and helpdesk.
- A re-located bus station can address existing key bus routes and services which currently run along Trinity Street including Armentieres Square and Waterloo Street and Market Street subject to site availability.
- There is potential for a bus only zone in the vicinity of a re-located bus station which would promote passenger safety and improve physical pedestrian connectivity via upgraded public realm space.
- The provision and arrangements for night-time services, security, personal safety and lighting will be dependent on the specifics of location and should aim to promote perception of safety amongst passengers and the neighbouring community particularly in hours of darkness.
- The creation of a new bus station in an alternative location within Stalybridge also provides an opportunity for the existing bus station site to be redeveloped, either for residential development, or for an alternative use to serve the town centre.

Disadvantages

- A new town centre bus station location does not facilitate improved multi-modal interchange with rail services and improvements to bus-rail interchange would still be required adjacent to the rail station for the overall success of the scheme.
- Depending on the site location the new facility may be severed from established bus routes requiring re-routing and re-timetabling. This is likely to be unacceptable to bus operators.
- Other challenges exist relating to the highway network, possible re-routing of vehicular thoroughfares and retaining the provision of servicing of shops and businesses.
- The cost of creating a relocated town centre bus station is likely to be considerably higher than the provision of high-quality on-street bus stops (Concept 3), and could be prohibitive to development.

- The timescales involved in designing and constructing a new bus station at an available site within the town are expected to be significantly longer than the timescales anticipated for a Concept 3 solution.

Concept 3 – High Quality On-Street Bus Stops

4.3.6 The third concept considered would provide a series of high-quality on-street bus stops at key locations throughout Stalybridge Town Centre, and would not provide a single new bus station or co-located bus and rail interchange. This option would focus on multiple locations, rather than only a single location as would be the case with either of the two previous concepts, and therefore has the potential to provide improvements to the town centre more broadly when compared to either of the two other concepts.

Advantages

- The provision of high quality on-street bus stops provides an opportunity for pockets of public transport and associated public realm improvements at a selection of key nodes throughout the town centre to be delivered, each having unique importance whether as an interface with retail and leisure facilities, civic functions, or for modal interchange.
- High quality on-street bus stops offer a sense of arrival in a small way at a range of locations including unique character areas and adjacent heritage buildings.
- Multiple stop locations, by virtue, provide great accessibility to both the rail station and town centre areas.
- With smaller architectural interventions resources can be focussed on improvements to the public realm including improved pedestrian crossings, enhanced pavements with kerbs and potential saw-tooth bus bays, and improved paving finishes possibly integrating street trees and soft landscaping and contributing to biodiversity whilst offering a pleasant, covered waiting environment.
- The option offers a sustainable low-tech solution minimising embodied and operational carbon and including the potential to be manufactured offsite with minimal disruption during site works and speedy delivery benefitting passengers sooner than later.
- Enhancing existing stop locations has minimal impact on the wider transport network and established routes subject to suitability of each stop location. The potential for bus only zones might also be considered within this option.
- There is potential for branding the design for the on-street bus stops as a family of stops which provide an improved identity for bus travel at destinations within the town centre.
- This concept is likely to be the most cost-effective of the three concepts considered, and has the potential to be the most deliverable, and could be introduced in a shorter timescale than either of the other two concepts.
- The provision of high-quality bus stops at the railway station as part of a wider provision of high-quality bus stops throughout the town could benefit from the existing facilities at the railway station as well as any additional facilities which may be delivered there in future.

Disadvantages

- Lost opportunity for a significant transport hub with enhanced passenger facilities and improved image as a town centre gateway facility.
- Smaller shelters do not offer good levels of passenger comfort, are likely to be open sided and offer little protection to the elements particularly the cold and wind driven rain.
- Open shelters by comparison to a fully enclosed passenger concourse offer reduced levels of security and safety, or protection from antisocial behaviour.

4.4 Scoring Matrices

4.4.1 Following both the objective setting workshop, and the TfGM session, in order to gauge feedback on the three concept options presented, the following colour scoring matrices were distributed to attendees:

Table 4-1: Concept Scoring Matrix Example

Factor	Co-located Interchange	Relocated Town Centre Bus Station	On street bus stops
Cost benefit			
Regeneration			
Transport hierarchy delivery			
Acceptability			
Construction challenge			

4.4.2 The three concept options (i.e. a co-located bus & rail interchange facility, a relocated town centre bus station, and a less localised on-street bus stop/s option) are presented along the top, and five factors against which we asked attendees to score each option are set out on the side.

4.4.3 For each concept option, we asked attendees to colour code the boxes for each factor using either Green (most favourable / positive option) , Amber (second choice / neutral option) or Red (least positive / favourable option).

4.4.4 Responses were received from Tameside Council, as well as from representatives from LCR Property, TransPennine Express, and TfGM. Those responses are set out below.

TMBC

Factor	Co-located Interchange	Relocated Town Centre Bus Station	On street bus stops
Cost benefit	Amber	Red	Green
Regeneration	Green	Red	Amber
Transport hierarchy delivery	Amber	Red	Green
Acceptability	Amber	Red	Green
Construction challenge	Red	Amber	Green

Factor	Co-located Interchange	Relocated Town Centre Bus Station	On street bus stops
Cost benefit	Amber	Red	Green
Regeneration	Green	Red	Amber
Transport hierarchy delivery	Amber	Red	Green
Acceptability	Amber	Red	Green
Construction challenge	Red	Red	Green

LCR Property

Factor	Co-located Interchange	Relocated Town Centre Bus Station	On street bus stops
Cost benefit	Yellow	Red	Green
Regeneration	Green	Red	Yellow
Transport hierarchy delivery	Green	Yellow	Red
Acceptability	Green	Red	Yellow
Construction challenge	Red	Yellow	Green

TransPennine Express

Factor	Co-located Interchange	Relocated Town Centre Bus Station	On street bus stops
Cost benefit	Yellow	Yellow	Green
Regeneration	Green	Yellow	Yellow
Transport hierarchy delivery	Green		
Acceptability	Green	Yellow	Green
Construction challenge	Yellow	Yellow	Green

Transport for Greater Manchester

Factor	Co-located Interchange	Relocated Town Centre Bus Station	On street bus stops
Cost benefit	Yellow	Red	Green
Regeneration	Green	Yellow	Yellow
Transport hierarchy delivery	?	?	?
Acceptability	Green	Green	Green
Construction challenge	Red	Yellow	Green

4.4.5 Overall, the responses shown above show that the On-Street Bus Stops option received the most green responses (indicating the most favourable option). Each response identified this option as the best fit in terms of Cost Benefit and Construction Challenge.

4.4.6 The Relocated Town Centre Bus Station concept had the lowest score across all responses.

5 Initial Option Sifting

5.1 Overview

5.1.1 As stated in Section 4.1 of this report, an appraisal and sifting process has been undertaken for all potential improvement options identified within Section 4.2. Each option has been scored based on their forecast fit against key criteria identified within the objective setting workshop. Those criteria are as follows:

- Impact on Bus – Rail Connectivity;
- Impact on Connectivity to Key Town Centre Destinations;
- Impact on Wider Town Centre Regeneration;
- Impact on Public Transport & Active Travel Use;
- Impact on Bus Journey Times;
- Provision of Micro-Mobility Features; and,
- Cost Effectiveness / Construction Challenges.

5.1.2 For each criterium, each option has been given a score ranging from -3 (equating to a very poor fit) and +3 (indicating a very good fit). Those scores have been totalled for each option to give an overall score, which has then been used to determine the shortlist of options which are recommended to be taken forward for further consideration.

5.2 Initial Option Appraisal & Shortlist Identification

5.2.1 The full option appraisal table is presented in Appendix B.

5.2.2 The top scoring option was Option 12 - New Bus Stops at Key Locations in Town Centre (Including by Station) and Redevelop Existing Bus Station. This option scored 12 out of a potential maximum score of 21 (57%).

5.2.3 In second place, was Option 4 - New Bus Station to the north side of Rassbottom Street (Current Car Park), which scored 7 out of a maximum score of 21 (33%).

5.2.4 In joint third place, scoring 6 points out of a maximum 21 (29%) were Option 9 - New Bus Stops utilising Parking Area to immediate North-East of Station Entrance forecourt, and Option 10 - Enhance Existing Bus Stops on Rassbottom Street.

5.2.5 It is therefore recommended that the following four options are taken forward for more detailed appraisal:

- Option 12 - New Bus Stops at Key Locations in the Town Centre (Including by Station) and Redevelop Existing Bus Station;
- Option 4 - New Bus Station to the north side of Rassbottom Street (Current Car Park);
- Option 9 - New Bus Stops utilising Parking Area to immediate North-East of Station Entrance forecourt; and,
- Option 10 - Enhance Existing Bus Stops on Rassbottom Street.

5.2.6 Following the second round of appraisal, it is envisioned that a final preferred option can be identified, which can then be taken forward through the scheme development process.

6 Appraisal of Shortlisted Options

6.1 Overview

6.1.1 Further appraisal has been undertaken for the four shortlisted options which were identified within the previous section, in order to identify a single recommended preferred option which best fits the aims and objectives of the commission.

6.2 Appraisal Process

6.2.1 The appraisal process for the short-listed options has considered the following criteria:

- Stakeholder Acceptability – Informed by the colour scoring matrices received from workshop attendees;
- Land Ownership Impact – i.e. whether any additional land acquisition will be required in order to deliver improvements;
- Forecast Timescales for Implementation – i.e. how long each shortlisted option is expected to take to deliver; and,
- Town Centre Wide Impact – i.e. whether each shortlisted option would deliver meaningful benefits across the entire town centre.

6.2.2 As with the initial appraisal process, each option has been given a score ranging from -3 (equating to a very poor fit) and +3 (indicating a very good fit) for each criterion. The option with the greatest combined score has been identified as the recommended preferred option.

6.3 Identification of Preferred Option

6.3.1 The full shortlist appraisal table is attached at Appendix C.

6.3.2 Having received the highest overall score, Option 12 – New Stops at Key Locations in the Town Centre (Including by Station) and Redevelop Existing Bus Station, has been identified as the recommended preferred option. This option scored +13 from a possible +15 within the shortlist appraisal process.

6.3.3 The option would deliver a network of high-quality bus stops across the town centre, a concept which was identified as the most popular by workshop attendees, and in so doing would deliver a significant town-centre wide improvement when compared to the existing situation.

6.3.4 This option would avoid impact on existing bus journey times (one of the key criteria identified by TfGM), would improve the bus stop provision adjacent to the rail station (thus improving bus – rail interchange) and would also present the ability for the existing bus station site to be re-developed, contributing to the wider regeneration aspirations for the town centre. The option would be developed within the existing street scene, and would not result in the construction of major new infrastructure and as such would result in one of the lowest forecast environmental impacts of all options considered. This option would also be complementary to other planned and aspirational schemes in the town – including the plans by TPE to improve access to the station and of the proposed brownfield residential development. In the latter case there may also be an opportunity to extend the high quality provision into the large development area to the south of the station as part of the development's sustainable transport provision.

6.3.5 It is anticipated that the recommended preferred option would deliver cost effective and relatively easily deliverable improvements to the town centre, as interventions of a lesser scale than have been proposed in other options would be required, whilst still providing considerable connectivity benefits to Stalybridge.

7 Summary

7.1 Summary

7.1.1 Tameside Metropolitan Borough Council (TMBC) has appointed Pell Frischmann, together with Jefferson Sheard Architects and Temple Group to identify potential options to deliver bus-rail connectivity, as well as options to improve bus provision generally within Stalybridge.

7.1.2 A wide range of potential improvement options have been identified and appraised within this report. The conception of these options has been guided by engagement with key stakeholders throughout this process, including with representatives from TMBC, TransPennine Express, First Rail, LCR Property and Transport for Greater Manchester (TfGM).

7.1.3 Stakeholder workshop sessions have been held in order to identify the objectives against which any identified improvement options have been appraised.

7.1.4 An initial option appraisal process was undertaken of all identified options, and that appraisal process resulted in a shortlist of the four highest scoring being identified. Those options are as follows:

- Option 12 - New Bus Stops at Key Locations in the Town Centre (Including by Station) and Redevelop Existing Bus Station;
- Option 4 - New Bus Station to the north side of Rassbottom Street (Current Car Park);
- Option 9 - New Bus Stops utilising Parking Area to immediate North-East of Station Entrance forecourt; and,
- Option 10 - Enhance Existing Bus Stops on Rassbottom Street.

7.1.5 The shortlist identified above has then been appraised further based on Stakeholder Acceptability, Land Ownership Impact, Forecast Timescales for Implementation and Town Centre Wide Impact. That process identified Option 12 - New Bus Stops at Key Locations in the Town Centre (Including by Station) and Redevelop Existing Bus Station as the highest scoring option, and therefore this has been identified as the recommended preferred option.

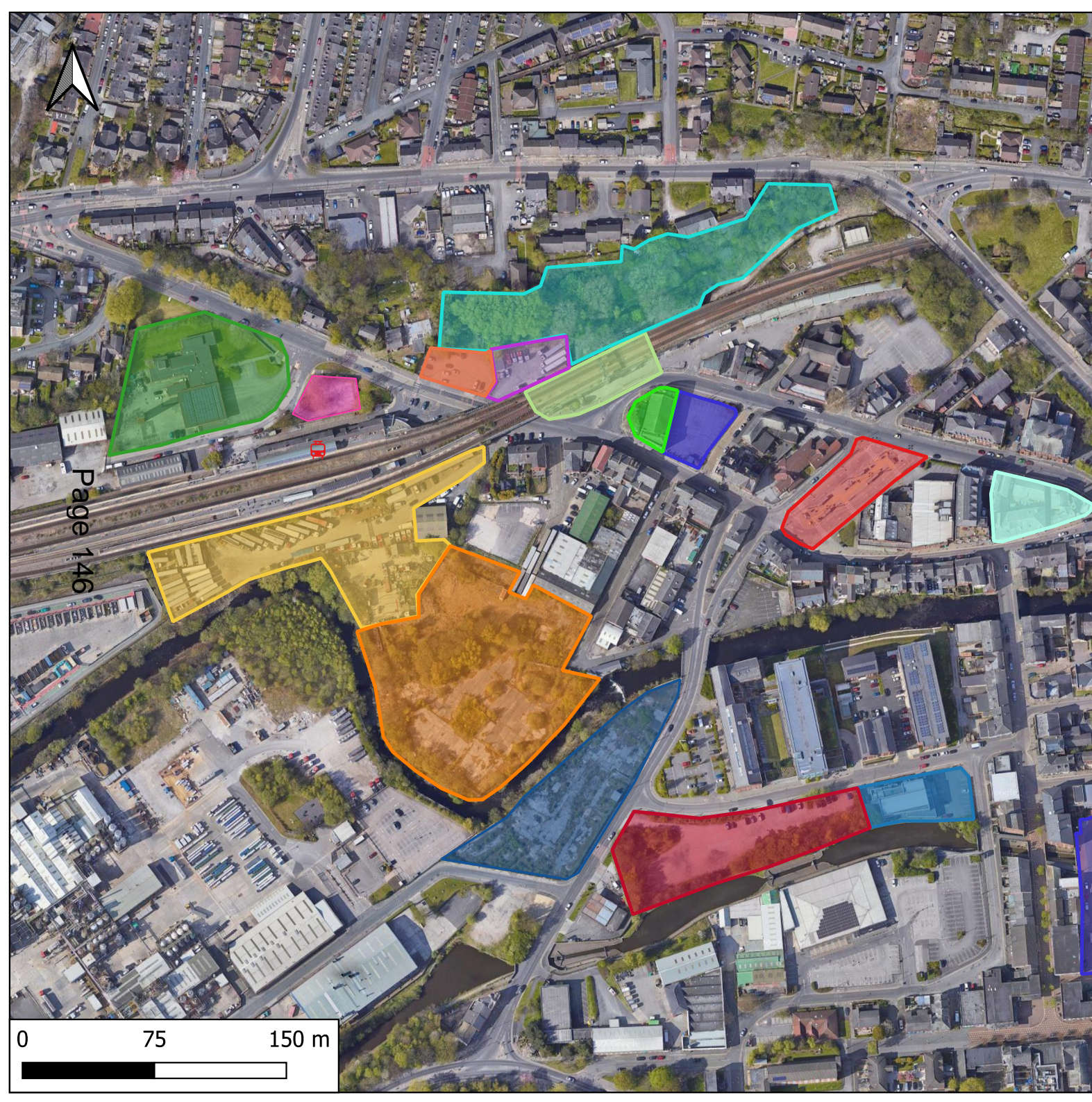
7.1.6 The option is cost effective, deliverable, and is forecast to deliver tangible town-centre wide improvements to bus and rail connectivity and to bus infrastructure generally within Stalybridge. The option would also allow the existing bus station to be redeveloped to support wider regeneration efforts within the town centre.

