

PLACE AND EXTERNAL RELATIONS SCRUTINY PANEL

Day: Tuesday
Date: 7 March 2023
Time: 6.00 pm
Place: Committee Room 1 - Tameside One

Item No.	AGENDA	Page No
1.	APOLOGIES FOR ABSENCE	
2.	DECLARATIONS OF INTEREST To receive any declarations of interest from members of the Scrutiny Panel.	
3.	MINUTES To approve as a correct record, the Minutes of the proceedings of the Place and External Relations Scrutiny Panel held on 10 January 2023.	1-2
4.	INCLUSIVE GROWTH The Panel to meet Councillor David Sweeton, Executive Member (Inclusive Growth, Business and Employment); and Julian Jackson, Director of Place, to receive a progress report on the Inclusive Growth Strategy.	3-30
5.	SCRUTINY BUDGET LETTER The Chair to update members on the annual budget letter presented at the joint meeting of Executive Cabinet and Overview Panel on 8 February 2023.	31-32
6.	SCRUTINY ACTIVITY 2022/23 The Chair to present a summary of activity undertaken during the 2022/23 municipal year.	33-34
7.	CHAIR'S UPDATE The Chair to provide a verbal update on activity and future priorities for the Panel.	
8.	DATE OF NEXT MEETING To note that this is the last formal meeting of the Scrutiny Panel for the 2022/23 municipal year.	

9. URGENT ITEMS

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

Place and External Relations Scrutiny Panel 10 January 2023

Commenced: 6.00pm

Terminated: 7.00pm

Present: Councillors Cartey (Chair), Gwynne, Holland, Robinson, Roderick

Apologies: Councillor Chadwick, Gosling

22. DECLARATIONS OF INTEREST

There were no declarations of interest submitted by members of the Scrutiny Panel.

23. MINUTES

The minutes of the meeting of the Place and External Relations Scrutiny Panel held on 1 November 2022 were approved as a correct record.

24. ENVIRONMENT AND CLIMATE CHANGE

The Panel welcomed Councillor Denise Ward, Executive Member (Climate Emergency & Environmental Services); Julian Jackson, Director of Place; and Lindsay Johnson, Interim Assistant Director, to receive a progress update on the delivery of identified environment and climate change projects.

Members received a summary of the Council's Climate Change and Environment Strategy 2021-2026, including a review of the issues faced and the commitment to reducing emissions from not only council activities, but also to influence and support a reduction in emissions made by individuals, households and businesses across the borough.

The strategy provides context to why action is needed, with a local ambition to be carbon neutral by 2038 (12 years ahead of the UK target). The target does mean that corporate emissions need to be reduced year-on-year by approximately 14%. It was reported that the current annual reduction level stands at 5%.

Alongside the strategy there are a number of working action plans in place that detail projects and actions that need delivering corporately and across neighbourhoods to meet the challenging targets. Delivery of the action plans are monitored by the Environment and Climate Emergency Working Group. The action plans are themed across five headline themes of:

- Homes, Buildings and Workplaces
- Travel and Transport
- Greenspace and Biodiversity
- Sustainable Consumption and Production
- Influencing Others

Members received a breakdown of activity and climate change related programmes in development and through delivery phases. Examples included the funding of £2.5 million awarded to Tameside to decarbonise and improve the energy efficiency of 14 buildings; LED street lighting; Walking and Cycling; greening the fleet vehicles and tree planting.

The Panel heard of the planned action for the next 12 months. Further funding has been secured to deliver decarbonisation projects – to deliver projects on a further four Tameside buildings - two school and two leisure facilities before the end of March 2023. Carbon literacy online training will also be rolled out across all Council teams to embed key messages.

Councillor Ward and officers responded to a number of questions from the Panel on:

- Ambition, aspirational targets, progress monitoring and delivery of climate change projects.
- Possible budget implications and impacts on future delivery of projects.
- Planning conditions to improve environmental issues.
- The ability to influence areas outside of the Council's direct control.

Councillor Ward and Mr Jackson thanked for attending the meeting.

