

## BOARD

8 December 2021

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

**Borough Solicitor**                      **Sandra Stewart**

**Deputy Section 151**                      **Caroline Barlow,**

**Officer**

**Also in Attendance:**                      **Stephanie Butterworth, Ilys Cookson, Sally Dickin, Dr Ashwin Ramachandra, Ian Saxon, Sarah Threlfall, Emma Varnam, Debbie Watson and Jessica Williams**

### **155      DECLARATIONS OF INTEREST**

There were no declarations of interest.

### **156      MINUTES OF PREVIOUS MEETING**

The minutes of the Board meeting on the 1 December 2021 were approved a correct record.

### **157      MONTH 7 INTEGRATED FINANCE REPORT**

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

It was reported that overall the Council was facing a total forecast overspend of £1.579m for the year ending 31 March 2022. A substantial majority of this forecast related to ongoing demand pressures in Children's Social Care.

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

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

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

### **AGREED**

**That Executive Cabinet be recommended to note the forecast outturn position and associated risks for 2021/22 as set out in Appendix 1.**

### **158      SAVINGS DELIVERY 2021/22**

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

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

It was highlighted that since the update to Board in September, the position on savings delivery had improved across the Council. Delivery of planned savings remained at risk in some areas however there had been a significant increase in mitigating savings to offset non-delivery of original plans.

Members of the Board discussed the details within Appendix 1 and Appendix 2. The Assistant Director of Finance advised that further work would be undertaken on identifying mitigating or one off savings which could be continued into 2021/22 before presented to Executive Cabinet.

#### **AGREED**

**That Executive Cabinet note the progress report and the risk areas for delivery in 2021/22 and future year's savings.**

### **159 COUNCIL TAX BASE 2022/2023**

Consideration was given to a report of the Executive Member for Finance and Economic Growth / Assistant Director for Exchequer Services. The report set out the calculation of the Council Tax base for tax setting, a legal requirement that must be made between 1 December 2021 and 31 January 2022.

The Assistant Director for Exchequer Services reported that the calculation of the authority tax base for Council Tax setting purposes gave an estimated Band D equivalent of 65,263.9 properties. There were no Ministry of Defence properties in Tameside. An estimated collection rate of 97% gave a Council Tax base of 63,306.0.

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

#### **AGREED**

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

- (i) the amount calculated by Tameside Metropolitan Borough Council as its Council Tax base for the year 2022/2023 shall be 63,306.0**
- (ii) the amount calculated by Tameside Metropolitan Borough Council as the tax base for the Town Council of Mossley for the year 2022/2023 shall be 3,434.3**

### **160 KICKSTART SCHEME**

Consideration was given to a report of the Executive Leader / Assistant Director for People and Workforce Development. The report set out opportunities for the Kickstart Scheme in Tameside from both an internal and external perspective.

The Assistant Director for People and Workforce Development explained that the Kickstart Scheme provided funding to employers to create new 6-month job placements for young people aged 16 to 24 who were claiming Universal Credit (UC) and were at risk of long-term unemployment. It was further explained that Kickstart placements could commence at any point up until 31 March 2022, therefore meaning that the maximum end date of the scheme was 30 September 2022, with £2bn of the Plan for Jobs fund committed specifically to Kickstart.

It was stated that available opportunities were advertised within the relevant Jobcentre Plus (JCP) and JCP Work Coaches would match eligible candidates to the positions. Funding would cover

100% of the relevant National Minimum Wage for 25 hours a week, the associated employer National Insurance contributions and employer minimum automatic enrolment pension contributions.

The Assistant Director for People and Workforce Development advised that this scheme provided opportunities for candidates to gain employment in an entry level position for 6 months. Through these experiences, the employees would gain valuable skills which they could use to apply for internal roles within the organisation including apprenticeships, upon completion of their six month term.

It was reported that the scheme provided the organisation with the possibility to further support care leavers who meet the criteria by signposting them to Kickstart roles which they could apply for via the JCP. Further, the scheme could be used to develop skills in individuals which were difficult to find, thereby having a sufficiently trained person in the future who was able to apply for roles which required those same skills.

#### **AGREED**

**That Executive Cabinet be recommended to agree that:**

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

#### **161 MISSING FROM HOME SERVICE**

Consideration was given to a report of the Deputy Executive Leader / Interim Director of Children's Services. The report provided an overview of the statutory requirements and background information on the service delivery in Tameside. In addition it provided details about the work that had been done as part of the review of the current provision and in planning for the proposed changes. The report further explained the proposals being put forward and implications that these entail.

It was stated that in March 2020 there was a review of the missing from home service, through the governance of the Tameside Safeguarding Children Partnership (TSCP) as there were amplified concerns about children missing during the pandemic conditions when the Government announced the national response through a lockdown.

The service review considered the systems in place between police reports of missing, response from children's service and the effectiveness of the commissioned service for return interviews. There was a service mapping exercise that took place in January 2020 and this identified systems problems with the Greater Manchester Police (GMP) i-ops process, children's services systems and Barnardo's. The service review found that there were too many handoffs to make effective the 72 hour requirement of return interview.