7.2 Recommended Next Steps

7.2.1 Following this option identification and appraisal stage, it is recommended that the preferred option is taken forward through the design process. Further engagement with key stakeholders will be important throughout the subsequent design stage. Those stakeholders are anticipated to include TMBC, TfGM, Network Rail & local bus operators.

7.2.2 It is recommended that the design of the identified preferred option is progressed in line with all current public transport and active travel guidance, including LTN 1/20, the GMCA Streets for All Strategy and the National Association of City Transport Officials (NACTO) Design Guide.

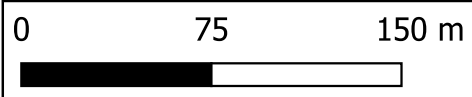
Appendix A - Drawing No. 106253-PEF-GIS-01-DR-D-00001



Key

-  Railway Station
-  Existing Bus Station Site
-  Site 1 - Fire Station Site
-  Site 2 - Land to South of Station
-  Site 3 - Land to South of Station (Haulage Yard)
-  Site 4 - Car Park North of Rassbottom Street
-  Site 5 - Land North of Rassbottom Street (Haulage Yard)
-  Site 6 - Land North of Rassbottom Street
-  Site 7 - Khaleasi Night Club Site
-  Site 8 - Waterloo Road Car Park
-  Site 9 - Car Park to North of Station
-  Site 10 - Armentieres Square
-  Site 11 - Castle St Car Park
-  Site 12 - Land around Market St, Waterloo Rd & Trinity St
-  Site 13 - Waterloo Road Railway Arches
-  Site 14 - Phoenix City Site
-  Site 15 - Land East of Caroline St

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Appendix B - Longlist Option Appraisal Table

Option	Impact on Bus – Rail Connectivity	Impact on Connectivity to Key Town Centre Destinations	Impact on Wider Town Centre Regeneration	Impact on Public Transport & Active Travel Use	Impact on Bus Journey Times	Provision of Micro-Mobility Features	Cost Effectiveness / Construction Challenges	Total (Max Score = 21)
Option 1 - New Bus Station on the site of the current Stalybridge Fire Station	+3 Would deliver a co-located bus & rail interchange.	-3 The site would result in an extension to journey times and distances between the bus station and key destinations within the town centre when compared to the existing situation.	+1 A co-located bus & rail interchange has the potential to make a sizable contribution to wider regeneration. This option would allow the existing bus station location to be released for development. However, a new site would need to be found to which the fire station could be relocated.	+2 Creation of a co-located bus and rail interchange facility has the potential to encourage greater levels of PT & AT usage. However, these benefits would be localised to a specific part of the town centre.	-1 Minor diversion to existing route would be required in order to take services into the fire station site.	0 The creation of a new multi-modal transport interchange could contain e-bike or e-scooter hubs. However, similar hubs would be required in additional locations across Stalybridge in order to make this an attractive option.	-3 Significant cost associated with relocating fire station site to alternative site in order to deliver an interchange in this location.	-1
Option 2 - New Bus Station to the South of the Station (Brown Field Site)	+1 A creation of a new bus station in this location would provide a slight betterment in	0 Negligible in terms of pedestrian journey time and distance when compared	-2 The site is expected to deliver 277 new dwellings as part of Tameside LUF	+1 The creation of a new bus station in this location could encourage greater use of	-3 Diversions to all bus routes would be required in order to	0 New micro-mobility hubs could be created within bus station, however	-3 Whilst the site is currently brownfield, and therefore may be expected to	-6

	<p>terms of pedestrian connectivity (i.e. journey time and distance) when compared to the existing situation. However, improvements would need to be made to one or both of Chapel St and / or Water St in order to improve these links for both pedestrian and vehicular access.</p>	<p>to existing situation.</p>	<p>funding bid. Any new bus infrastructure on this site would reduce the total no. of units which could be developed.</p> <p>This option would allow the existing bus station location to be released for development</p>	<p>public transport usage, but significant improvements would be required to highway network in order to facilitate these benefits.</p>	<p>reach this site.</p>	<p>improvements to local highway network would be required in order to make micro-mobility an attractive option in this location.</p>	<p>have lower delivery costs when compared to other sites, the loss of developable land from the planned development in this location is likely to have a sizable potential cost.</p>	
<p>Option 3 - New Bus Station to the South of the Station (Current Haulage Yard)</p>	<p>+1 The creation of a new bus station in this location has the potential to effectively create a co-located bus and rail facility if immediate access to the railway station from the south can be made achievable.</p>	<p>-1 The site would result in a small extension to journey times and distances between the bus station and key destinations within the town centre when compared to the existing situation.</p>	<p>+2 The creation of a new bus station in this location would provide improved public transport facilities, whilst removing the extant haulage use of the site.</p> <p>This option would allow the existing bus</p>	<p>+2 Creation of a new bus station in this location has the potential to encourage greater levels of PT & AT usage. However, these benefits would be localised to a specific part of</p>	<p>-3 Diversions to all bus routes would be required in order to reach this site.</p>	<p>0 New micro-mobility hubs could be created within bus station, however improvements to local highway network would be required in order to make micro-mobility an attractive</p>	<p>-2 Higher anticipated delivery costs when compared to some other options, and compensation would likely be required in order to relocate the existing haulage business.</p>	<p>-1</p>

	However, improvements to immediate access to site from Market Street would be required in order to achieve these benefits.		station location to be released for development	the town centre.		option in this location.		
Option 4 - New Bus Station to the north side of Rassbottom Street (Current Car Park)	+2 A new bus station in this location would provide almost immediate connectivity between bus and rail. Pedestrian crossing improvement works would be required across Market Street	-3 The site would result in an extension to journey times and distances between the bus station and key destinations within the town centre when compared to the existing situation.	+1 This option would allow the existing bus station location to be released for development	+3 The creation of a new bus station would encourage increase in public transport usage, and the removal of an existing car park may add to this effect (if car park is not relocated elsewhere).	+2 Minimal rerouting required of bus services required as site is situated on main bus route.	0 The new station could contain e-bike or e-scooter hubs. However, similar hubs would be required in additional locations across Stalybridge in order to make this an attractive option.	+2 Relatively low cost option, however cost associated with re-providing c. 35 parking spaces at an alternative location within the town centre likely to be added to scheme costs.	+7
Option 5 - New Bus Station to the north side of Rassbottom Street (utilising Haulage Yard and vacant plot to the rear)	+2 A new bus station in this location would provide almost immediate connectivity between bus	-3 The site would result in an extension to journey times and distances between the bus station and	+1 This option would allow the existing bus station location to be released for development	+3 The creation of a new bus station would encourage increase in public transport	+2 Minimal rerouting required of bus services required as site is situated on	-3 New highway connection needed to Market Street in order to make micro-mobility an	-3 This option would require the existing haulage business to be relocated in order to	-1

	and rail. Pedestrian crossing improvement works would be required across Market Street	key destinations within the town centre when compared to the existing situation.		usage, and the removal of an existing car park may add to this effect (if car park is not relocated elsewhere).	main bus route.	attractive transport mode in this location.	deliver the new exercise – which is likely to require substantial amounts of compensation. There are also significant level changes throughout the site which are likely to make the construction of a new facility in this location very challenging, and which will require substantial groundwork and engineering costs to address.	
Option 6 - New Bus Station on the site of the existing Khaleasi Night Club and adjacent car park Waterloo	+1 The proposals would not create a co-located bus and rail facility, but would provide reduced travel time and	-2 The site would result in a small extension to journey times and distances between the bus station and key destinations	-1 This option would require an existing business to be closed in order to deliver the option, and would result in	+3 The creation of a new bus station would encourage increase in public transport usage, and	+2 Minimal rerouting required of bus services required as site is situated on	0 The new station could contain e-bike or e-scooter hubs. However, similar hubs would be	-2 The existing nightclub would need to be closed in order to deliver this option. Therefore,	+1

<p>Road / Queen Street</p>	<p>distance between bus and rail when compared to the existing bus station location. Enhanced pedestrian facilities would need to be introduced between the site and railway station.</p>	<p>within the town centre when compared to the existing situation.</p>	<p>the loss of c. 37 car parking spaces.</p> <p>This option would allow the existing bus station location to be released for development.</p>	<p>the removal of an existing car park may add to this effect (if car park is not relocated elsewhere).</p>	<p>main bus route.</p>	<p>required in additional locations across Stalybridge in order to make this an attractive option.</p>	<p>CPO may be required.</p> <p>Likely that the existing car parking spaces (c. 37 would need to be re-provided elsewhere).</p>	
<p>Option 7 - New Bus Station on the site of the existing Waterloo Road / Queen Street car park</p>	<p>+1 The proposals would not create a co-located bus and rail facility, but would provide reduced travel time and distance between bus and rail when compared to the existing bus station location. Enhanced pedestrian facilities would need to be introduced between the site and railway station.</p>	<p>-2 The site would result in a small extension to journey times and distances between the bus station and key destinations within the town centre when compared to the existing situation.</p>	<p>0 Would result in the loss of c. 37 car parking spaces.</p> <p>This option would allow the existing bus station location to be released for development.</p>	<p>+3 The creation of a new bus station would encourage increase in public transport usage, and the removal of an existing car park may add to this effect (if car park is not relocated elsewhere).</p>	<p>+2 Minimal rerouting required of bus services required as site is situated on main bus route.</p>	<p>0 The new station could contain e-bike or e-scooter hubs. However, similar hubs would be required in additional locations across Stalybridge in order to make this an attractive option.</p>	<p>-1 Likely that the existing car parking spaces (c. 37 would need to be re-provided elsewhere).</p>	<p>+3</p>

<p>Option 8 - New Bus Stops utilising part of Fire Station forecourt</p>	<p>+2 Creation of new bus stops in this location would enhance connectivity between bus and rail, but this improvement would be localised.</p>	<p>-3 The site would result in an extension to journey times and distances between the bus stops and town centre when compared to the existing situation.</p>	<p>+2 Enhanced connectivity in this location has the potential to make a contribution to wider regeneration. This option would allow the existing bus station location to be released for development, if it is considered that the proposed new stops can provide a similar level of service.</p>	<p>+1 Creation of new bus stops in this location has the potential to encourage greater levels of PT & AT usage. However, these benefits would be localised to a specific part of the town centre.</p>	<p>-1 Minor diversion to existing route would be required in order to take services into the fire station site.</p>	<p>0 Whilst micro-mobility facilities could be provided at the new bus stops, additional hubs would need to be located in other areas within the town centre in order to create an attractive micro-mobility network within Stalybridge.</p>	<p>+1 Relatively low cost option, but would require approval of fire service in order to create bus infrastructure on part of the fire station site.</p>	<p>+2</p>
<p>Option 9 - New Bus Stops utilising Parking Area to immediate North-East of Station Entrance forecourt</p>	<p>+3 Would provide immediate bus & rail connection.</p>	<p>-3 The site would result in an extension to journey times and distances between the bus stops and town centre when compared to the existing situation.</p>	<p>+2 Enhanced connectivity in this location has the potential to make a contribution to wider regeneration. This option would allow the existing bus station location</p>	<p>+3 The creation of a new bus station would encourage increase in public transport usage, and the removal of an existing car park may add to this effect (if car park is not</p>	<p>-1 Minor diversion to existing routes would be required in order to take services into the site.</p>	<p>0 Whilst micro-mobility facilities could be provided at the new bus stops, additional hubs would need to be located in other areas within the town centre in</p>	<p>+2 Relatively low cost option, but would likely require the reprovision of lost parking spaces elsewhere within the town centre.</p>	<p>+6</p>

			to be released for development. Would result in the loss of c. 12 car parking spaces.	relocated elsewhere).		order to create an attractive micro-mobility network within Stalybridge.		
Option 10 - Enhance Existing Bus Stops on Rassbottom Street	+1 Would have slight positive impact in terms of bus-rail connectivity through the improvement of existing stops. But very localised improvement.	+1 Slight positive impact to in terms of connectivity to town centre through the improvement of existing stops. Very localised improvement.	-3 Little contribution to wider regeneration. Existing bus station likely to need to be retained.	+1 Potential to provide slight improvement to public transport use on Market Street, but very localised improvement.	+3 No rerouting of existing services required.	0 Whilst micro-mobility facilities could be provided at the stops, additional hubs would need to be located in other areas within the town centre in order to create an attractive micro-mobility network within Stalybridge.	+3 Low cost option.	+6
Option 11 - Re-Configure Existing Bus Station to Better Match Demand	+1 Would have slight positive impact in terms of bus-rail connectivity through the improvement of existing stops.	+1 Slight positive impact to in terms of connectivity to town centre through the improvement of existing stops.	-3 Little contribution to wider regeneration. Reducing footprint of	+1 Potential to provide slight improvement to public transport use, but very	+3 No rerouting of existing services required.	0 Whilst micro-mobility facilities could be provided at the reconfigured bus station, additional	+2 Relatively low cost option.	+5

	But very localised improvement.	Very localised improvement.	existing bus station may bring about limited opportunities for public realm improvements or similar.	localised improvement.		hubs would need to be located in other areas within the town centre in order to create an attractive micro-mobility network within Stalybridge.		
Option 12 - New Bus Stops at Key Locations in Town Centre (Including by Station) and Redevelop Existing Bus Station	+2 Has the potential to enhance connectivity to rail station from numerous areas within town centre, without creating a co-located facility.	+3 Has the potential to enhance connectivity to key destinations within town centre from many areas across Stalybridge.	+2 Would support wider regeneration through encouraging public transport use from various points across the town centre. This option would allow the existing bus station location to be released for development.	+2 Potential to provide boost to public transport use in multiple areas across the town centre.	0 Rerouting of some services may be required depending on exact location of stops.	+2 Inclusion of micro-mobility features at these stops has the potential to create a network of micro-mobility hubs at various points across the town centre.	+1 Lower anticipated costs when compared to options which would create either a new bus station or co-located bus-rail facility.	+12
Option 13 - Relocate Bus Station to Armentieres Square	-3 Would result in considerably increased journey times and distances	+3 Would provide a more convenient bus station for access to key	+2 Likely to result in regeneration by providing enhanced opportunities for	+1 Potential to provide boost to public transport use within the	+1 Only the 356 service would need to be diverted. All other	0 Whilst micro-mobility facilities could be provided at the new	+1 Whilst creation of new bus station could be expected	+5

	between the bus and rail stations when compared to the existing situation.	town centre destinations, resulting in reduced pedestrian journey times and distances.	passing trade by locating the main bus station within the town centre core. This option would allow the existing bus station location to be released for development.	town centre by formalising Armentieres Square's 'de-facto' bus station status.	services currently serve Armentieres Square.	bus station, additional hubs would need to be located in other areas within the town centre in order to create an attractive micro-mobility network within Stalybridge.	to generate substantial costs, these costs could be somewhat offset by the existing bus infrastructure within Armentieres Square.	
Option 14 - Relocate Bus Station to New Facility using Surface Car Park off Castle Street	-3 Would result in increased journey times and distances between the bus and rail stations when compared to the existing situation.	+3 Would provide a more convenient bus station for access to key town centre destinations, resulting in reduced pedestrian journey times and distances.	-2 The site is expected to deliver 51 new dwellings as part of Tameside's Brownfield Land Register. The relocation of the bus station to this location would reduce the quantum of development possible from this site. This option would allow the existing bus station location	+1 Creation of new bus stops in this location has the potential to encourage greater levels of PT & AT usage. However, these benefits would be localised to a specific part of the town centre.	-3 Diversions to all bus routes would be required in order to reach this site.	0 Whilst micro-mobility facilities could be provided at the new bus station, additional hubs would need to be located in other areas within the town centre in order to create an attractive micro-mobility network within Stalybridge.	-3 Whilst the site is currently brownfield, and therefore may be expected to have lower delivery costs when compared to other sites, the loss of developable land from the planned development in this location is likely to have a sizable potential cost.	-7

			to be released for development					
Option 15 - New Bus Stops in Area Surrounding Market Street / Waterloo Road / Trinity Street	-2 Would result in increased journey times and distances between the bus and rail stations when compared to the existing situation.	+1 Slightly enhanced connectivity to main retail areas within the town centre. Bus stops would be created within the Heritage Action Zone (HAZ).	+1 Little contribution to wider regeneration. This option would allow the existing bus station location to be released for development	+1 Creation of new bus stops in this location has the potential to encourage greater levels of PT & AT usage. However, these benefits would be localised to a specific part of the town centre.	+2 Proximity to existing bus station means virtually no diversions required.	0 Whilst micro-mobility facilities could be provided at the new bus station, additional hubs would need to be located in other areas within the town centre in order to create an attractive micro-mobility network within Stalybridge.	+2 Relatively low cost option, however creating new infrastructure within HAZ may bring challenges.	+5
Option 16 - New Bus Stops on Area of Waterloo Road in the vicinity of Railway Arches	+1 A creation of new bus stops in this location would provide a betterment in terms of pedestrian connectivity (i.e. journey time and distance) when compared to the existing situation.	-3 The site would result in an extension to journey times and distances between the bus stops and town centre when compared to the existing situation.	+1 Little contribution to wider regeneration. This option would allow the existing bus station location to be released for development	+2 Creation of new bus stops in this location has the potential to encourage greater levels of PT & AT usage. Opportunities exist for the existing	-1 Minor diversion to existing route would be required in order to take services into the site.	0 Whilst micro-mobility facilities could be provided at the new bus station, additional hubs would need to be located in other areas within the town centre in	-2 Whilst the provision of bus stops in the place of either a bus station or co-located should bring cost benefits, this site is understood to be under the control of	-2