25. RESPONSE TO ASHTON MARKET SQUARE CONSULTATION

The Chair presented a formal response letter of the Scrutiny Panel, submitted to the Council's Ashton Market Square consultation on 5 December 2022.

26. CHAIR'S UPDATE

The Chair advised members that a number of Scrutiny reports are to be tabled at the joint meeting of Cabinet and Overview Panel on 8 February 2023. Items include:

- Scrutiny Update
- Scrutiny Annual Report – Scrutiny Activity 2022/23

All Scrutiny members have received an invitation to attend the Scrutiny annual budget briefing on 16 January 2023.

27. DATE OF NEXT MEETING

To note that the next meeting of the Place and External Relations Scrutiny Panel will take place on Tuesday 7 March 2023.

28. URGENT ITEMS

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

CHAIR

Inclusive Growth Strategy Progress Report

Page 3

Agenda Item 4



AIMS & PRIORITIES



Priorities

- The 13 key aims are supported by 25 cross cutting priorities (page 49-65 of the IG Strategy)

Page 5

12 are on track, 13 are developing and none are high risk





Business Support Sub Groups Meetings

Page 7



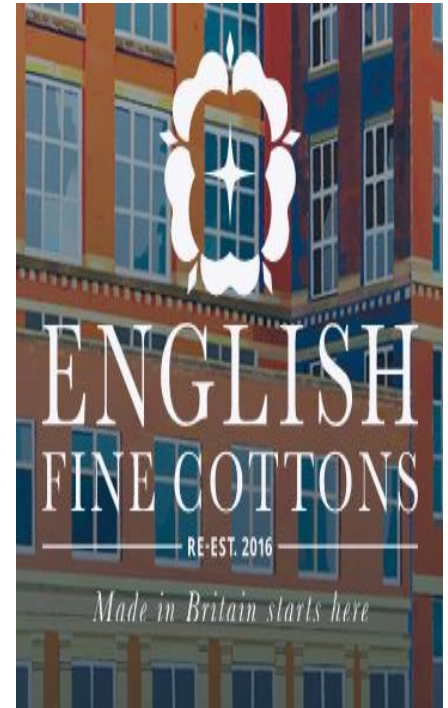
Tameside Large Employers Network

- Employer-Led Quarterly Meeting held at employer premises.
- Chaired by representatives of Tameside Large Employers.
- Agenda set by discussion points raised by Employers.
- Last meeting held in October at Tameside College with tour of facilities on offer.
- Guest 'Road to Net Zero' Speakers – Hannah from Enerlytic & Bev from Bruntwood.
- Next meeting set for 2nd March with Medium Businesses to re-ignite business community.

• Page 8



FINDEL



Medium Employers Network

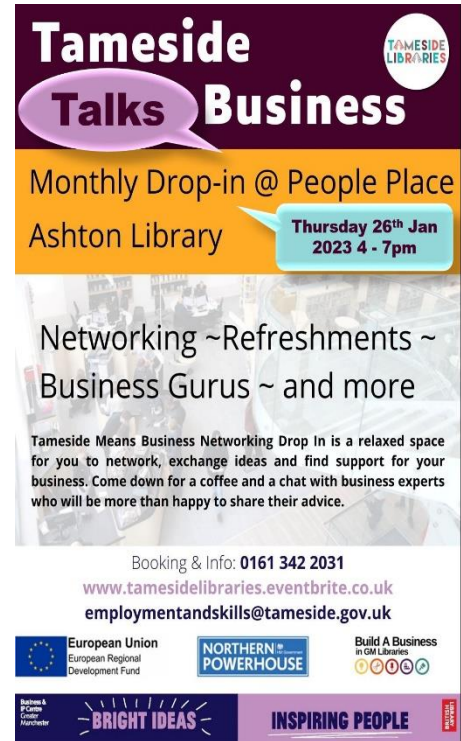
- Relaunch of Medium Business Network Meetings on 2nd March & 15th June 2023.
- Ensuring Employer led focus.
- Collaboration with Business Growth Hub Account Manager Kelly Gray.
- Sharing SME offers from Business Growth Hub, Skills for Growth & Chamber of Commerce via e-shot & Tameside Means Business Twitter.
- Focus on building strong business network with support of local business leaders.