Members were advised that as part of the review there was comparison with a neighbouring local authority model. Stockport had recently remodelled their service, having previously commissioned a third sector charity to deliver their return interviews.

It was explained that bringing the service in-house would mean a better service for young people of the Borough that would increase our ability to effectively safeguard and respond to vulnerable young people who go missing. An increased understanding of the profile and contextual nature of the missing could also improve our ability to reduce and prevent future missing episodes.

#### **AGREED**

**That the Deputy Executive Leader be recommended to:**

- (i) Determine that the statutory duty for undertaking return interviews for children who go missing from home or care is insourced at the expiry of the current contract and delivered by Tameside Children's Services.**
- (ii) Note that TUPE will apply to the transfer of this service to the Council.**

## **162 APPROVE SPENDING PLAN FOR HOUSEHOLD SUPPORT FUND (SUPPORT PROGRAMMES FOR RESIDENTS)**

Consideration was given to a report of the Executive Member for Neighbourhoods, Community Safety and Environment / Assistant Director of Operations and Neighbourhoods / Director of Transformation. The report proposed a spending plan for the Household Support Fund (HSF).

It was stated that the Department of Work and Pensions (DWP) had awarded Tameside MBC approximately £2.2 million as part of their Household Support Fund (HSF), a £500 million grant package running from 6 October 2021 to 31 March 2022. Funding was to be provided in arrears subject to two management information returns due on 21 January 2022 and 22 April 2022 respectively.

It was proposed that the awarded monies be split across four distinct support streams, each serving a specific purpose and together ensuring that the support offer spread was maximised across the borough's residents. The Assistant Director for Operations and Neighbourhoods set out the four streams:

1. Funding for Free School Meals (FSM) as agreed by executive decision on 13 October
2. An open support programme into which all residents can apply, offering vouchers or payments for food, essentials, and energy;
3. A targeted support offer for residents with whom we're already working through existing welfare services, largely to support food, essentials, and energy costs, with a small portion able to be used for housing cost in exceptional circumstances; and
4. Support offered through third sector partners in the form of vouchers to distribute or direct awards to be used for agreed purposes.

### **AGREED**

**That the Executive Member for Neighbourhoods, Community Safety and Environment be recommended to approve the proposed approach for utilising the £800 thousand of Household Support Fund money remaining after the provision of Free School Meals be agreed as set out in paragraph 2.9.**

## **163 FAMILY HUBS: LOCAL TRANSFORMATION FUND**

Consideration was given to a report of the Deputy Executive Leader / Executive Member for Adult Social Care / Clinical Lead for Starting Well / Interim Director of Population Health / Interim Director of Children's Services. The report provided an update on the recently announced national Family Hubs: Local Transformation Fund and outlined Tameside approach and intention to make a bid application.

It was stated that following the initial manifesto commitment in August 2021, in the October 2021 Spending Review the Government had announced £82 million to create this new network of Family Hubs in 75 Local Authorities across England through a Family Hubs: Local Transformation Fund ('The Fund'). The Fund was a venture from the Department of Education (DfE) and was open to Local Authorities (Local Authorities) to apply for help in opening Family Hubs in local areas by March 2024.

The Interim Director of Population Health set out Tameside's approach and intentions. It was stated the next step was to submit an application in to Family Hubs: Local Transformation Fund. A successful application into the Fund would see the local programme of work regarding families and the neighbourhood model accelerate at scale and pace. Linking to the Fund's principles, the Tameside's application sought to deliver the following objectives and activities:

- **More accessible** – develop and deliver a robust coproduction, communication and outreach programme, including adaptations to buildings (Family Hubs) to be more accessible and open to all families in Tameside. This would include the identification of estates e.g. a hub and spoke model, and enable the appropriate delivery of services and support in the digital

space.

- **Better connected** – develop and deliver on an IT Strategy that would bring organisational partners in the modern era, including the voice of families to ensure partners could support families through new technologies. This would include the development/ integration of software(s) and purchasing of IT equipment. Furthermore, this would include building an infrastructure to enable data sharing and/or shared systems.
- **Relationship-centred** – Investment in workforce development, to scale up, add capacity and delivery new embedded cultures, by using evidence based interventions that would promote the 'model of practice' across Tameside including Signs of Safety, Trauma Responsive Approaches, Child Development and Parenting Programmes, such as the Solihull Approach.

It was explained that in order to deliver on the above, the bid application included an ask for funding to build a Transformation Team, linking together the transformation programmes of the Local Authority and the Tameside and Glossop Integrated Care Foundation Trust who's objective would be to facilitate the development and launch of the Family Hubs.

#### **AGREED**

**That the Strategic Commissioning Board be recommended to:**

- (i) Support a bid application into the Family Hubs: Local Transformation Fund; and**
- (ii) Give approval to the approach intended by the Local Authority if the bid application into the Family Hubs: Local Transformation Fund is successful.**

#### **164 GREATER MANCHESTER LEARNING DISABILITY AND AUTISM COMPLEX NEEDS PROJECT**

Consideration was given to a report of the Executive Member for Adult Social Care and Health / Clinical Lead for Living Well, Finance and Governance / Clinical Lead for Living Well / Director for Adult Services. The report detailed the GM Complex Needs programme and sought approval on the terms Memorandum of Understanding (MOU) and approval to enter into the agreement.