	However, improvements would need to the immediate highway access from Market Street / Waterloo Road in order to realise these benefits.			pedestrian footpath in this location to be improved in order to further encourage sustainable travel in this location.		order to create an attractive micro-mobility network within Stalybridge.	Network Rail, and therefore either land purchase, or an agreement with Network Rail would be required in order to deliver this option. Highway and potentially pedestrian infrastructure improvement works are also likely to be required.	
Option 17 - New Bus Stops as part of Redevelopment of Existing Phoenix City Site	-3 Would result in significantly increased journey times and distances between the bus and rail stations when compared to the existing situation.	+3 Would provide very well located bus stops for several key town centre retail areas.	-1 This option would require the existing Phoenix City business to close. Little contribution to wider regeneration. This option would allow the existing bus station location	+1 Creation of new bus stops in this location has the potential to encourage greater levels of PT & AT usage. However, these benefits would be localised to a specific part of the town centre.	-3 Diversions to all bus routes would be required in order to reach this site.	0 Whilst micro-mobility facilities could be provided at the new bus station, additional hubs would need to be located in other areas within the town centre in order to create an attractive	-2 Whilst the provision of bus stops in the place of either a bus station or co-located should bring cost benefits, land purchase or CPO would be required in order to develop this option.	-5

			to be released for development			micro-mobility network within Stalybridge.		
Option 18 - Creation of a New Bus Station on Land to the West of Caroline Street	-1 Would result in a slight increase to journey times and distances between the bus and rail stations when compared to the existing situation.	+1 Would provide a slight benefit in terms of access to key town centre destinations, resulting in reduced pedestrian journey times and distances.	-2 The site is expected to deliver 277 new dwellings as part of Tameside's Brownfield Land Register. Any new bus infrastructure on this site would reduce the total no. of units which could be developed. This option would allow the existing bus station location to be released for development	+1 Creation of new bus station in this location has the potential to encourage greater levels of PT & AT usage. However, these benefits would be localised to a specific part of the town centre.	-2 Many bus routes would need to reroute in order to serve this site, as only the 343 service extends along the site frontage.	0 Whilst micro-mobility facilities could be provided at the new bus station, additional hubs would need to be located in other areas within the town centre in order to create an attractive micro-mobility network within Stalybridge.	-3 Whilst the site is currently brownfield, and therefore may be expected to have lower delivery costs when compared to other sites, the loss of developable land from the planned development in this location is likely to have a sizable potential cost.	-6
Option 19 - Do-Minimum – Improve Pedestrian Connectivity / Amenity between current Bus Station and the Railway Station	+1 Minor increase in connectivity between bus and rail stations through improved pedestrian	+1 Minor increase in connectivity between bus station and town centre through improved pedestrian	-2 Little contribution to wider regeneration. Existing bus station would	+1 Potential to provide small, localised improvements to pedestrian connectivity.	+3 No bus rerouting required.	-3 No opportunity to introduce micro-mobility facilities.	+3 Lowest cost option.	+4

infrastructure /
experience.

infrastructure /
experience.

need to remain
in place.

Appendix C – Shortlist Option Appraisal Table

Option	Stakeholder Acceptability	Land Ownership Impact	Forecast Timescales for Implementation	Physical Constraints	Town Centre Wide Impact	Total (Max Score = 15)
Option 4 - New Bus Station to the north side of Rassbottom Street (Current Car Park)	0 The colour scoring matrix responses from stakeholders indicate that providing a co-located interchange facility is not as preferable as the provision of on-street bus stops, largely as this concept is considered to have additional deliverability and construction challenges when compared to the on-street bus stop option.	+3 The site currently operates as a council operated car park. It is therefore assumed that the site is entirely under the control of TMBC. Therefore, there are no land ownership issues expected for this option.	-1 Highway alteration works and conversion from extant car park use are likely to result in longer timescales for implementation when compared to other options.	-1 The site measures approximately 800m in area, and therefore the scope of co-located interchange which could be accommodated within this area is limited when considering the need for two-way bus movements.	+1 The co-located interchange has potential to attract users from the whole town centre, however, the site is not centrally located, and does not provide direct access to the retail core of the town centre. The existing 35 free car parking spaces are likely to need to be re-provided elsewhere within the town centre.	+2
Option 9 - New Bus Stops utilising Parking Area to immediate North-East of Station Entrance forecourt	+3 The colour scoring matrix responses from stakeholders indicate that the provision of high-quality on street bus stops is the most favourable option (due to the cost	-1 The site currently operates as a car park for Stalybridge Railway Station. It is therefore assumed that the site is either owned by Network Rail, or that Network Rail have easement	-1 Highway alteration works and conversion from extant car park use are likely to result in longer timescales for implementation when compared to other options.	-1 Vehicular access improvements to the site would be required in order to facilitate bus movements. Bus turning manoeuvres are likely to be	-1 The stops would not be centrally located, and would not provide direct access to the retail core of the town centre.	0

	benefit and deliverability benefits offered by this option).	to use the site. Therefore, agreement with Network Rail will need to be reached in order to progress this option, which may involve land purchase.		challenging within the confines of the site due to its size.	The existing c.12 car parking spaces are likely to need to be re-provided elsewhere within the town centre.	
Option 10 - Enhance Existing Bus Stops on Rassbottom Street	+3 The colour scoring matrix responses from stakeholders indicate that the provision of high-quality on street bus stops is the most favourable option (due to the cost benefit and deliverability benefits offered by this option).	+3 The existing bus stops fall entirely within the adopted highway boundary, and therefore no 3 rd party land ownership issues are anticipated.	+3 This option is likely to have the shortest implementation timescale of all options considered, due to the limited geographical scope of the improvements.	+1 The presence of the railway overbridge provides a potential constraint, and the existing westbound bus stop could benefit from being moved from under this bridge. All improvement works would need to take place within the adopted highway boundary in order to avoid 3 rd party land issues.	+1 This option is only expected to deliver improvements in the immediate vicinity of Market Street, and the railway station.	+12
Option 12 - New Bus Stops at Key Locations in Town Centre (Including by Station) and Redevelop Existing Bus Station	+3 The colour scoring matrix responses from stakeholders indicate that the provision of high-quality on street bus stops is the most favourable option (due to the cost	+3 It is anticipated that high-quality on-street bus stops could be delivered in key locations across the town centre, entirely within the existing highway boundary.	+2 This option is likely to have the second shortest implementation timescales (behind Option 10), due to the lower scale of implementations at each key location	+2 Minor localised constraints are likely to be in place at key locations across the town centre, however it is expected that all improvements can be delivered entirely	+3 The provision of high quality bus-stops at key locations across the town centre is likely to deliver town-centre wide benefits.	+13

benefit and deliverability benefits offered by this option).

Therefore, no 3rd party land ownership issues are anticipated.

(when compared to the creation of new bus stations or co-located interchanges).

within the adopted highway boundary, or land under the control of TMBC.

Report to:	EXECUTIVE CABINET
Date:	23 November 2022
Executive Member:	Councillor Jan Jackson – Executive Member for Planning, Transport and Connectivity
Reporting Officer:	Julian Jackson, Director of Place Gregg Stott, Assistant Director Investment, Development & Housing
Subject:	GM STATIONS ALLIANCE
Report Summary:	This report provides an update on the emerging work of Tameside Council with the Greater Manchester (GM) Stations Alliance and seeks approval to progress initial feasibility work at Ashton Rail Station and continue engagement in relation to opportunities at Stalybridge Rail Station.
Recommendations:	That Executive Cabinet be recommended to: <ul style="list-style-type: none">(i) Approve that the Council enter into a Memorandum of Understanding (MOU) with the GM Stations Alliance to undertake initial feasibility work at Ashton Rail Station.(ii) Note the next steps in relation to further work with the GM Stations Alliance at Stalybridge Rail Station.
Corporate Plan:	Key aims of the Corporate Plan are to provide opportunities for people to fulfil their potential through work, skills and enterprise and to ensure modern infrastructure and a sustainable environment that works for all generations and future generations. The work of the GM Stations Alliance will support these aims in the areas of providing modern infrastructure and a sustainable environment.
Policy Implications:	The work of the GM Stations Alliance will support the Borough's Inclusive Growth Strategy 2021, Tameside Climate Change & Environment Strategy, the Council's growth priorities and the draft GM Places for Everyone joint development strategy.
Financial Implications: (Authorised by the statutory Section 151 Officer & Chief Finance Officer)	As set out in section 2.4, working alongside the GM Stations Alliance will not result in any additional implications on the Council budget except for existing officer time. It is essential that any resultant expenditure incurred on feasibility studies at both rail stations referenced in the report is entirely financed by the Alliance or via grant funding awarded to the Council with related procurement advice provided via STAR as appropriate. It is advised that a subsequent update report is presented to Members on the outcome of any studies undertaken together with any cost implications and financing arrangements.
Legal Implications: (Authorised by the Borough Solicitor)	As set out in the main body of the report it is advantageous for the council to be involved in the GM Station Alliance. The Alliance is under pinned by a Memorandum of Understanding MoU.


It would be advisable to seek advice from legal services before the MoU is signed.

Risk Management:

Risks associated with the work are set out at Section 3.

Background Information:

The background papers relating to this report can be inspected by contacting Mike Reed, Head of Major Programmes

 Telephone: 07974 111 756

 e-mail: mike.reed@tameside.gov.uk

1. INTRODUCTION

- 1.1 In late 2017, the Secretary of State for Transport, responding to the Greater Manchester (GM) transport devolution agenda, endorsed an Alliance approach for rail stations across the conurbation. This included a focus on fostering a “one team” approach at rail stations to achieve the broad range of improvements required to meet the needs of a 21st century railway, under the GM Stations Alliance (the Alliance).
- 1.2 In April 2019, Transport for Greater Manchester (TfGM), formally entered into the Rail Station Alliance Framework Agreement with Network Rail, London Continental Railway (LCR), TransPennine Express and Northern Rail. The agreement establishes the framework for governance and operation of the Alliance, including formally setting out the Vision, Aim and Objectives.

2. GM STATION ALLIANCE: TAMESIDE

- 2.1 The Council has engaged with the Alliance to understand how the group might support, establish and progress regeneration and development opportunities within Tameside. It has been identified that the Alliance can initially support Tameside with specific feasibility work for potential development at Ashton Rail Station and further engagement in relation to potential works at Stalybridge Rail Station.

Ashton Rail Station

- 2.2 This report seeks approval for Tameside to enter into a Memorandum of Understanding (MOU) with the GM Stations Alliance for initial feasibility stage work at Ashton Rail Station and surrounding land.
- 2.3 The MOU will not be a legally binding contract and will not create a partnership between the Council and the Alliance but set the basis for collaborative working to progress the following:
- To explore the potential to promote mixed use development on the land around Ashton Rail Station.
 - To investigate the planning position and to establish the potential for viable and deliverable development.
 - To investigate and share information to protect current and future railway operational and maintenance requirements.
 - To investigate and test scheme viability.
 - To investigate the availability of external funding, delivery structures and procurement options.
 - To engage with the Network Rail operational teams and train operators to explore potential passenger benefits and to understand rail requirements, interfaces and constraints.
 - To consider future arrangements for more formal collaboration subject to further governance and ensuring any development meets the Parties’ statutory and regulatory requirements and obligations, including as to land value, procurement, subsidy control and decision-making.
- 2.4 The MoU places no financial or time commitments on either party rather sets a framework for information sharing and collaboration to determine the potential for longer-term working relationships, subject to further governance and approval. At this stage the Alliance will invest time and money in collaboration with the Council; apart from officer input in terms of time it will not involve the Council with any costs
- 2.5 This work will be aligned with and complement the emerging work in relation to the Ashton Levelling Up Fund Programme, proposed Mayors Challenge Fund scheme for Albion Way, and the emerging Tameside Car Parking Strategy.

Stalybridge Rail Station

- 2.6 At Stalybridge the Council has prepared the Stalybridge West Phase 1 Masterplan which identifies the potential for significant residential led mixed use development on brownfield land in the vicinity of Stalybridge Rail Station. There is now an opportunity to engage proactively with the Alliance, and specifically TfGM and TransPennine Express, to further explore how potential improvement works at the Station can support the emerging proposals for Stalybridge West and the wider regeneration of the Town Centre through improved accessibility and greater integration with other transport modes.
- 2.7 This work also will be aligned with and specifically complement the emerging work in relation to the Stalybridge High Street Heritage Action Zone (HSHAZ), the Stalybridge Bus Station Study, the emerging Tameside Car Parking Strategy and the Stalybridge Levelling Up Fund 2 bid (if successful).
- 2.8 In addition to the emerging work at Ashton and Stalybridge, the Council will maintain regular engagement with the Alliance in respect of any opportunities that may arise in relation to the other 11 rail stations in Tameside.

3. RISK MANAGEMENT

- 3.1 The main project risks associated with the work have been identified in the table below.

Risk Area	Detail	RAG Rating	Mitigation	RAG Rating
Engagement	Lack of engagement with partners leads to fragmented approach.	Yellow	Early engagement with GM Stations Alliance to ensure activity, such as Stalybridge West and Car Parking Strategy is aligned and delivers a coordinated approach.	Green
Financial	Insufficient budget to progress to next stage.	Red	Early engagement with GM Stations Alliance to clearly understand any potential future costs and the emerging funding opportunities that might be available.	Yellow
Programme	Lack of resource capacity to undertake workstreams in line with expectations.	Yellow	Apply adequate resource to the project to ensure programme adherence. Seek additional support from TfGM partners.	Green


4. NEXT STEPS

- 4.1 The Council will enter into an MOU with the GM Stations Alliance for initial feasibility stage work at Ashton Rail Station and surrounding land. Once this work has been undertaken a further report will be shared recommending whether there is an opportunity to progress any options to support the wider regeneration of Ashton Town Centre.
- 4.2 The Council will continue to engage with the Alliance in relation to the emerging work for further improvements to Stalybridge Rail Station to ensure that this is properly aligned with the wider programme of regeneration activity for the Town Centre and any opportunities for external funding are maximised.

5. RECOMMENDATIONS

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

Report to:	EXECUTIVE CABINET
Date:	23 November 2022
Executive Member:	Councillor Denise Ward, Executive Member, Climate Emergency and Environmental Services
Reporting Officer:	Emma Varnam, Assistant Director, Operations and Neighbourhoods
Subject:	REVIEW OF HACKNEY CARRIAGE FARES
Report Summary:	The report details an application received from Tameside Owners and Drivers Association to increase the maximum fares for Hackney Carriages.
Recommendations:	That the public advertisement of the revised Hackney Carriage Fares be approved.
Corporate Plan:	Modern infrastructure and a sustainable environment that works for all generations and future generations - Increase access to public transport
Policy Implications:	In line with council policy and process.
Financial Implications: (Authorised by the statutory Section 151 Officer)	<p>The decision provides supporting details of the existing fares levied by Hackney Carriage taxi drivers and operators (Appendix 1) together with the proposed increased fare levels (Appendix 4).</p> <p>Members should note that the Council does not receive any share of the fare charges levied by drivers and operators on the public for using taxi services. However, the Council does receive taxi licence fee income from the drivers and operators as they are all required to have a valid licence in place (issued by the Council) to legally trade in the borough.</p> <p>The existing taxi driver and operator licence fees levied by the Council are currently under a separate appraisal process. This is in line with a wider Greater Manchester minimum licencing standards review that is currently underway. This will ensure that a consistent and transparent approach is adopted by each Greater Manchester local authority when determining annual licence fee levels.</p>
Legal Implications: (Authorised by the Borough Solicitor)	The legal implications are detailed in the main body of the report.
Risk Management:	A balance needs to be achieved between affordable fares and ensuring taxi drivers are able to survive the cost of living crisis as well otherwise numbers will reduce.
Background Information:	The background papers relating to this report can be inspected by contacting Emma Varnam, Assistant Director, Operations and Neighbourhoods

 Telephone: 0161 342 3337

 e-mail: emma.varnam@tameside.gov.uk

1. INTRODUCTION

- 1.1 Section 65 of the Local Government (Miscellaneous Provisions) Act 1976 allows a district Council to fix the rates or fares within the local authority for Hackney Carriage Vehicles by the production of a table of fares following a prescribed period of statutory consultation.
- 1.2 The Act requires the Council to advertise a notice in at least one local newspaper for a period of 14 days, any proposal to change Hackney Carriage fares together with a table of fares or the variation thereof to allow any objections to be made.
- 1.3 If no objections are received the table of fares shall come into effect on the date of the expiration of the 14 day notice period.
- 1.4 If any objection is received a further date has to be set, not later than 2 months after the first specified date, on which the table of fares shall come into force with or without modifications as decided by them after consideration of the objections.