Page 9



Small/Micro Enterprise (SME) Networking Events

- Monthly 'Tameside Means Business' Networking Drop In held in People Place last Thursday of the month.
- Joint effort from Employment & Skills and Tameside Libraries – Build A Business.
- Strong relationship with Enterprising You Account Manager Gemma Blades – Planning video promotion.
- Tameside Business Resilience Clinic - open to all businesses.
- Visits to Ashton Old Baths, Mills & shared spaces to increase engagement.



Tameside Talks Business

Monthly Drop-in @ People Place
Ashton Library

Thursday 26th Jan
2023 4 - 7pm

Networking ~ Refreshments ~
Business Gurus ~ and more

Tameside Means Business Networking Drop In is a relaxed space for you to network, exchange ideas and find support for your business. Come down for a coffee and a chat with business experts who will be more than happy to share their advice.

Booking & Info: 0161 342 2031
www.tamesidelibraries.eventbrite.co.uk
employmentandskills@tameside.gov.uk

European Union European Regional Development Fund
NORTHERN POWERHOUSE
Build A Business in GM Libraries

BRIGHT IDEAS
INSPIRING PEOPLE



Tameside Business Resilience Clinic

Major Projects

Page 11



Ashton Town Centre Levelling Up Fund Programme



Ashton Mayoral Development Zone



Ashton Town Centre

- Ashton Town Centre has undergone improvement in recent years, with the Council's ambition has been evident through the significant investment under the Vision Tameside programme, including delivery of Tameside One.
- The Council has engaged with the owners of The Arcades and Ladysmith Shopping Centres since 2019 to better understand opportunities for significant change.
- Despite investment to date there are further issues and barriers to improvements the final phase of Vision Tameside and unlocking further development.



Vision Tameside



Page 15

- Tameside One, Council Head Office, Tameside College and Clarendon Sixth Form College delivered



- New Ashton Transport Interchange completed

Ashton Levelling Up Fund

- Levelling Up Fund (LUF) bid secured £19.87m to support the continued regeneration of Ashton
- The LUF bid and the specific interventions proposed within it were prepared in the context of an emerging wider strategic vision for Ashton Town Centre
- They are critical to unlocking the comprehensive redevelopment, completing of the final phase of Vision Tameside
- Previous public consultation undertaken by both the Council and the owners of the Ladysmith and Arcades Shopping Centres informed the bid and further engagement is planned

Levelling Up Fund

	Proposal	Description	Funding Amount
1	Land remediation and enabling works at the former interchange site	<ul style="list-style-type: none"> Remediation and service works to the former transport interchange site; Unlocks the site for future development with adjacent sites to facilitate potential wider mixed use development with residential, commercial, leisure and community uses. 	£5.3m
2	Restoration of Ashton Town Hall	<ul style="list-style-type: none"> Funding towards the restoration of Ashton Town Hall following closure in 2015; and Supports re-purposing of Town Hall and delivers phase 1 and 2 of restoration. 	£3.4m
3	Public Realm Improvements	<ul style="list-style-type: none"> Public realm improvements and refurbishment of the Market Square 	£11.2m

Total Funding Secured via LUF:

£19.87m

Ashton Town Hall – Phase 1

- £3.5m LUF funding secured to support the restoration of Ashton Town Hall.
- Robertson as the Council’s partner for delivery of Capital Programme commissioned to progress:
 - Roof Strengthening Works Construction Phase: December 2022 – June 2023
 - Development of plans to RIBA Stage 2 for internal restoration supporting consultation and future funding bids: April 2023
 - Envelope Restoration Construction Phase: June 2023 – March 2025

Page 18



Public Realm Delivery – Market Square

- The regeneration of the Market Quarter presents an opportunity for Ashton Town Centre to provide a unique offer.