2. REPORT

- 2.1 The current fares were last reviewed in March 2022. A copy of the current table of fares is attached at **Appendix 1**.
- 2.2 On 16 August 2022, a request was received from the Tameside Owners & Drivers Association (TODA) for a further variation to the fare structure. The proposal includes:
 - Increase on all Tariffs
 - Soiling charge increase from £30 to £40
 - A requirement for the passenger to pay costs incurred at Manchester Airport (drop off/pick up charges)
- 2.3 Details of the request from TODA are attached at **Appendix 2**.
- 2.4 There are currently 148 Hackney Carriages licensed by the Council. An informal consultation with all licensed Hackney Carriage vehicle proprietors was completed on 2 September 2022. 45 replies were received by Licensing all supporting the variation. A summary of the comments is attached at **Appendix 3**.
- 2.5 A comparison of the current and proposed tariffs is also attached at **Appendix 4**, which shows the impact of the proposed changes.
- 2.6 Due to significant increases to the cost of fuel, many Councils across Greater Manchester and England have either recently processed, or are currently considering Hackney Carriage fare reviews. A table providing a comparison of fares for a 2 mile journey on Tariff 1 is shown at **Appendix 5**.
- 2.7 The Speakers Panel (Licensing) considered this matter on 13 September 2022 giving their support to the fare increase proposal. Public advertisement of this application is now sought.
- 2.8 It should be noted that in the event that no public objections are received following advertisement, the Council is required to implement the changes. However if public objections are received during the consultation period, further consideration of the application will be required by Executive Member.

3. RECOMMENDATIONS

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

Tameside MBC
Maximum Hackney Carriage Fares
Operative March 2022



Tariff 1 - Day Rate	Daily, 6am to 11pm
For first 153 yards	£2.00
then for every 153 yards or part thereof (Approximately £2.30 per mile)	20p
Waiting time every 45 seconds (Approximately £16.00 per hour)	20p

Tariff 2 - Night Rate	Daily, 11pm to 6am
For first 118.5 yards	£2.70
then for every 118.5 yards or part thereof (Approximately £3 per mile)	20p
Waiting time every 36 seconds (Approximately £20.00 per hour)	20p

Tariff 3 - Holiday Rate	2pm 24 December to 6am 27 December 2pm 31 December to 6am 2 January Public Holidays 24hr (midnight to midnight)
For first 100 yards	£2.70
then for every 100 yards or part thereof (Approximately £3.50 per mile)	20p
Waiting time every 30 seconds (Approximately £24.00 per hour)	20p

Extra Charges	
Each additional passenger or animals	20p
Soiling charge (must be paid if inside of cab needs cleaning)	£30.00
No extra charges for wheelchairs, prams, guide/hearing dogs or children under 12 years.	
Extras to be limited to a maximum of 60p for four-seater Hackney Vehicles, 80p for five-seater Hackney Vehicles, £1.00 for six-seater Hackney Vehicles, £1.20 for seven-seater Hackney Vehicles and £1.40 for eight-seater Hackney Vehicles.	

Authorised Fares and charges when operating within the Borough of Tameside
When a hackney carriage is standing or plying for hire the fare for any hiring shall be calculated in accordance with the fare table for all journeys within the Metropolitan Borough of Tameside unless the hirer expresses his / her desire to engage a hackney carriage by time, when the rate of fare shall be calculated by time. Such rate of fare shall be agreed in advance prior to the commencement of the journey.
The rate of fares fixed by the Council shall include rates or fares for any journey commencing within Tameside and ending at any point within Greater Manchester, but outside Tameside, less than four miles from the nearest Tameside boundary.

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Date

16th August 2022

Subject

APPLICATION FOR VARIATION OF HACKNEY CARRIAGE FARE TABLE

Strategy

The hackney carriage trade provides public transport to all sectors of the community including vulnerable persons. They are on occasions the only accessible form of transport available. T.O.D.A. believes in regular reviews of fares to consider the constantly shifting costs and passenger trends associated with the taxi trade, in providing a quality taxi service through better job security and higher vehicle standards. Regular fare reviews should maintain the income of taxi drivers and owners. In turn, maintaining a professional aspect to taxi driving and seeking to encourage taxi drivers to commit to further education such as NVQ’s and other safeguarding/customers service courses. It would also encourage owners to invest in newer and more advanced vehicles, which will encourage members of the public to use taxis when shopping or socialising in Tameside; adding further to the local economy.

Introduction

Section 65 of the Local Government (Miscellaneous Provisions) Act 1976 gives the Council the power to fix the rates or fares within the district for time and distance, and all other charges in connection with the hire of a vehicle or with the arrangements for the hire of a vehicle, to be paid in respect of the hire of hackney carriages by means of a table of fares. When setting hackney carriage fares there is no requirement in the Act to consider external factors, and there is no limit on the amount of increase or variation.

Background Information

History shows that hackney carriage fare variations have been irregular over the years in Tameside, with changes in 2004, 2008, 2011, 2012, 2018 and the last application being made in October 2021.

The application submitted in October 2021 for a variation in hackney carriage fares was originally submitted in March 2020, but due to the uncertainties of the Covid 19 lockdown the application was withdrawn. This application provided the most up to date information and figures available at the time., however, due to the lengthy statutory legal process involved in any hackney carriage fare variation, the new fares only actually came into effect in March 2022.

Unfortunately, in that time between October 2021 and March 2022, the UK experienced an fuel/energy “crisis”, further exasperated by the war in Ukraine, resulting in average diesel cost rising by 28.3% from 139.78p per litre in October 2021 to 179.30p per litre in March 2022, with UK inflation accelerating to, at the time, a 30 year high of 6.2%; making the figures used in the application somewhat immaterial.

Since then, the unprecedented rises in the cost of living have seen prices soar and production costs skyrocket, thus having a huge knock-on effect on the costs associated with running and purchasing a compliant hackney carriage vehicle, with UK average diesel price alone reaching a record high of 199.05p in July 2022 and EV charging prices rising by an average of 29% since the beginning of the year.

TaxiPoint – UKTaxi News found that diesel black cab drivers are on average spending £2500 a year on fuel based on prices just 12 months ago.

The price of a new Cab Direct Mercedes-Benz Vito Taxi, currently the most popular vehicle in the Tameside hackney carriage fleet, increased from £34,995 in August 2021 to a list price of £46,995 for new models from September 2022

JULY 2021

JULY 2022

Mercedes-Benz Vito Taxi Now from only **£34,995** OTR Offer available while stocks last!

TAXI NEWS
FOLLOW
COSTING THOUSANDS
Diesel TX4 taxi drivers spending over **£2,500** a year MORE on fuel based on prices just 12-months ago

Mercedes-Benz Vito Taxi Now from only **£42,500*** OTR **SAVE £4,000**

Proposal

The proposal is to;

- Increase the running mile price by 10% across all tariffs.
- Increases in the flag fall price for the first time since 2008.
- Increase waiting time prices for the first time since 2012, by 12.5%
- Increase the soiling charge from £30 to £40 if the inside of the cab needs cleaning.
- Add Manchester Airport barrier charges to the fare table

Tariff 1 - Day Rate – 6am - 11pm

Flag fall to increase by 50p from £2.00 to £2.50

Price per mile to increase by 10% from £2.30 to £2.53, by reducing the yardage from 153 to 139 yards.

Waiting time to increase by 12.5% from £16.00 per hour to £18.00, by reducing the amount of time for 20p from 45 to 40 seconds.

	CURRENT	PROPOSED
FLAG FALL COST	£2.00	£2.50
FLAG FALL YARDAGE	153yds	139yds
SUBSEQUENT YARDAGE	153yds	139yds
PRICE PER UNIT	20p	20p
WAITING TIME PER HOUR	£16.00	£18.00
RUNNING MILE	£2.30	£2.53

Tariff 2 - Night Rate – 11pm – 6am

Flag fall to increase by 30p from £2.70 to £3.00

Price per mile to increase by 10% from £2.97 to £3.26, by reducing the yardage from 118.5 to 108 yards.

Waiting time to increase by 12.5% from £20.00 per hour to £22.50, by reducing the amount of time for 20p from 36 to 32 seconds.

	CURRENT	PROPOSED
FLAG FALL COST	£2.70	£3.00
FLAG FALL YARDAGE	118.5yds	108yds
SUBSEQUENT YARDAGE	118.5yds	108yds
PRICE PER UNIT	20p	20p
WAITING TIME PER HOUR	£20.00	£22.50
RUNNING MILE	£2.97	£3.26

Tariff 3 - Holiday Rate – Operates from midnight to midnight (00.00 to 23.59) on all public holidays, and from 2pm on 24th December to 6am on 27th December and 2pm on 31st December to 6am on 2nd January.

Flag fall to increase by 30p from £2.70 to £3.00

Price per mile to increase by 10% from £3.52 to £3.87, by reducing the yardage from 100 to 91 yards.

Waiting time to increase by 12.5% from £24.00 per hour to £27.00, by reducing the amount of time for 20p from 30 to 26.7 seconds.

	CURRENT	PROPOSED
FLAG FALL COST	£2.70	£3.00
FLAG FALL YARDAGE	100yds	91yds
SUBSEQUENT YARDAGE	100yds	91yds
PRICE PER UNIT	20p	20p
WAITING TIME PER HOUR	£24.00	£27.00
RUNNING MILE	£3.52	£3.87

Summary

	FLAG FALL	1 MILE	2 MILE	3 MILE	4 MILE	5 MILE	6 MILE	7 MILE	8 MILE	9 MILE	10 MILE	PER MILE
CURRENT TARIFF 1	2.00	4.20	6.60	8.80	11.00	13.40	15.60	18.00	20.20	22.60	24.80	2.30
PROPOSED TARIFF 1	2.50	4.90	7.50	9.90	12.50	15.10	17.50	20.10	22.70	25.10	27.70	2.53
CURRENT TARIFF 2	2.70	5.50	8.50	11.50	14.50	17.50	20.50	23.30	26.30	29.30	32.30	2.97
PROPOSED TARIFF 2	3.00	6.20	9.40	12.60	16.00	19.20	22.40	25.80	29.00	32.20	35.40	3.26
CURRENT TARIFF 3	2.70	6.10	9.70	13.10	16.70	20.10	23.70	27.30	30.70	34.30	37.70	3.52
PROPOSED TARIFF 3	3.00	6.80	10.60	14.60	19.40	24.20	29.00	33.80	37.80	41.60	46.40	3.87

Tameside MBC
Maximum Hackney Carriage Fares
Operative xxx



Tariff 1 - Day Rate	Daily, 6am to 11pm
For first 139 yards	£2.50
then for every 139 yards or part thereof	20p
Waiting time every 40 seconds	20p

Tariff 2 - Night Rate	Daily, 11pm to 6am
For first 108 yards	£3.00
then for every 108 yards or part thereof	20p
Waiting time every 32 seconds	20p

Tariff 3 - Holiday Rate	2pm 24 December to 6am 27 December 2pm 31 December to 6am 2 January Public Holidays 24hr (midnight to midnight)
For first 91 yards	£3.00
then for every 91 yards or part thereof	20p
Waiting time every 27 seconds	20p

Extra Charges	
Each additional passenger or animals	20p
Soiling charge (must be paid if inside of cab needs cleaning)	£40.00
All Manchester Airport barrier charges (drop-off & pick-up) must be paid by the hirer.	
No extra charges for wheelchairs, prams, guide/hearing dogs or children under 12 years.	
Extras to be limited to a maximum of 60p for four-seater Hackney Vehicles, 80p for five-seater Hackney Vehicles, £1.00 for six-seater Hackney Vehicles, £1.20 for seven-seater Hackney Vehicles and £1.40 for eight-seater Hackney Vehicles.	

Authorised Fares and charges when operating within the Borough of Tameside	
When a hackney carriage is standing or plying for hire the fare for any hiring shall be calculated in accordance with the fare table for all journeys within the Metropolitan Borough of Tameside unless the hirer expresses his / her desire to engage a hackney carriage by time, when the rate of fare shall be calculated by time. Such rate of fare shall be agreed in advance prior to the commencement of the journey.	
The rate of fares fixed by the Council shall include rates or fares for any journey commencing within Tameside and ending at any point within Greater Manchester, but outside Tameside, less than four miles from the nearest Tameside boundary.	

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APPENDIX 3

Representations following informal enquiries

AGREE	ADDITIONAL COMMENTS
Y	I do agree with the proposed Hackney fare increase
Y	I can confirm I agree with the proposed Hackney fare increase.
Y	This should have happened earlier. This should be done on a regular basis rather than every 10 years, so the customers don't get a big hit.
Y	Yes I agree with rise
Y	I am in the favour of fare increase I am agree that hackney fare should go up like proposed by toda .. bcz its fuel etc everything so expensive we struggling .. so need help kind
Y	I do agree with the proposed Hackney fare increase.
Y	Thanks for submitting this proposal on behalf of Hackney trade in a speedy manner. I do agree with the proposed hackney fare increase.
Y	I agree with the proposed fair increase
Y	
Y	I do agree with the proposed hackney fare increase
Y	I do agree with the proposed Hackney fare increase
Y	I do agree with the proposed Hackney fare increase
Y	I am happy with the fare increase, that's why the fuel price go up and the cost of living goes up as well.
Y	Cost of living has gone up along with the fuel prices, parts prices etc.
Y	I do agree with the proposed Hackney fare increase
Y	I agree that with the rising living costs along with inflation, the cost of fuel rising by almost 50ppl over the last few months has made running a hv very difficult not to mention the high rise in spare parts the last increase was prior to all the above rises.
Y	Yes I agree with the proposal for the fare rise!!
Y	I agree with the with the proposed Hackney fare increase.
Y	I DO AGREE with the proposed Hackney fare increase.
Y	cost of living and fuel and parts prices have gone up. our last rise was before this
Y	I agree with the proposal
Y	Good morning just emailing regarding the fare increase I agree with the proposal for the fares to increase.
Y	I agree with the increase in order to maintain a good quality of life and help keep up with the increased energy bills, fuel prices and increased costs of car parts.
Y	I do agree with the proposed hackney fare increase
Y	Yes I agree with the Hackney fare increase.
Y	I do agree with the proposed hackney fare increase
Y	I do agree with the proposed hackney fare increase
Y	Yes i agree with the proposal for hackney fare increase
Y	
Y	
Y	I do agree with the proposed hackney fare increase.
Y	I agree with fare increase because of cost of living, cost of maintenance and cost of fuel energy thing gone up the roof
Y	I do agree with the proposed Hackney fare increase Hackney plate number
Y	
Y	Cost of living has gone up as well as fuel prices, parts prices etc

Y	Hey, I'm writing to say I agree with the proposal of the fare increase
Y	I agree to the proposal
Y	I think a rise is needed due to cost of living increases.
Y	Yes, I agree with the proposed hackney fare increase as everything is increasing specifically fuel prices, cab maintenance as well as livelihood costs. Thank you.
Y	I do agree with the proposed Hackney Fare increase.
Y	I do agree with the proposed Hackney Fare increase.
Y	Cost of living has gone up along with fuel prices and parts prices etc
Y	I do agree with the proposed Hackney Fare increase.
Y	I do agree with the proposed Hackney fare increase Hackney plate. Reason for increase is inflation, high fuel prices and all over increase in everything which effects everyone.
Y	HIGH INFLATION HIGH FUEL PRICES AND ALL OTHER COMOBITY PRICE ARE HIGH ASWELL, THANKS

APPENDIX 4

Summary

	FLAG FALL	1 MILE	2 MILE	3 MILE	4 MILE	5 MILE	6 MILE	7 MILE	8 MILE	9 MILE	10 MILE	PER MILE
CURRENT TARIFF 1	2.00	4.20	6.60	8.80	11.00	13.40	15.60	18.00	20.20	22.60	24.80	2.30
PROPOSED TARIFF 1	2.50	4.90	7.50	9.90	12.50	15.10	17.50	20.10	22.70	25.10	27.70	2.53
CURRENT TARIFF 2	2.70	5.50	8.50	11.50	14.50	17.50	20.50	23.30	26.30	29.30	32.30	2.97
PROPOSED TARIFF 2	3.00	6.20	9.40	12.60	16.00	19.20	22.40	25.80	29.00	32.20	35.40	3.26
CURRENT TARIFF 3	2.70	6.10	9.70	13.10	16.70	20.10	23.70	27.30	30.70	34.30	37.70	3.52
PROPOSED TARIFF 3	3.00	6.80	10.60	14.60	18.40	22.20	26.20	30.00	33.80	37.80	41.60	3.87