Page 19

- Public Consultation completed December 2022
- Detailed design to be developed for Market Square in 22/23 with delivery commencing 23/24

Former Bus Station

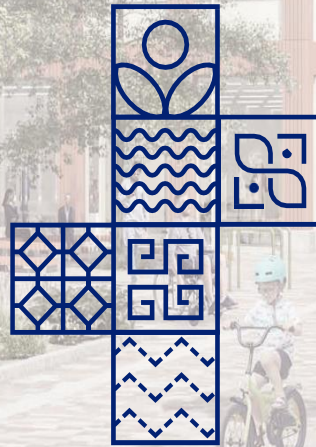
- Former bus station site to be acquired by the Council.
- Enabling works supported by LUF on the former bus station sites have potential to unlock wider opportunities, including better mix of town centre uses and c500 new residential units of a mix of types and tenure.
- Initial discussions around future potential ongoing with the owners of the Ladysmith and Arcades shopping centres.



Future St Petersfield

Make it a Place

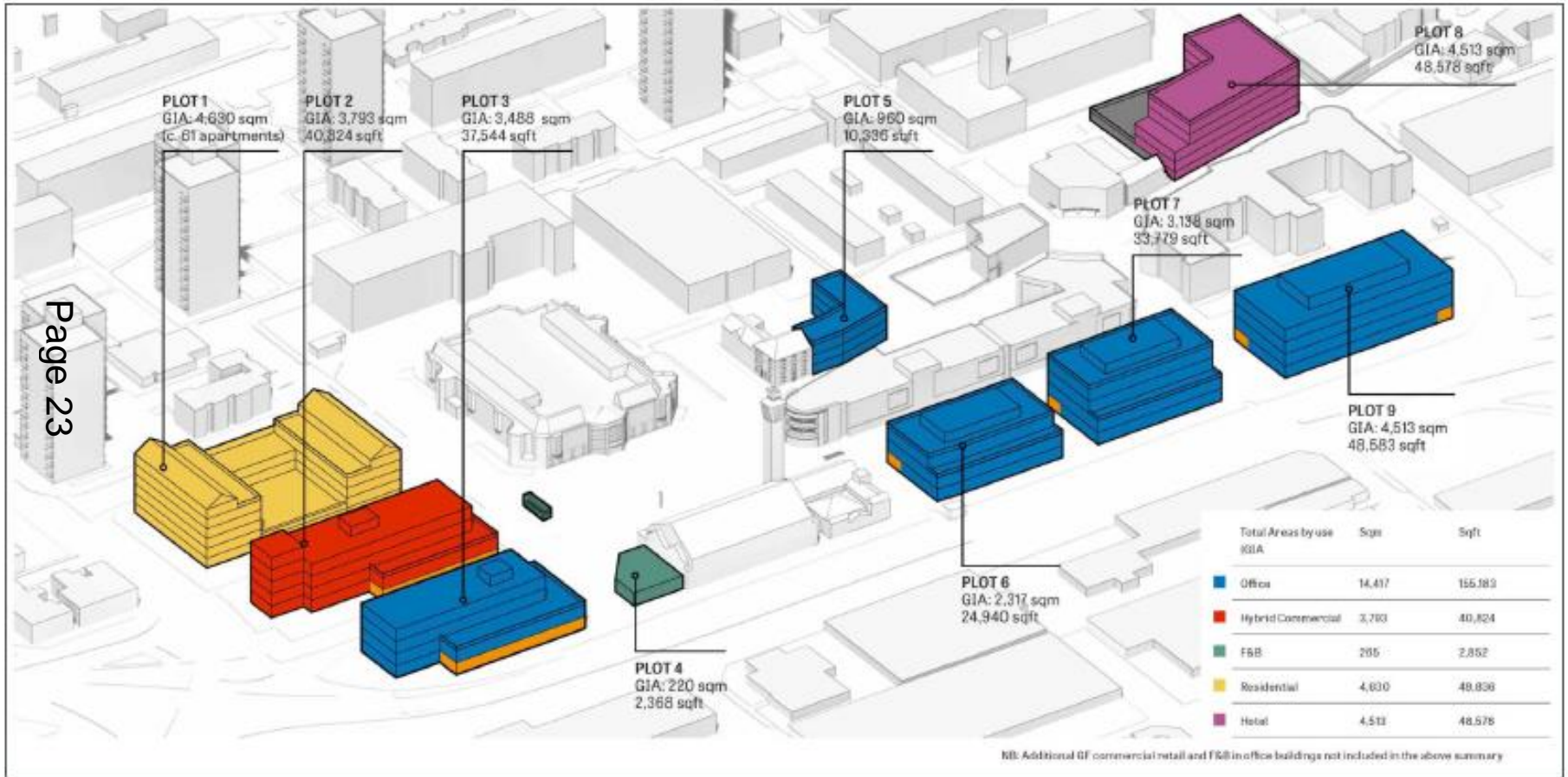
TO WORK | TO LIVE | TO PLAY



St Petersfield – Proximity to Ashton TC Core



St Petersfield Masterplan Land Use and Massing



Future St Petersfield: Illustrative Masterplan



Masterplan Vision – Public Realm



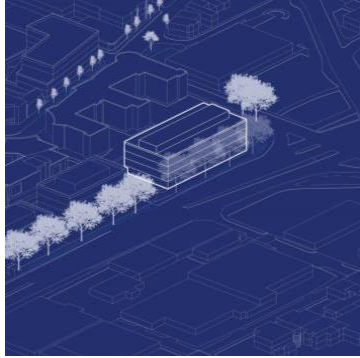
Masterplan Vision - Residentail



Page 26



Masterplan Vision - Commercial



Page 27



Masterplan Outputs



**c18,000sqm office
space**



**c1,900 new jobs
created**



**c£1.75m of business
rates income**



**c£100m GVA for
Tameside**

St Petersfield Future – Delivery Strategy

Phase Two:

- Consultant team appointed
- Soft Market Testing
- Financial modelling
- Partnership Strategy ← **WE ARE HERE**
 - Development Partner?
 - JV?
 - Investment Partner?
- Procurement exercise – Summer 2023

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Chairs of the Scrutiny Panels

Councillor Jacqueline North
First Deputy
Finance, Resources and Transformation

Mr Stuart Fair
Interim Director of Finance
Section 151 Officer

Tameside One
Market Place
Ashton-under-Lyne
OL6 6BH

email:	paul.radcliffe@tameside.gov.uk
Ask for	Paul Radcliffe
Direct Line	0161 342 2199
Date	19 January 2023

Dear Councillor North and Mr Fair,

Consultation with Scrutiny Panels regarding the 2023/24 Budget

We write in response to the budget consultation meetings held on 16 January 2023, at which Scrutiny members received an overview of the 2022/23 financial outturn and budget planning for 2023/24. In addition to the mid-year budget monitoring information presented to Scrutiny Panels in September 2022, the sessions enable members to seek assurances on the Council's approach to managing and mitigating financial risk and uncertainty.

In-year financial challenges have become increasingly hard to predict, when taking account of the pace and scale of economic and inflationary pressures faced by the Council, residents and businesses alike. Such pressures appear unlikely to diminish in the short-term, with service demand and costs having the potential to increase further due to the rise in living costs and the known economic and social vulnerability of residents and households in Tameside.

A single year financial settlement creates added complexity and limits foresight in the Council's ability to budget and plan accordingly. The overall sustainability of the budget beyond 2023/24 presents a genuine concern for members, with a forecasted budget gap before mitigations standing at almost £37 million for the financial year ahead.

This letter provides an account of discussions captured from the meetings and subsequent feedback received, with a request for consideration to the points raised prior to the budget report being finalised.

Members agree with key risk factors identified and overall budget fragility, with emerging pressures and limited options available to the Council when seeking to increase income beyond the rise in Council Tax. Members remain concerned about added financial pressures placed on vulnerable residents, including recent rises in food, fuel and household energy costs.