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APPENDIX 5

Comparison of fares across Greater Manchester

GM Authority	Tariff 1 (Day) 2 Mile Journey	Last Reviewed
Tameside	£6.60 (proposed - £7.50)	March 2022
Bury	£6.90	2022
Trafford	£6.60	2022
Manchester <i>*under review</i>	£6.50 (proposed £7.00)	2020
Stockport <i>*under review</i>	£6.00	2017
Bolton	£5.90	2019
Salford	£5.80	2022
Wigan	£5.80	2022
Rochdale	£5.50	2022
Oldham <i>*under review</i>	£5.50 (proposed - £7.10)	2012

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Report to:	EXECUTIVE CABINET
Date:	23 November 2022
Executive Member:	Councillor Janet Jackson, Executive Member, Planning Transport and Connectivity
Reporting Officer:	Emma Varnam, Assistant Director, Operations and Neighbourhoods
Subject:	THE MAYOR'S CHALLENGE FUND – TRANCHE 1 ((PHASE 2) PROGRESS UPDATE
Report Summary:	<p>This report provides an update on the walking and cycling schemes previously approved, in principle, as part of the MCF programme – Tranche 1 (Phase 2). The schemes are located at Rayner Lane (Droylsden), Stamford Drive (Stalybridge), Clarendon Road (Audenshaw) and Ross Lave Lane (Denton).</p> <p>The purpose of this report is to obtain approval to undertake public consultation on the proposed schemes and to approve the de-prioritisation of the Ross Lave Lane, Denton scheme at this time. These decisions will ultimately support the MCF business case approval process, which if successful, will result in the approval of MCF construction funding.</p>
Recommendations:	<p>Executive Cabinet determine that:</p> <ol style="list-style-type: none">1. The plans to undertake public consultation, for a 4-week period, on the Mayor's Challenge Fund (MCF) Tranche 1 (Phase 2) schemes be approved.2. The de-prioritisation of the development of the Ross Lave Lane scheme in Denton be approved, due to affordability within the overall MCF programme and due to technical challenges associated with agreeing a Bee Network compliant scheme with stakeholders.
Corporate Plan:	<p>Longer and healthier lives with good mental health through better choices and reducing inequalities -Increase levels of physical activity</p> <p>Modern infrastructure and a sustainable environment that works for all generations and future generations - Increase journeys by sustainable transport / non-car</p>
Policy Implications:	In line with council policy.
Financial Implications: (Authorised by the statutory Section 151 Officer)	<p>The estimated cost of the proposed schemes outlined in this report is £970,000. Subject to business case approval, all costs will be funded by the MCF Grant and expenditure will be closely monitored in accordance with grant conditions, with periodic updates provided to the grant body. There is no requirement for the Council to provide match funding for the three proposed schemes.</p> <p>If the Full Business Case is approved and grant funding confirmed an Executive Decision Notice will be required in accordance with the Council's Financial Regulations in order to gain approval to formally accept the grant.</p>

Legal Implications:
(Authorised by the
Borough Solicitor)

This report sets out the next phase of the consultation relating to the Bee Network and provides a general update.

As this phase of the consultation is for four weeks only it is critical that all interested parties are made aware of the consultation.

The outcome of the consultation will form part of the final decision making and should be subject to careful consideration.

Risk Management:

Effective consultation and communication will ensure these schemes are successful.

Background Information:

The background papers relating to this report can be inspected by contacting Lee Holland, Head of Engineering Services



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1. INTRODUCTION

- 1.1 On 29 March 2018, the Greater Manchester Combined Authority agreed to allocate £160 million of Greater Manchester's £243 million Transforming Cities Fund to develop a Mayor's Challenge Fund Programme (MCF). The fund is being used to deliver the Bee Network, which is the walking and cycling element of the Our Network plan to transform Greater Manchester's transport system.
- 1.2 The Bee Network, once complete, will cover circa 1,800 miles and be the longest, integrated, planned network in the country, connecting every neighbourhood and community across Greater Manchester. The initial network plan was contained in Greater Manchester's cycling and walking infrastructure proposal (adopted by GMCA in June 2018), as part of a GM Streets for All Highways Improvement programme.
- 1.3 The purpose of this report is to provide an update on the four remaining MCF Tranche 1 (Phase 2) schemes at Rayner Lane (Droylsden), Stamford Drive (Stalybridge), Clarendon Road, (Audenshaw) and Ross Lave Lane (Denton), which all facilitate routes on the proposed Bee Network.

2. MAYOR'S CHALLENGE FUND PROGRAMME

- 2.1 Previous reports on the MCF Programme have highlighted that the Council has successfully secured Programme Entry Status, from the Greater Manchester Combined Authority, for a number of cycling and walking schemes within the MCF programme.
- 2.2 Programme Entry status means approval "in principle" with the majority of the funds still subject to the submission and approval of a successful business case.
- 2.3 Advanced Funding Agreements have been approved for the development costs associated with all of the proposed Bee Network schemes in Tameside. The total value of the approved development cost funding is £1,937,125. This information has previously been reported and included within the Council's capital programme.
- 2.4 The approval of development cost funding has enabled the Council to develop the majority of the Council's MCF schemes.
- 2.5 Chadwick Dam, Ashton / Stalybridge and Hill Street, Ashton were the subject of a Tranche 1 (Phase 1) business case submission. This business case was approved in 2020, with a funding allocation of £686,951. Delivery of these two Bee Network schemes was successfully completed in December 2021. Complementary "activation" initiatives were also funded within the business case and work is ongoing to help raise the profile of the first two MCF schemes and the benefits generally of active travel.

3. SCHEME DETAILS

Rayner Lane, Droylsden (Drawings attached at Appendices 1 to 4)

- 3.1 The proposed scheme will provide an improved off-highway cycle and pedestrian route between the Ashton Moss Metrolink stop on Lord Sheldon Way and Heron Drive in Audenshaw, connecting to the existing cycle and pedestrian facilities, with filtered access points, at both ends. The scheme forms an important linkage in a wider safe and integrated cycle network in the north west of the borough.
- 3.2 Lord Sheldon Way itself currently has a pedestrian only footway on one side and cycle only facilities on the other. Although this achieves full segregation between these active travel modes, it restricts the available movements and connections, and is regularly abused with

both pedestrians and cyclists using the side of the road that is most convenient for their intended journey. The scheme allows for a shared footway / cycleway to be created on both sides of the road. This will provide safe connectivity for all users between Ashton town centre and existing cycle routes towards Droylsden, Audenshaw and Manchester beyond.

Stamford Drive, Stalybridge (Drawings attached at Appendices 5 and 6)

- 3.3 The Stamford Drive scheme aims to improve the environment for neighbourhoods south of the A635 Stamford Street, between Ashton and Stalybridge. It aims to reduce the volume and speed of vehicles on these residential streets, where a significant number of vehicles are currently re-routing to avoid queues on the main road. It also aims to promote cycling by providing safe crossings and a direct route. The scheme extends from Currier Lane to Stamford Drive via Granville Street, Rutland Street, Corkland Street, Frederick Street and Clarence Street.
- 3.4 Road closures are already in place on Currier Lane and Stamford Drive to prevent through traffic, reduce vehicular speeds, and promote pedestrian and cycle priority.
- 3.5 The proposed interventions include:
- A closure of Frederick Street to motorised vehicles at its junction with Clarence Street. Access would be permitted for pedestrians and cyclists only. This will reduce through traffic in this neighbourhood.
 - A new toucan crossing is proposed to improve pedestrian and cycle connectivity between Frederick Street and Stamford Drive. This will improve safety and accessibility for active travel.
 - Improvements at the junction of Granville St, Stamford Square, Currier Lane and Dysart Street to promote pedestrian connectivity. The footways would be widened and the road widths reduced, with tighter junction radii to slow motorised vehicles. These features are aimed at supporting a reduction in traffic volumes and speed on these residential streets.

Clarendon Road, Audenshaw (Drawings attached at Appendices 7 and 8)

- 3.6 The proposals include a new crossing of Audenshaw Road to connect Clarendon Road with Kershaw Lane in Audenshaw. This will prioritise pedestrian and cycle movements across this busy road. By restricting traffic movements, through traffic will be prevented from using Clarendon Road thereby reducing the volume and speed of traffic.
- 3.7 Immediately southwest of the scheme location, Clarendon Road connects onto the Fallowfield Loop, just beyond St Anne's RC Primary school, which provides onward connectivity for active travel modes around the southern side of Manchester city centre. To the northeast of the scheme location is the Ashton canal as well as pedestrian and cycle connections towards the Snipe Retail park and a recently installed crossing to connect Kershaw Lane across Manchester Road, which links towards residential areas on the eastern side of Audenshaw and linking towards the Audenshaw old railway line.
- 3.8 The proposed interventions include:
- Clarendon Road closed at the junction with Audenshaw Road, where currently vehicles can only exit onto the main road.
 - A turning head on Clarendon Road will enable vehicles to turn around just prior to the proposed closure location.
 - It is also proposed to close Kershaw Lane at the junction with Audenshaw Road. This would require Kershaw Lane to be reconnected to Aldwyn Park Road and engagement with local residents is underway to determine the acceptability of this proposal. An alternative solution has been prepared, if necessary, which maintains vehicular access at this location.
 - A new, segregated crossing of the B6390 Audenshaw Road will enable pedestrians and cyclists to cross safely.

Ross Lave Lane, Denton

- 3.9 In recent months efforts have been made to bring all four of the MCF Tranche 1 (Phase 2) schemes to a conclusion. This includes Ross Lave Lane which is part of the wider package of active neighbourhood interventions across the borough.
- 3.10 Unfortunately, following negotiations with the relevant landowners it has not been possible to produce a scheme that balances the Bee Network design requirements, affordability within the current MCF programme budget and the needs of the relevant stakeholders. The main issue is associated with agreeing a suitable surfacing material that would be acceptable to all users, including the landowners and the local community.
- 3.11 Therefore, to enable the remaining three MCF Tranche 1 (Phase 2) schemes to be progressed, further work on the development of a scheme at Ross Lave Lane has been deprioritised. The intention is that the scheme will remain as part of the Council's pipeline of potential Bee Network schemes. Should new surfacing products become available, which might better accommodate the wide range of user groups at this location, then the scheme could be reprioritised when any new funding opportunities arise.

4. PROGRESS UPDATE

- 4.1 The proposed schemes at Rayner Lane, Stamford Drive and Clarendon Road have progressed through the Bee Network design and development process. This approach has ensured that good quality designs, that are compliant with the current design standards, have been produced and that known issues are resolved where possible within the design proposals.
- 4.2 All three schemes have been approved, in principle, by TfGM's MCF Design Review Panel, giving approval to proceed to consultation. Any feedback received during the public consultation exercise will be reviewed and if appropriate design changes will be made to enable the design and development phase to be completed.
- 4.3 Standard scheme procedures have been completed including the collection of traffic monitoring data and the production of cost estimates and delivery programmes.
- 4.4 The Clarendon Road and Stamford Drive schemes are on adopted highway land. The Rayner Lane scheme is on land owned by third parties, although the route is designated as public rights of way, including a footpath, a bridleway and a restricted byway. Landowner negotiations have progressed and agreement in principle has been reached to enable the scheme to be delivered. Further detailed discussions are ongoing with the Council's estates team to ensure that any required legal agreements are put in place.
- 4.5 A draft MCF Tranche 1 (Phase 2) business case has been completed. This will be finalised once the consultation feedback has been analysed and any design changes made. This will then allow final costs and construction programmes to be produced.
- 4.6 Statutory processes will be progressed, including advertising traffic orders and undertaking road safety audits once the consultation exercise is complete. Further governance will be obtained in advance of starting the traffic regulation order process.

5. FUNDING

- 5.1 The table below provides a high level summary of the estimated cost of each of the schemes being progressed as part of the MCF Tranche 1 (Phase 2) business case.
- 5.2 It should be noted that the costs below will remain as estimates until we are able to fix the designs following completion of the public consultation.

Estimated Costs	Rayner Lane	Stamford Drive	Clarendon Road	Total
Development and Delivery Costs	£390,000	£350,000	£230,000	£970,000

5.3 The above costs exclude activation costs, which may be included in the final business case submission.

5.4 There is no requirement to provide match funding for the three proposed schemes and the current estimated costs can be met from within the Council's current MCF programme grant allocation, subject to approval of the business case.

6. CONSULTATION AND ENGAGEMENT

6.1 The engagement process is an opportunity to ensure that schemes best meet the needs of existing and potential new users and the relevant local communities.

6.2 All three schemes were originally presented as part of the MCF consultation programme that ran from 10 February to 8 March 2020. The outcome of the consultation is presented in a consultation outcome report and this information will be considered alongside the feedback received during the next phase of consultation.

6.3 A stakeholder engagement plan has been produced for each scheme to ensure that the identification of residents, businesses and stakeholders accurately reflects those who might reasonably want to input into the consultation process.

6.4 The Rayner Lane scheme does not have any direct frontage onto the scheme area and there are no residential or commercial properties that are directly affected by the proposed works. It is therefore not proposed to consult again on this scheme. For Rayner Lane the engagement with land owners and leaseholders will continue in order to conclude any agreements that are required to support scheme delivery.

6.5 Further consultation is required to support the delivery of the Clarendon Road and Stamford Drive schemes.

6.6 Approval is now required to proceed to public consultation on the proposed Clarendon Road and Stamford Drive schemes. It is proposed that consultation will commence at the earliest possible opportunity following approval. Due to the fact that this is the second round of consultation on these schemes, it is proposed that the consultation will only run for a 4-week period.

6.7 Consultation material will be made available online and will be open to everyone. The residents and stakeholders identified in the stakeholder engagement plan will be contacted directly via letter or email and the consultation will be promoted using the Council's social media channels.

6.8 The Executive Member for Planning, Transport and Connectivity and the relevant ward members will be briefed on the proposals in advance of any public consultation.

6.9 On completion of the consultation an outcome report will be produced to support the decision making process and to determine if changes to the designs are required.

7. RISK MANAGEMENT

- 7.1 A quantitative scheme risk register is maintained by the Council's MCF Project team and an appropriate risk allowance has been included in the estimated scheme costs.
- 7.2 Key risks are discussed and reported on a monthly basis to TfGM's MCF programme team to ensure appropriate mitigation actions are implemented.

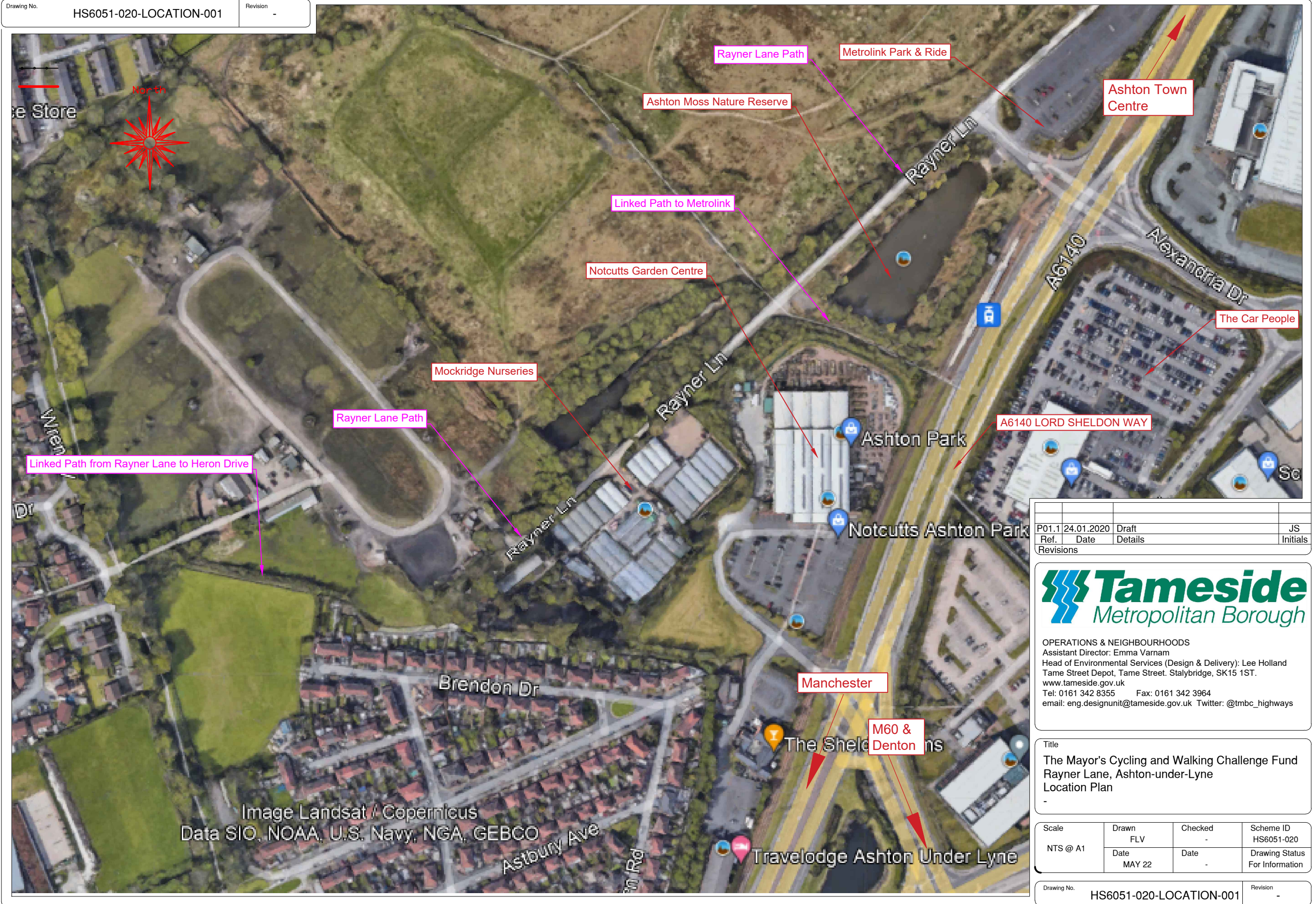
8. CONCLUSION

- 8.1 The ambitious MCF programme and the high-quality design standards being applied across the Bee Network should help to increase the number of people choosing active travel modes, which is a key priority for the Council.
- 8.2 Undertaking public consultation on the relevant MCF Tranche 1 (Phase 2) schemes, as detailed in this report, will enable the designs to be finalised and the business case to be completed and submitted to TfGM for the approval of grant funding.
- 8.3 Standard scheme procedures and statutory processes will be followed, including advertising of traffic orders and carrying out of road safety audits.
- 8.4 Subject to approval of the business case, the three MCF Tranche 1 (Phase 2) schemes described in this report, could receive grant funding to cover all of the construction costs.

9. RECOMMENDATIONS

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

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Ref.	Date	Details	Initials
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Title
 The Mayor's Cycling and Walking Challenge Fund
 Rayner Lane, Ashton-under-Lyne
 Location Plan
 -

Scale	Drawn	Checked	Scheme ID
NTS @ A1	FLV	-	HS6051-020
	Date	Date	Drawing Status
	MAY 22	-	For Information

Image Landsat / Copernicus
 Data SIO, NOAA, U.S. Navy, NGA, GEBCO

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- KEY**
- Existing fence alignment
 - Proposed new fence alignment
 - Proposed outline of shared paths
 - Proposed footway extension

NOTE - Existing fence line to North of playing field to be relocated 1m south to create a wider path. It is proposed to adjust the length to approximately 86m in length. Reposition the west fence line and move the fence line south encroaching into the playing field by approximately 15.5m.

Rayner Lane (Park and ride to end at rear of Brendon Drive)

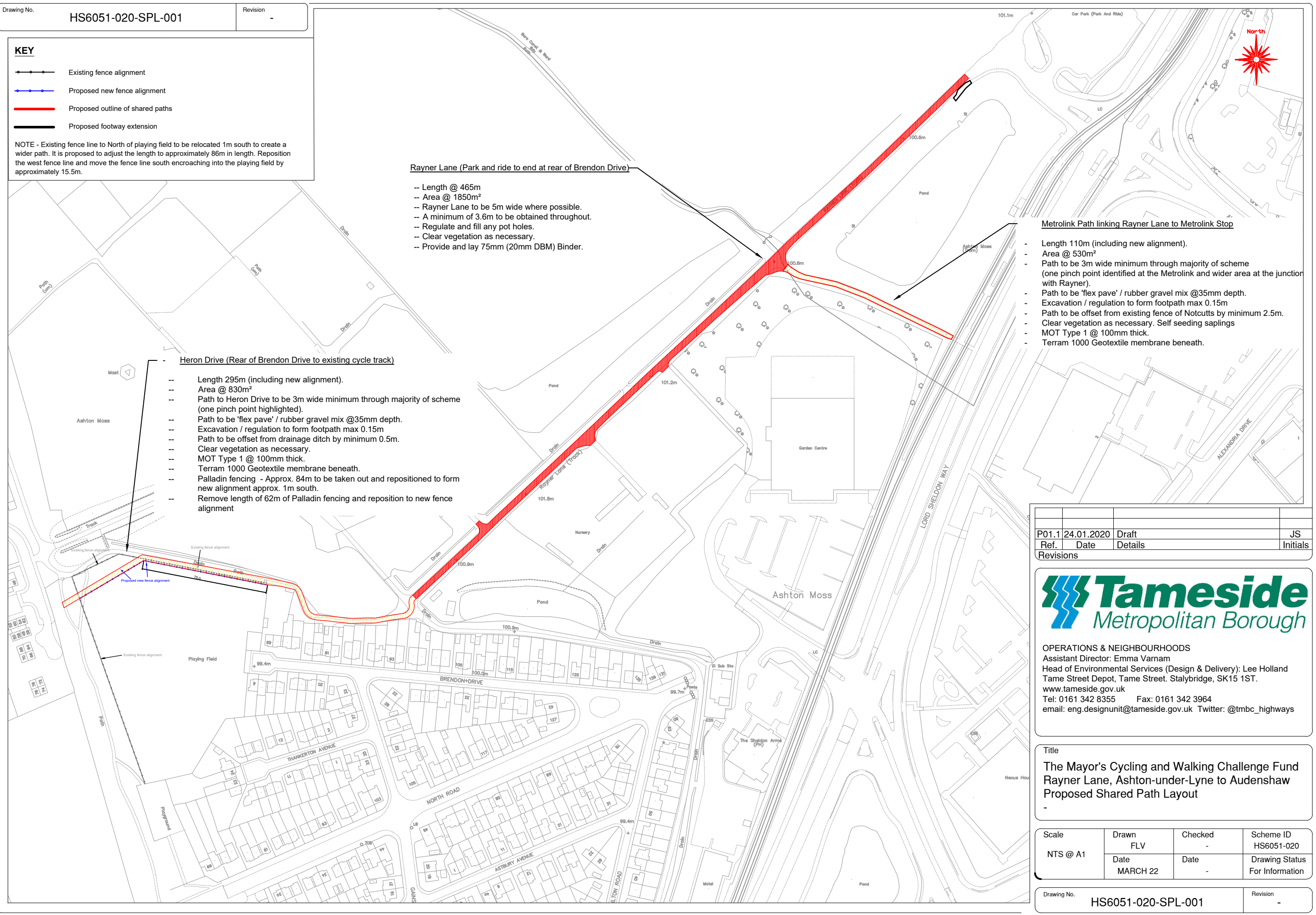
- Length @ 465m
- Area @ 1850m²
- Rayner Lane to be 5m wide where possible.
- A minimum of 3.6m to be obtained throughout.
- Regulate and fill any pot holes.
- Clear vegetation as necessary.
- Provide and lay 75mm (20mm DBM) Binder.

Heron Drive (Rear of Brendon Drive to existing cycle track)

- Length 295m (including new alignment).
- Area @ 830m²
- Path to Heron Drive to be 3m wide minimum through majority of scheme (one pinch point highlighted).
- Path to be 'flex pave' / rubber gravel mix @35mm depth.
- Excavation / regulation to form footpath max 0.15m
- Path to be offset from drainage ditch by minimum 0.5m.
- Clear vegetation as necessary.
- MOT Type 1 @ 100mm thick.
- Terram 1000 Geotextile membrane beneath.
- Palladin fencing - Approx. 84m to be taken out and repositioned to form new alignment approx. 1m south.
- Remove length of 62m of Palladin fencing and reposition to new fence alignment

Metrolink Path linking Rayner Lane to Metrolink Stop

- Length 110m (including new alignment).
- Area @ 530m²
- Path to be 3m wide minimum through majority of scheme (one pinch point identified at the Metrolink and wider area at the junction with Rayner).
- Path to be 'flex pave' / rubber gravel mix @35mm depth.
- Excavation / regulation to form footpath max 0.15m
- Path to be offset from existing fence of Notcutts by minimum 2.5m.
- Clear vegetation as necessary. Self seeding saplings
- MOT Type 1 @ 100mm thick.
- Terram 1000 Geotextile membrane beneath.



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Title
**The Mayor's Cycling and Walking Challenge Fund
 Rayner Lane, Ashton-under-Lyne to Audenshaw
 Proposed Shared Path Layout**

Scale	Drawn	Checked	Scheme ID
NTS @ A1	FLV	-	HS6051-020
	Date	Date	Drawing Status
	MARCH 22	-	For Information

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KEY

Proposed outline of shared path

NOTE - Cycle chicane is documented in file reference number M206 Cycle Chicane



Current chicane control on brideway. Timber construction to remain



Current access control is a manual swing gate. When shut users are expected to walk around the post which is approximately 0.8m wide with a small embankment to the side.



Horse friendly barrier
(Centre Wire ref: LE F010 2021 22 - 4.88m wide x 0.9 high)



Proposed extension to footpath leading to new chicane barrier - TMBC standard detail M206



Current chicane control on brideway. Timber construction to remain

Proposed new bollards to stop vehicles driving down path. minimum of 2 bollards req @ 1.6m centres. Type TBC



Currently there are no access controls at this point of the path. Access is limited however due to level changes and widths being tight between the existing fencing and the overgrown shrubs.

Proposed new chicane barrier - TMBC standard detail M206



Proposed new horse friendly stile and new chicane barrier - TMBC standard detail M206

Proposed new bollard / post to stop vehicle access to rear of field - Positioned centrally with a 1.6m gap either side. Type TBC

Location for a barrier or a couple of drop down bollards to restrict access to the rear of the houses. Residents have advised that access is required to garages to the rear of Brendon Drive.



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Tameside
Metropolitan Borough

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Title
The Mayor's Cycling and Walking Challenge Fund
Rayner Lane, Ashton-under-Lyne
Access Control Measures


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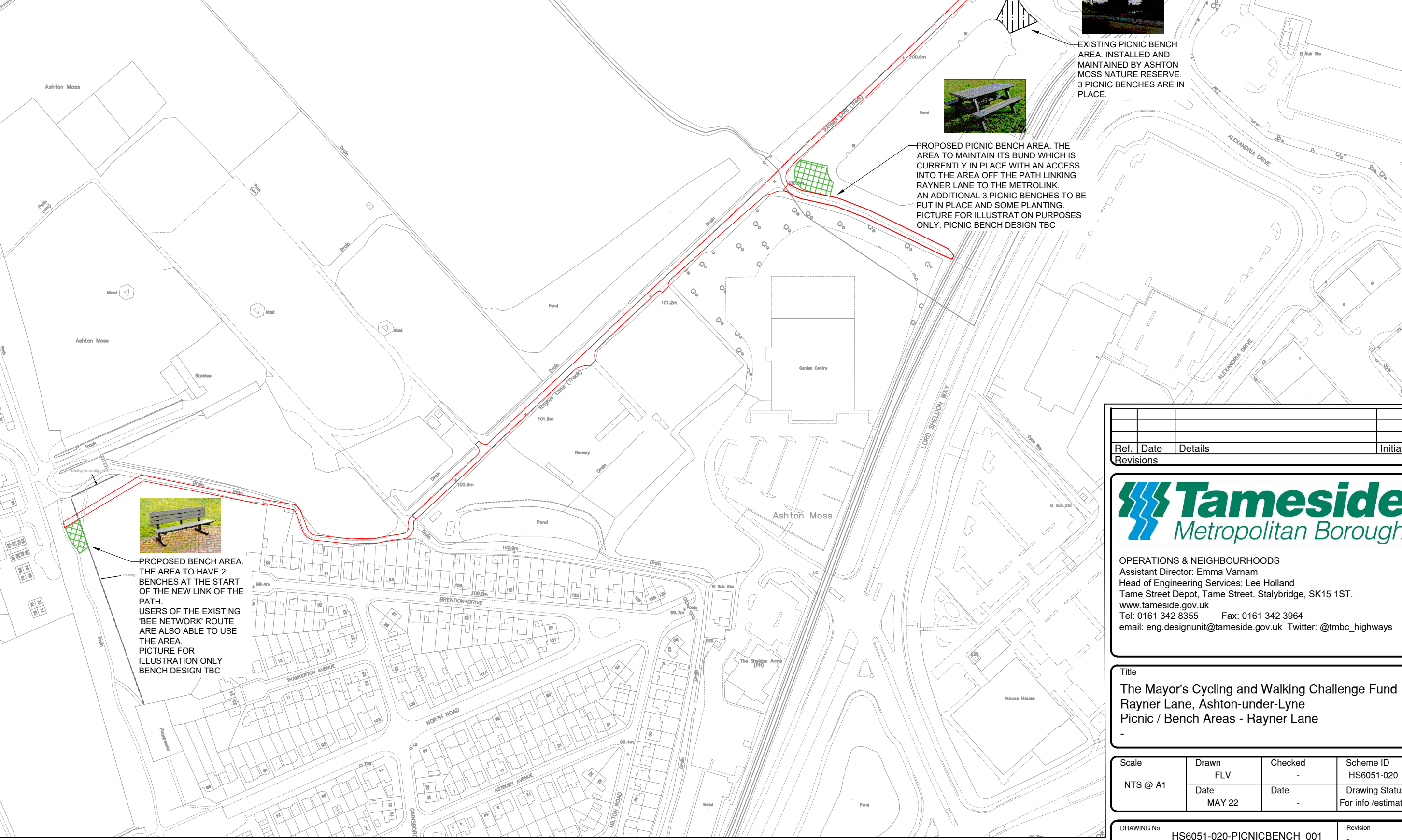
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KEY

 NEW ADDITIONAL AREA TO BE PROVIDED

 EXISTING AREA



EXISTING PICNIC BENCH AREA. INSTALLED AND MAINTAINED BY ASHTON MOSS NATURE RESERVE. 3 PICNIC BENCHES ARE IN PLACE.



PROPOSED PICNIC BENCH AREA. THE AREA TO MAINTAIN ITS BUND WHICH IS CURRENTLY IN PLACE WITH AN ACCESS INTO THE AREA OFF THE PATH LINKING RAYNER LANE TO THE METROLINK. AN ADDITIONAL 3 PICNIC BENCHES TO BE PUT IN PLACE AND SOME PLANTING. PICTURE FOR ILLUSTRATION PURPOSES ONLY. PICNIC BENCH DESIGN TBC



PROPOSED BENCH AREA. THE AREA TO HAVE 2 BENCHES AT THE START OF THE NEW LINK OF THE PATH. USERS OF THE EXISTING 'BEE NETWORK' ROUTE ARE ALSO ABLE TO USE THE AREA. PICTURE FOR ILLUSTRATION ONLY BENCH DESIGN TBC

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Title
 The Mayor's Cycling and Walking Challenge Fund
 Rayner Lane, Ashton-under-Lyne
 Picnic / Bench Areas - Rayner Lane
 -


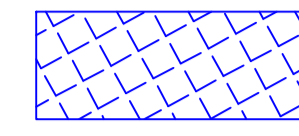
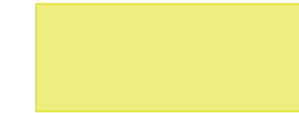
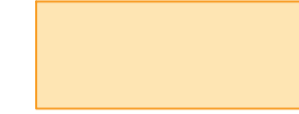



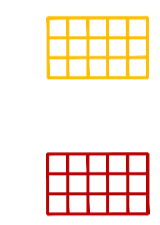

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	Date MAY 22	Date -	Drawing Status For info /estimate

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Key:

-  Proposed Kerbs
-  Ramped entry to raised table
-  Shared Footway / Cycleway Areas
-  High friction surfacing
-  Proposed Bollards
-  Proposed sign locations
-  Corduroy tactile paving
-  Tactile paving for pedestrian crossings. Buff coloured for uncontrolled crossing and red for controlled crossings
-  Double Yellow Lines - No Waiting At Any Time