Discussion touched upon the in-year cost pressures that have resulted in the unplanned use of reserves to balance the budget for 2022/23. Members expressed thanks and appreciation to the challenging work undertaken to present a set of proposals that aim to deliver a balanced budget for the year ahead. The starting position for 2023/24 appears somewhat precarious, however it was reported that Tameside finds itself in a relatively healthy position, when compared to other authorities, regarding financial resilience.

It was pleasing to hear that attention has been placed on the assessment of viability and delivery, with a clear need to set achievable, rather than aspirational targets. Scrutiny has previously reported a need to reflect and learn from previous years with regard to setting overly ambitious

savings targets and members are keen to ensure future decisions are robustly costed, without jeopardising service quality or requiring late or unplanned financial adjustments.

The budget shows that there is now a significant reliance on the ability of directorates and individual services to absorb demand and cost pressures. This appears to be a new approach and use of terminology for 2023/24 and if interpreted correctly relates to the exposure and vulnerability to the economic climate and the knock-on effect this will have on service demand and inflated costs.

A total of £18.5m from the £33.8m proposals set to mitigate pressures fall within the following categories:

- Increase level of efficiency savings by 3%
- New budget reduction proposals
- Directorates to absorb a rise in service demand and cost increases

This does raise initial concern with aspects seeming partly aspirational. Members received limited detail or clarity as to how absorption figures are determined and questions touched on risks associated with the responsibility of services to plan and manage this alone. Reference was also made to the compensatory savings required should slippage occur. This may require reflection and exploration on the financial support mechanisms currently in place, particularly for our statutory and demand-led services, in order to deliver a more supportive and preventative model.

Effective budget monitoring must take precedence, with the aim to promote a transparent and honest culture for the reporting of in-year budget and savings difficulty. Reducing delay and ensuring issues are flagged at the earliest opportunity is now key to overall success. It is also felt that the role of finance may need to extend further in a more coherent and partnership role with services.

It was encouraging to hear of plans to increase rigor and oversight of savings delivery, with heightened budget monitoring across Executive Member portfolios. Members welcome the additional oversight and scrutiny that will aim to keep progress on track and therefore alleviate in-year pressures. The STAR Chamber approach is not new to this Council and it is very much hoped that a renewed focus will achieve the desired accountability and outcomes.

Further discussion touched upon details set within the budget, with a request of members that a final check is undertaken to identify any projects that may not achieve the required budget outcome within the 2023/24 financial year. Members also discussed possible methods to ensure income is maximised in relation to collection rates and the use of our existing estate and venues.

Improving outcomes for children and vulnerable residents remains in place as a budget pressure, with talks of associated costs with regard to external children's placements and the need to achieve greater permanence within parts of the workforce and exposure to external markets.

Scrutiny priorities remain aligned with the Council's Corporate Plan and members have continued to keep abreast of more strategic measures for the borough in relation to social and economic issues. Future activity will continue to review and support work of the Executive to improve outcomes for residents while at the same time consider the range of efficiency requirements and delivering value for money.

The information presented will help to inform work programme priorities where appropriate.

Yours sincerely,

Councillor Tafheen Sharif – Chair to Children's Services Scrutiny Panel

Councillor Yvonne Cartey - Chair to Place and External Relations Scrutiny Panel

Scrutiny Activity 2022/23

The table below provides a summary of Scrutiny activity and oversight carried out during 2022/23. This includes updates to seek assurances on service provision and outcomes.

Figure 2: Summary of Scrutiny activity and oversight (March 2022 to February 2023)

Place and External Relations Scrutiny Panel	Children’s Services Scrutiny Panel	Health and Adult Social Care Scrutiny Panel
<ul style="list-style-type: none"> • Transport for Greater Manchester • Tameside town centres • Response to Ashton market square consultation • Follow up on review of Homelessness and Housing • Environment and climate change • Corporate performance scorecard • Mid-year budget update 	<ul style="list-style-type: none"> • Review of Children’s Social Care Improvement Plan • Children’s Self Evaluation Framework (SEF) • Children’s placement sufficiency • Children missing from home or care • Assurance review of LGSCO focus report – Out of school, out of sight? Ensuring children out of school get a good education, published July 2022. • Children’s workforce strategy – social worker recruitment and retention • Scrutiny of children’s social care - benchmarking exercise with Manchester City Council • Children’s social care scorecard • Corporate performance scorecard • Mid-year budget update 	<ul style="list-style-type: none"> • Adult social care reform White Paper • LGSCO learning report • Population Health • Tameside & Glossop Integrated Care NHS Foundation Trust • Learning Disability Health Checks • Corporate performance scorecard • Mid-year budget update

Budget Consultation

Scrutiny mid-year budget update received on 3 October 2022. The First Deputy (Finance, Resources and Transformation), received a formal response of the Scrutiny Chairs, capturing a range of points for consideration in supporting the Council’s ongoing work in this area. The letter was tabled in a report to the meeting of Overview Panel on 21 November 2022.

All Scrutiny Panel members were invited to attend one of two annual budget sessions held on 16 January 2023. The independence of Scrutiny enables members to seek assurances on budget planning, process and priorities for 2023/24 and beyond. It is appropriate for budget priorities to inform future Scrutiny activity and work programmes. A response letter of the Scrutiny Chairs has been sent to the First Deputy (Finance, Resources and Transformation); and Interim Director of Finance – Section 151 Officer. The letter was tabled in a report to the joint meeting of Executive Cabinet and Overview Panel on 8 February 2023.

Follow-up on past reviews

As detailed within the annual work programme, Scrutiny Panels will conduct follow-up activity in order to monitor and seek assurances against past recommendations. This work is a vital part of the review process and it is customary for follow-up activity to take place approximately 12 months following the initial review.

The Place and External Relations Scrutiny Panel has recently revisited the following review.

- Homelessness and Housing

Consultation and Engagement

Scrutiny will remain suitably informed of open consultations at a local, regional and national level. Responses include:

- Phase 1 – Ashton Market Square – December 2022
 - Submission tabled as part of the Scrutiny Update report to the joint meeting of Executive Cabinet and Overview Panel on 8 February 2023.

Local Government and Social Care Ombudsman (LGSCO)

Scrutiny Panels continue to review decisions and focus reports published by the ombudsman. The aim is to ensure learning opportunities be shared with services in a timely manner and for a formal response and/or position statement to be returned to the appropriate Scrutiny Panel within agreed timescales.

Scrutiny activity informed by recently published LGSCO focus reports include:

- Focus report – Unprecedented pressure: Learning from complaints about council and care provider actions during the Covid-19 pandemic (published February 2022).
 - Report shared with the Executive Member for Adult Services and Director of Adult Services. The activity was reported to Overview Panel on 25 July 2022.
- Guidance report – Section 117 aftercare: guidance for practitioners (published April 2022).
 - Report shared for information and awareness with the Executive Member for Population Health and Wellbeing.
- Focus report – Out of school, out of sight? Ensuring children out of school get a good education (published July 2022).
 - Report shared with the Executive Member for Education & Achievement and Director of Education. The activity was reported to Overview Panel on 26 September 2022.

Training and Development

There is an ongoing commitment to ensure all scrutiny members receive a suitable level of training and guidance. In addition to online resources, it is important that new and existing members have access to external provision based on scrutiny principles, national guidance and expectations.

Detail below on training and development sessions delivered during the 2022/23 municipal year.

- **20 July 2022** - Chairs and Deputy Chairs of Scrutiny and Overview Panel invited to attend an afternoon training session delivered by the LGA and Councillor Bryony Rudkin (Political Peer).
- **5 September 2022** - All Scrutiny Panel members invited to attend a training session delivered by the Centre for Governance and Scrutiny (CfGS) - Essentials of Effective Scrutiny.
- **12 September 2022** - All members of the Children's Scrutiny Panel invited to attend an online training session on Children's Safeguarding, delivered by the Safeguarding and Quality Assurance Team within Tameside Children's Services, to include scene setting delivered by the Assistant Director.
- **14 September 2022** – All members of the Children's Scrutiny Panel invited to a visit of Children's Social Care Multi-Agency Safeguarding Hub (MASH) / Early Help access point.