P01	17/05/22	First Issue	JL
Ref.	Date	Details	Initials
Revisions			



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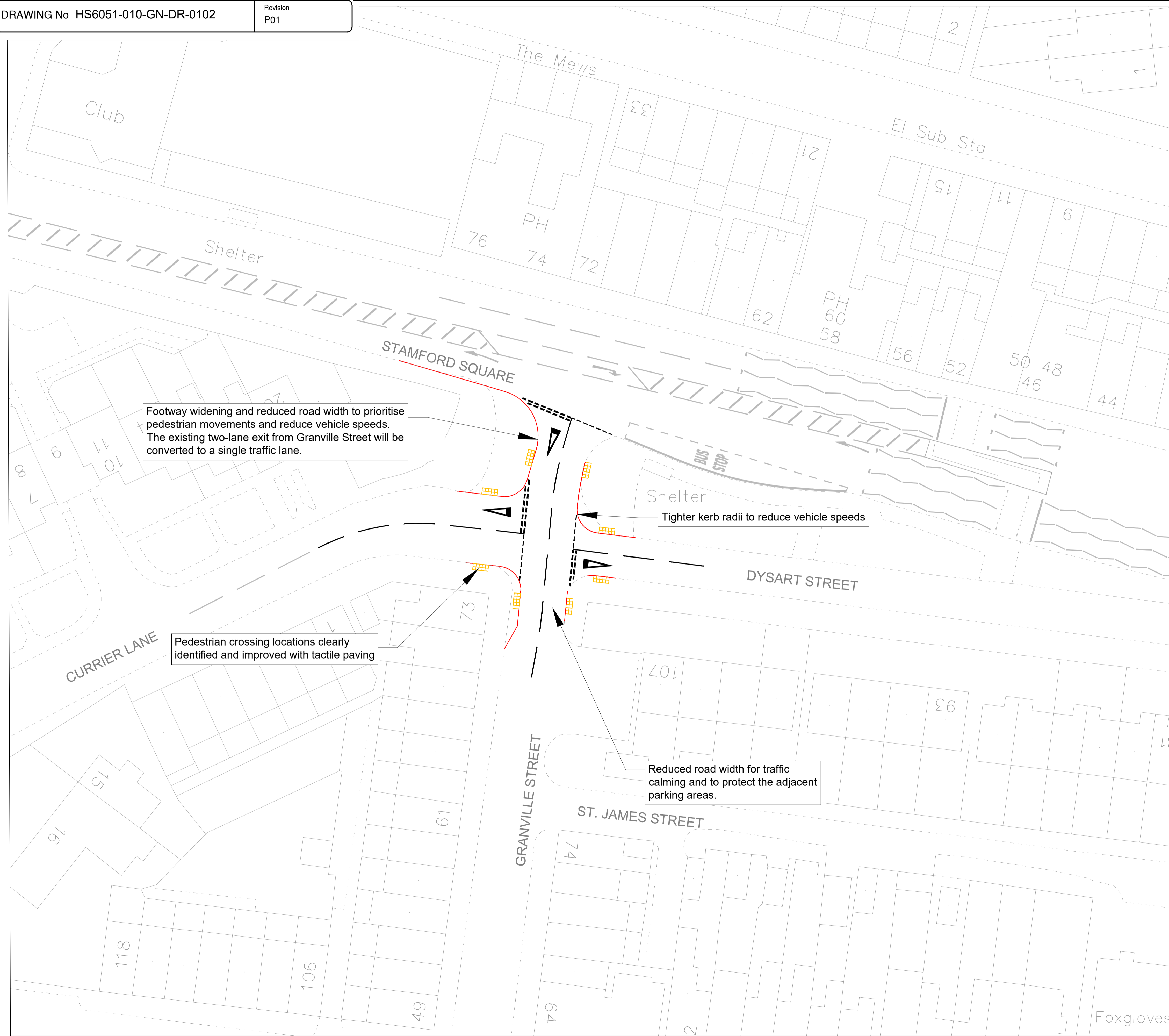
Title
 The Mayor's Walking and Cycling Challenge Fund
 Stamford Drive
 Proposed Crossing of Clarence Street

Scale	Drawn	Checked	Scheme ID
1:500 @ A3	JL	JS	HS6051-010
	Date	Date	Drawing Status
	17/05/2022	17/05/2022	For Information

DRAWING No.	Revision
HS6051-010-GN-DR-0101	P01

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- Proposed Kerbs
- Buff coloured tactile paving for uncontrolled pedestrian crossing



P01	17/05/22	First Issue	JL
Ref.	Date	Details	Initials
Revisions			



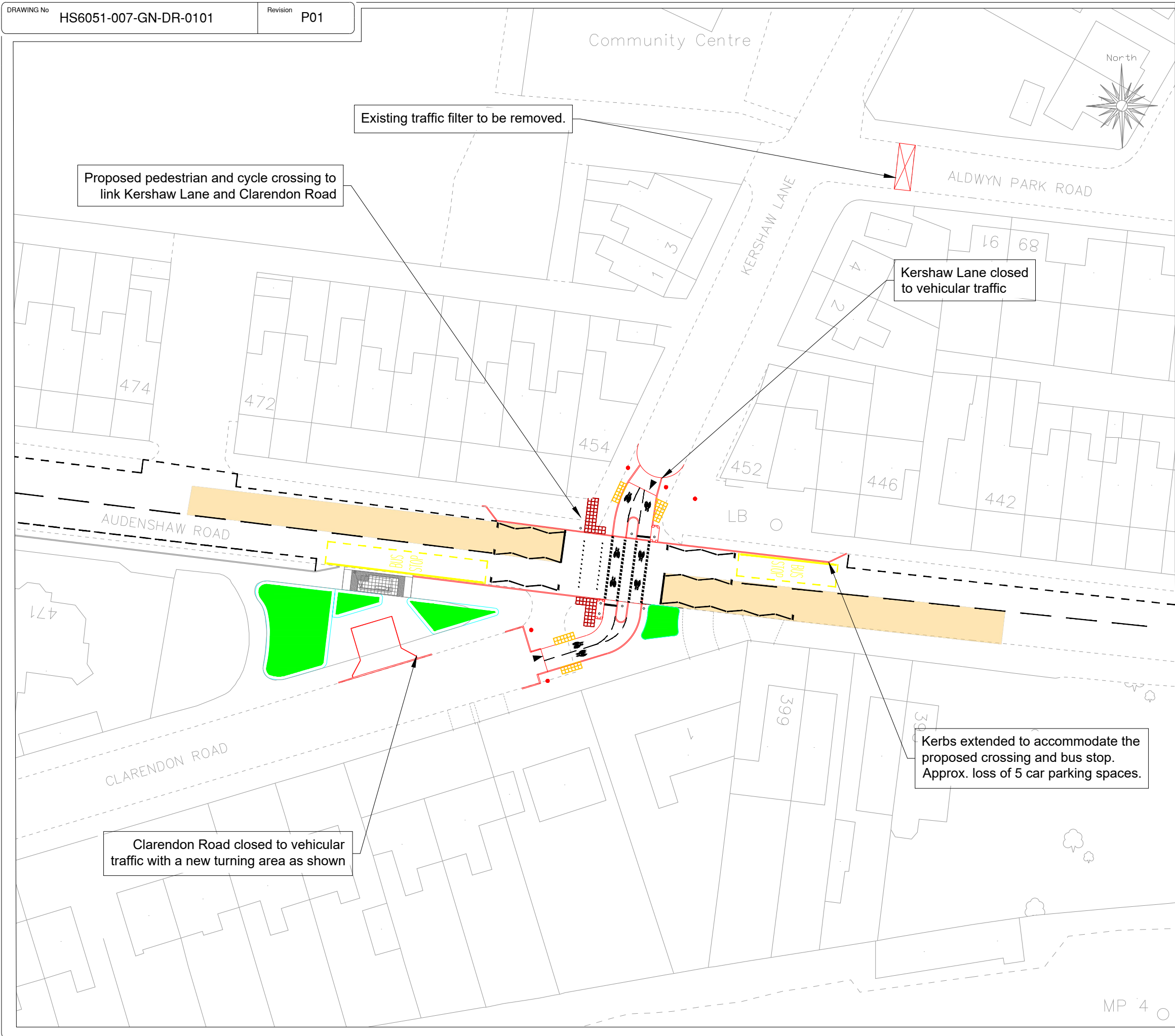
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Title
 The Mayor's Walking and Cycling Challenge Fund
 Stamford Drive
 Proposed Granville Street Junction Improvements

Scale	Drawn	Checked	Scheme ID
1:500 @ A3	JL	JS	HS6051-010
	Date	Date	Drawing Status
	17/05/2022	17/05/2022	For Information

DRAWING No.	Revision
HS6051-010-GN-DR-0102	P01

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Key:

- Proposed Kerbs
- Landscape Areas
- High Friction Surfacing
- Proposed Bollards
- Buff tactile for uncontrolled crossing
- Red tactile for controlled crossing
- Indicative traffic signal pole / push button locations

P01	25/04/2022	First Issue	LO
Ref.	Date	Details	Initials
Revisions			

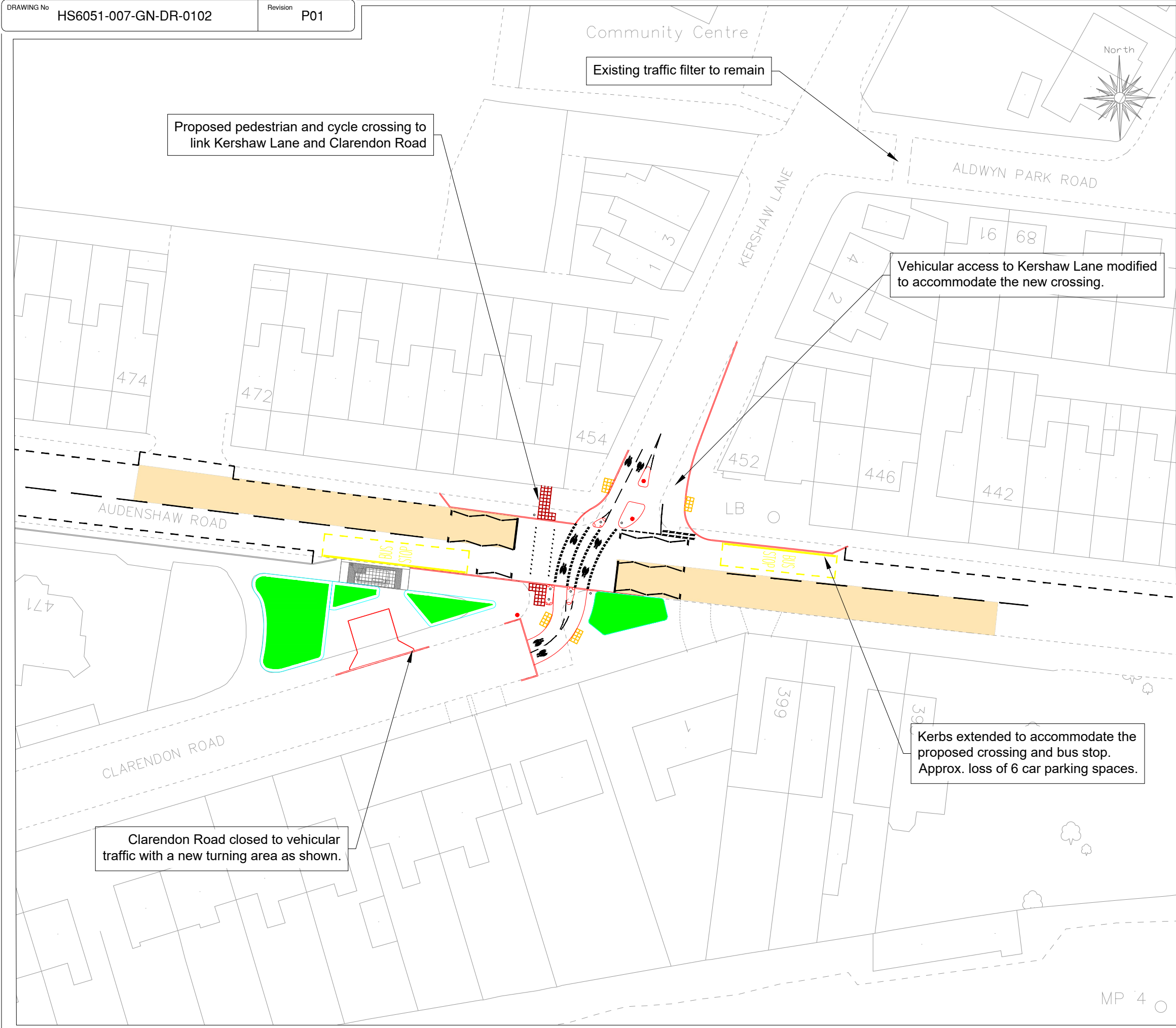


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Title
 The Mayor's Walking and Cycling Challenge Fund
 Clarendon Road
 Option 1 - Signalised Crossing With Road Closures

Scale 1:500 @ A3	Drawn LO	Checked JS	Scheme ID HS6051-007
	Date 25/04/2022	Date 25/04/2022	Drawing Status For Information

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- Key:**
- Proposed Kerbs
 - Landscape Areas
 - High Friction Surfacing
 - Proposed Bollards
 - Buff tactile for uncontrolled crossing
 - Red tactile for controlled crossing
 - Indicative traffic signal pole / push button locations

Ref.	Date	Details	Initials
P01	25/04/2022	First Issue	LO
Revisions			



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Title
**The Mayor's Walking and Cycling Challenge Fund
 Clarendon Road
 Option 2 - Signalised Crossing With Clarendon
 Road Closure**

Scale	Drawn	Checked	Scheme ID
1:500 @ A3	LO	JS	HS6051-007
	Date	Date	Drawing Status
	25/04/2022	25/04/2022	For Information

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Report to:	EXECUTIVE CABINET
Date:	23 November 2022
Executive Member:	Councillor John Taylor, Executive Member, Adult Social Care, Homelessness and Inclusivity
Reporting Officer:	John Gregory, Head of Community Safety and Homelessness
Subject:	CONSULTATION RE: DISCHARGE OF HOMELESS DUTIES THROUGH THE PRIVATE RENTED SECTOR
Report Summary:	Tackling homelessness and reducing the number of households in temporary accommodation is a key priority for the Council's Homelessness Service. This report proposes a change in policy to increase options available to the council to house those who are or at risk of homelessness.
Recommendations:	That permission is given to commence a 12 - week consultation on a draft policy which would allow the Council the flexibility to seek to end the main homeless duty towards a household by the offer of suitable Private Rented Sector accommodation, in accordance with the provisions of the Localism Act 2011.
Corporate Plan:	Nurturing our communities and having pride in our people, our place and our shared heritage – reduce homelessness.
Policy Implications:	This would be a change and a use of powers set out in the Localism Act 2011.
Financial Implications: (Authorised by the statutory Section 151 Officer)	As this report is seeking permission to consult there are no direct financial implications at this stage. The consultation will run via the Council's "Big Conversation" website so will not result in additional costs.
Legal Implications: (Authorised by the Borough Solicitor)	<p>The legislation in relation to the use of the private rented sector is detailed in the main body of the report.</p> <p>With regards to the consultation process 12 weeks is considered good practice and there should be an EIA to show the consultation is effective as it can be, particularly given the vulnerability of those affected. The outcome of the consultation will then require careful consideration by Cabinet before deciding on whether to implement the policy and/or consider any changes to the draft policy.</p>
Risk Management:	It is intended that this approach will reduce the risk of families being in inappropriate accommodation.
Background Information:	The background papers relating to this report can be inspected by contacting John Gregory, Head of Community Safety and Homelessness



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1. INTRODUCTION

- 1.1 This report seeks permission to commence a period of consultation in respect of a draft policy which would allow the Council the flexibility to seek to be able to fulfil its homelessness duty towards a household or individual by the offer of suitable private rented sector accommodation.

2. BACKGROUND

- 2.1 Tackling homelessness and reducing the number of households in temporary accommodation is a key priority for the Council's Homelessness Service.
- 2.2 There is a wealth of evidence regarding the adverse effects on people living in temporary accommodation especially in the areas of health, wellbeing, education and employment. The impacts on children can be particularly damaging.
- 2.3 Tameside MBC, as with most local authorities, has seen a sustained increase in homelessness and reliance on temporary accommodation since 2010. The view of most experts in the sector is that COVID 19 and the emerging cost of living crisis will have a further adverse impact on levels of homelessness for at least the next 18 months to 2 years.
- 2.4 It is therefore crucial that the Council has the power to use as many tools as are available to address this increase and reduce/ minimise the numbers of people living in temporary accommodation.
- 2.5 The homelessness service has seen a gradual increase in the numbers of people and families in temporary accommodation (TA). In June 2022 the number of TA placements reached 220, which costs the Council around £18,000 per night.
- 2.6 A key priority of the Homelessness service is to reduce the number and the cost of TA placements. There are three strands to this work:
- Preventing homelessness so that TA placements are not used as frequently
 - Moving people in TA on to permanent housing as quickly as possible
 - Reducing the cost of TA provision

This report looks to build on the second element of this work – moving people in TA on to permanent housing as quickly as possible. This will allow the Authority to significantly reduce the existing TA costs and will ensure that people are given a permanent home which is more suited to their needs.

- 2.7 The Localism Act 2011 created the opportunity for councils discharge their main statutory homeless duty with a private rented sector (PRS) offer. The Localism Act 2011 is clear that where the Council does wish to make use of these powers, it is required to publish a Private Rented Sector Offer (PRSO) Policy.
- 2.8 When this legislation was originally introduced, most local authorities adopted it and introduced a PRS policy. Tameside did not consider it at the time. Other local authorities such as Salford and Rochdale have reported that the use of the private rented sector has increased options for both homeless households & individuals and for the local authority, whilst fostering a closer relationship between the council and private landlords.
- 2.9 There are no records to show why the adoption of a PRS policy was not considered on the introduction of the new legislation in 2011 & none of the current members of staff in the homelessness service worked in the service at the time, so there is no corporate memory as to whether the matter was considered or not. Following a review of the functions of the

service, the lack of a PRS policy was identified and it was felt appropriate to consider the adoption of a policy now, in light of increasing cost-of-living issues for Tameside residents.

- 2.10 Appropriate use of the private rented sector has been a significant tool, which the Council has utilised to reduce and eliminate rough sleeping (i.e. those for whom the Council does not have a statutory duty to house) in the district over the last 3 years.
- 2.11 As part of the push to reduce the numbers currently accommodated in TA, It is vital that the Council considers using all the opportunities available, including the powers to make appropriate use of the private rented sector to tackle the wider homelessness problem in Tameside and reduce the use of temporary accommodation for those to whom it has a main homeless duty.
- 2.12 Currently, the council can only discharge its duty to those in temporary accommodation by offering them a tenancy with a registered social landlord. This limits the number of available properties and results in many households and individuals remaining in temporary accommodation for extended periods of time.
- 2.13 It is anticipated that this additional policy will result in a greater choice of appropriate properties for those people in temporary accommodation, and better opportunities for the Council to place households and individuals in more appropriate accommodation within a shorter timeframe.
- 2.14 As with all proposed changes to policy, the Council seeks to consult with key partners, those people affected by the proposed change to Policy, and the public.

3. THE HOMELESSNESS LEGISLATION

- 3.1 The key piece of legislation covering homelessness is the Housing Act 1996, Part 7. This was amended by the Homelessness Act 2002 and again by the Homeless Reduction Act 2017.
- 3.2 The main housing duty owed by a local authority to someone who is homeless, eligible, has a priority need and is not intentionally homeless. The main housing duty is a duty to provide temporary accommodation until such time as the duty is ended.
- 3.3 Under the Housing Act 1996, Part 7 (as amended), a Local Authority could only end its main homeless duty in the following circumstances:
 - a. The applicant ceases to be eligible for assistance
 - b. The applicant becomes homeless intentionally from accommodation provided under the main duty
 - c. The applicant voluntarily ceases to occupy the accommodation provided
 - d. The applicant accepts an offer of a fully assured tenancy from a private landlord, including a housing association
 - e. The applicant accepts a private rented sector offer or a final offer under the authority's Part 6 allocation scheme
 - f. The applicant refuses certain offers of accommodation.

4. THE LOCALISM ACT 2011

- 4.1 The Localism Act 2011 gives local authorities an additional power to be able to end the main duty to homeless households through an offer of an assured short hold tenancy in the private rented sector, without a requirement for agreement from the homeless applicant.

4.2 This effectively ended the link between Part 6 and Part 7 of the Housing Act 1996 as there is no longer any duty to offer social housing where a suitable offer of private rented accommodation has been made by the local authority.

4.3 However, the Localism Act 2011 placed a requirement on local authorities who wished to use a private rented sector offer to discharge the main homeless duty, to produce and publish a private rented sector policy.

5. THE SITUATION IN TAMESIDE

5.1 Tameside MBC does not currently have a private rented sector policy as described above, and so cannot currently legally discharge its main homeless duty via a suitable offer of private rented accommodation.

5.2 During 2019-20, 365 households were accepted as being owed a main homeless duty. For the majority of these cases, the duty will end when the household is made an offer of social housing.

5.3 The shortage of social housing and existing nomination agreements which require registered providers to provide just 30% (20% in the case of Jigsaw Homes to the Housing Register) contributes to rising numbers of people and families being accommodated in TA.

5.4 It is therefore vital that the Council explores a wider range of options to increase move on opportunities.

5.5 Alongside this, the development of the (non-statutory) Rough Sleeper Service in Tameside has led to closer working relations with the private rented sector and in 2021, 200 single households were offered move on accommodation in the private rented sector.

5.6 This work provides an opportunity to enhance the role of the private rented sector in meeting the needs of people to whom the Council holds a main homeless duty.

5.7 The proposed policy will be reviewed following the consultation process, taking into the feedback and views of those consulted.

6. PRIVATE RENTED SECTOR OFFER POLICY

6.1 The proposed Private Rented Sector Offer Policy is attached at **Appendix 1**

6.2 Under the Policy, the Council would look to end its main homeless duty via a Private Rented Sector offer only in circumstances:

- Where there is sufficient availability of private rented stock,
- Where an offer of a private rented sector property is appropriate taking into account the needs of the household
- Where the Council is fully satisfied that the offer is suitable under the relevant legislation.

6.3 There are a range of measures enacted in the legislation and described in more detail below which provide protection to homeless people and mean that the Council can only use a PRS offer to discharge the main duty where such an offer provides suitable accommodation for those households.

6.4 The homeless legislation also gives applicants the right to request a review of suitability of any offer made for the purposes of ending the main duty. This includes an offer of private rented accommodation.

7. APPROPRIATE USE OF PRIVATE RENTED SECTOR POLICY

7.1 It is important to note that the draft policy states that the Council will only use a private rented sector offer to end the main homeless duty when it is fully satisfied that the property is suitable. Section 8 describes the issues that the Local Authority must satisfy in order to determine that a property is suitable.

7.2 The Service recognises that it should only look to use this Policy in appropriate circumstances. The Service has developed a range of pathways to facilitate move on into the private rented sector. This includes the provision of appropriate support where needed.

7.3 The Local Authority will carry out a full suitability assessment of any private rented accommodation unit that it intends to use to discharge the main duty.

7.4 This assessment of suitability will cover the following elements:

- Affordability,
- Physical Condition of the Property, Safety, Size and Space Arrangements,
- Location,
- Period of Rental Agreement,
- Right to Rent,
- Compliance with the Equality Act 2010,
- Landlord Suitability.

7.5 The Council will carry out a property inspection to ensure that the property is in good physical condition, complies with all Health and Safety regulations, and is of an appropriate layout in order to confirm the suitability of any offer of private rented accommodation made to end the main duty.

7.6 The Council will require the landlord to provide copies of Gas Safety Certificate, Electrical Safety and an Energy Performance Certificate. The landlord will be required to provide smoke alarms, Carbon Monoxide monitors and any other safety equipment required by legislation relevant at the point of letting.

7.7 The Council will not consider PRS accommodation where there is a risk of violence or harassment to be suitable for the purposes of ending the main duty.

7.8 The Council will ensure that the property was of a suitable size for the household and that they would not be overcrowded in order to determine the suitability of any offer of private rented accommodation used to end the main duty.

8. CONCLUSION

8.1 This report requests approval for a period of 6 weeks consultation to enable the views of key partners, affected service users and the public to be considered. Once the consultation has ended, the results will be submitted in a further report for Elected Members to make a final decision on whether it is appropriate to adopt the policy.

8.2 The dates for the consultation will be determined following the decision requested in this report, but the consultation will be started as soon as practicable after the decision has been made (if approved).

- 8.3 The consultation will run via the Council's "Big Conversation" website and additionally the Service will ensure all key stakeholders are given their opportunity to submit their comments.
- 8.4 The Big Conversation consultation will involve publication of the draft policy and an invitation to submit comments. There is no plan to ask very specific questions about the policy other than "Do you support the introduction of a policy which allows the discharge of homelessness duty into the private rented sector in accordance with the draft policy".
- 8.5 The consultation will also include a summary of the reasons why the Council is considering the introduction of the PRS policy.
- 8.6 In addition, the Consultation will seek the views of stakeholders during a consultation event which will take place in person and will ensure that all relevant partners have examined the proposed policy in detail and that their views have been taken into account in the final draft of the policy.

9. RECOMMENDATIONS

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

APPENDIX 1

Homelessness- Private Rented Sector Offer (PRSO) Policy

1. Introduction

- 1.1 Tameside MBC is responsible for a range of statutory functions in respect of services provided to homeless households in the district.
- 1.2 Tackling homelessness and reducing the number of households in Temporary Accommodation is a key priority area for the Council.
- 1.3 There is a wealth of evidence regarding the adverse effects on people living in Temporary Accommodation especially in the areas of health, wellbeing, education and employment. The impacts on children can be particularly damaging.
- 1.4 It is crucial that the Council has the power to use as many tools as are available to address this increase and reduce/ minimise the numbers of people living in Temporary Accommodation.
- 1.5 This Policy is concerned with how Tameside MBC will use the powers introduced in the Localism Act 2011 to end its main housing duty by making an offer of accommodation in the private rented sector (PRS).
- 1.6 This Policy does not apply to people who applied as homeless before 9 November 2012.

2. The Aims of the Policy

- 2.1 The Policy will cover the circumstances in which the Council believes it is appropriate to use an offer of PRS accommodation to end the main homeless duty.
- 2.2 The Policy will also cover those issues on which the Council needs to satisfy itself that an offer of a PRS property is suitable for the purposes of ending the main homeless duty.

3. The Legislative Framework

- 3.1 The key piece of legislation covering homelessness is the Housing Act 1996, Part 7. This was amended by the Homelessness Act 2002 and again by the Homeless Reduction Act 2017. The Council must also have regard to the Homelessness Code of Guidance in carrying out its homeless functions.
- 3.2 Under the Housing Act 1996, Part 7 (as amended), a Local Authority could only end its main homeless duty in the following circumstances:
 - 3.2.1 The applicant ceases to be eligible for assistance.
 - 3.2.2 The applicant becomes homeless intentionally from accommodation provided under the main duty.
 - 3.2.3 The applicant voluntarily ceases to occupy the accommodation provided.
 - 3.2.4 The applicant accepts an offer of a fully assured tenancy from a private landlord, including a housing association.
 - 3.2.5 The applicant accepts a private rented sector offer or a final offer under the authority's Part 6 allocation scheme.
 - 3.2.6 The applicant refuses certain offers of accommodation.

- 3.3 The Localism Act 2011 gave Local Authorities an additional power to be able to end the main duty to homeless households through an offer of an Assured Shorthold Tenancy in the private rented sector, without a requirement for agreement from the homeless applicant.
- 3.4 The Localism Act 2011 placed a requirement on Local Authorities who wished to use a Private Rented Sector offer to discharge the main homeless duty to produce and publish a Private Rented Sector Offer (PRSO) Policy.
- 3.5 All accommodation used by the Council in pursuance of its duties under the Housing Act 1996 Part 7 must be suitable. The Homelessness (Suitability of Accommodation) (England) Order 2012 states that Local Authorities must take into account the following aspects when determining suitability:
- location,
 - minimum standards around condition, size, space and safety,
 - the fitness of a person to be a landlord.
- 3.6 The Council is also required to comply with the Equality Act 2010 in determining suitability of a PRS offer for the purposes of ending the main homeless duty.

4. The Policy

- 4.1 Under the Private Rented Sector Offer Policy, the Council would look to end its main homeless duty via a Private Rented Sector offer in circumstances
- where there is sufficient availability of private rented stock,
 - where an offer of a private rented sector property is appropriate taking into account the needs of the household.
 - where the Council is fully satisfied that the offer is suitable under the relevant legislation.
- 4.2 Where the Council makes an offer of private rented accommodation and it is satisfied that this is an appropriate use of that property and that the property is suitable, this offer will be considered a final offer of accommodation and the main duty will be discharged by making this offer and the statutory duty will have ended. Any application to the Housing Register will be dealt with in line with the Council's Allocation Policy.
- 4.3 Households will be able to view any private rented property that they are offered to end the main housing duty. In circumstances where an applicant declines the opportunity to view the property and refuses the offer, or does not respond to an offer, the offer will still be considered a final offer of accommodation and the main duty will be discharged by making this offer and the statutory duty will have ended.
- 4.4 Where the Council considers that its duty has been ended by the offer of a PRS property, any application to the Housing Register will be dealt with in accordance with the Council's Housing Allocations Policy.
- 4.5 The homeless legislation gives applicants the right to request a review of suitability of any offer made for the purposes of ending the main duty. This includes an offer of private rented accommodation. The Council will make sure that applicants are aware of this right to review when an offer of private rented accommodation is made to end the main duty. Applicants will also be made aware that they will be required to leave any Temporary Accommodation that has been provided should the Council end its main homeless duty by an offer of private rented accommodation.
- 4.6 In line with the legislative framework, should a household becomes unintentionally homeless from their private rented sector tenancy within two years, the Council who made the PRS

offer will again owe the main homeless duty to the applicant, regardless of priority need status. This is often referred to as the re-application duty.

4.7 Appropriate Use of the Private Rented Sector Offer Policy

4.8 The Council recognises that it should only look to use this Policy in appropriate circumstances.

4.9 The Council recognises that there are some circumstances where it would not be appropriate to use a private rented sector offer to end the homeless duty for a particular household.

4.10 It is impossible to set out an exhaustive list of circumstances where a PRS offer would not be appropriate.

4.11 However, examples of where a PRS offer may not be considered appropriate include:

- where the support needs of the family exceed the support that would be available to that household in the property,
- where there is clear evidence of a household's inability to manage a private rented sector tenancy,
- where there is evidence that there would be an unmanageable risk to the homeless household or others arising from the use of a PRS offer.

4.12 The Council has developed a range of pathways to facilitate move on into the private rented sector. This includes the provision of appropriate support where needed.

4.13 There is a statutory duty for the Local Authority the needs and circumstances of all homeless people which should be used to inform a person centred plans and pathways. These plans will be used to make an informed assessment as to the appropriateness of a private sector offer for that particular household.

4.14 Suitability of PRS Offer

4.15 In order to comply with the homeless legislation, any offer of private rented accommodation made by the Local Authority must be assessed and confirmed to be **suitable** accommodation.

4.16 The Local Authority will carry out a full suitability assessment of any private rented accommodation unit that it intends to use to discharge the main duty.

4.17 This assessment of suitability will cover the following elements:

- Affordability,
- Physical Condition of the Property, Safety, Size and Space Arrangements,
- Location,
- Period of Rental Agreement,
- Right to Rent,
- Compliance with the Equality Act 2010,
- Landlord Suitability.

4.18 Affordability

4.19 For household who are in receipt of welfare benefits, the property will only be considered suitable for the purposes of ending the main homeless duty where it is within LHA levels. An offer of accommodation where rent is above the LHA level can never be defined as suitable.

4.20 For those who are working, the applicant will be asked to complete an income expenditure form so that the Local Authority can assess and confirm that the property is affordable.

- 4.21 Physical Condition, Property Layout, and Size of Property
- 4.22 The Council will carry out a property inspection to ensure that the property is in good physical condition, complies with all Health and Safety regulations, and is of an appropriate layout in order to confirm the suitability of any offer of private rented accommodation made to end the main duty.
- 4.23 The Council will require the landlord to provide copies of Gas Safety Certificate, Electrical Safety and an EPC. The landlord will be required to provide smoke alarms, Carbon Monoxide monitors and any other safety equipment required by legislation relevant at the point of letting.
- 4.24 The Council will not consider PRS accommodation where there is a risk of violence or harassment to be suitable for the purposes of ending the main duty.
- 4.25 The Council will ensure that the property was of a suitable size for the household and that they would not be overcrowded in order to determine the suitability of any offer of private rented accommodation used to end the main duty.
- 4.26 Location
- 4.27 The Council will need to consider the personal circumstances of a household in order to satisfy itself that the property is suitable in terms of location for the purposes of ending the main duty.
- 4.28 While the Council will take into account the personal preferences of the household, this will not be the sole defining factor. The Council will look at the following factors in order to determine suitability in terms of location:
- Place of employment,
 - Place of education and any special education needs,
 - Ill health/ disability,
 - Public transport links,
 - Proximity to essential support networks,
 - Proximity to essential community amenities.
- 4.29 It is unlikely that the Council would normally consider an offer of accommodation outside the boundaries of Tameside MBC as suitable. However, in some cases, such as where there is a risk to the household of remaining in Tameside, an offer out of area may be considered suitable.
- 4.30 An offer out of area will also be considered suitable where it is specifically requested by the household to whom the homeless duty is owed.
- 4.31 Period of Rental Agreement
- 4.32 The Local Authority will only class a Private Rented Sector offer as suitable where
- the landlord grants a minimum of a 12 month fixed term, and
 - the landlord issues a written Tenancy Agreement.
- 4.33 Public Sector Equality Duty
- 4.34 The Council will have regard for the protected characteristics defined in the Equality Act 2010 and will ensure that the property is suitable with regard to any such characteristics within a household in order to satisfy itself that the property is suitable in order to end the main homeless duty.
- 4.35 Landlord Checks

- 4.36 The Council will carry out checks to satisfy itself that the landlord is a suitable person to be a landlord to determine the suitability of a private rented offer for the purposes of ending the main homeless duty.

5. Monitoring, Review and Procedural Matters

- 5.1 The Council will monitor the impact of this Policy as part of its regular monitoring of the homelessness function.
- 5.2 The Policy will be subject to review in line with any changes to legislation, statutory guidance and/ or case law.
- 5.3 The Council will produce standard operational procedures that cover this element of the homeless service and ensure all staff are suitably trained in the implementation of this Policy.

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