It was reported that the GM Complex Needs programme was linked to the 'bespoke commissioning' priority in the GM Learning Disability Strategy. The main objective of this programme was the development of a new approach to commissioning support across GM for people with complex needs (Learning Disabilities and Autism). The aim of this work was to ensure people get the best possible quality of care and support in the right place at the right time – reduce the number of people placed out-of-area, ensuring a more person-centred approach and effective value for money.

It was explained that the project had been developed by the Greater Manchester Health and Social Care Partnership and the GM Directors of Social Services (GM ADASS) to address the priorities in the NHS long term plan that by March 2023/24, inpatient provision would have reduced to less than half of 2015 levels and, for every one million adults, there would be no more than 30 people with a learning disability and/or autism cared for in an inpatient unit. Nationally progress had not been as good as expected and in 2020 the Health and Social Care Secretary called for a renewed focus to ensure people with learning disabilities or autism be discharged promptly from hospital back into the community.

The GM response had been to understand the key specialist services that needed to be developed locally in order to support the move of individuals into locally provided services. Based on the information provided by the localities there were a total of 79 people identified, as requiring provision going forward. At this time there was one person identified for Tameside & Glossop.

The report sought approval for the terms of the Greater Manchester (GM) Learning Disability and Autism Complex Needs Project Memorandum of Understanding (MOU). The MOU set out clear arrangements across Greater Manchester Local Authorities and Clinical Commissioning Groups when commissioning through the Complex Needs Project, setting out the roles and responsibilities of the placing authority and host authority, where these are different.

The Director of Adult Services advised that an individual Complex Needs Inter-Locality Agreement would be produced for each proposed new service between the relevant placing and host localities. It was requested that as the place leads, the Chief Executive of the Council and Accountable Officer for the locality CCG (where different) sign the document. It would require the host locality Director of Adult Social Services (DASS) sign off before any service would go ahead. It was proposed each locality area would only host one service from a particular cohort. An Individual Agreement would be produced for each proposed new service between the relevant placing and host localities.

## **AGREED**

**That Strategic Commissioning Board be recommended to approve:**

- (i) the terms of the Greater Manchester (GM) Learning Disability and Autism Complex Needs Project Memorandum of Understanding (MOU) and enter into the agreement on the basis set out in the report; and**
- (ii) that any Individual Agreements will be produced for each proposed new service between the relevant placing and host localities and subject to an Executive Decision, which will provide information about the proposed scheme and will include sub-group information, localities involved, provider support costs, property requirements and why the chosen property has been selected in that locality together with the full provider support proposal and a project plan including timeline.**

## **165 MACMILLAN SOLUTIONS**

Consideration was given to a report of the Executive Member for Adult Social Care and Population Health / CCG Co-Chair / Director of Commissioning. The report provided an update on Macmillan's solutions, in relation to funding from April 2022 and beyond.

It was reported that the Macmillan Solutions charitable function had been operating for nearly ten years funded by Macmillan. Tameside were the second highest referrer in GM to the service, with good access locally. Macmillan Solutions were an asset-based charitable function, delivered by volunteers that offer a flexible approach to the work they provide (based on needs of the individual).

It was stated that T&G CCG had similar provider offers in place, which provided personalised care and support for people who had long-term conditions, including support for people with or affected by cancer.

It was explained that Covid had impacted on the length of time that people were having to wait for their treatment, this offer was crucial to ensuring PABC had access to a wide range of personalised care and support.

Macmillan Cancer Support previously funded the charitable function; therefore, if supported, Macmillan Solutions would have to be funded as new investment, awarded on a grant agreement, following compliant procedures. Funding to support the sustainability of the service was included within the T&G CCG/future ICS budget.

The Director of Commissioning advised that option 2 in the report was the preferred option, to resource the charitable function concentrating on the CCG areas making most use of the current service, namely Manchester, Salford, Tameside, and Bolton. It was further explained that the charitable function would concentrate on improving the level and quality of work in these localities. The valued charity would be maintained for the benefit of PABC, volunteers and referrers. Costs to each CCG would reflect the current percentage referral patterns into Macmillan Solution.

## **AGREED**

**That Strategic Commissioning Board be recommended to approve option 2 to resource the charitable function, Macmillan solution for the Tameside Locality.**

## **166 STRATEGIC HOUSING AND ECONOMIC LAND AVAILABILITY ASSESSMENT 2021 - 2037**

Consideration was given to a report of the Executive Member for Housing, Planning and Employment / Director of Place. The report sought approval to publish the 2021 revision of the Strategic Housing and Economic Land Availability Assessment and the 2021 revision of the Brownfield Land Register.

The Director of Place advised the Board that the 2020/21 Strategic Housing and Economic Land Availability Assessment (SHELAA) was to build upon previous iterations of the assessment, which would identify and quantify the housing and economic land potential in the borough. It covered the period 1 April 2021 to 31 March 2037. SHELAA could be found attached at Appendix 1.

It was stated that the identification of sites on the Council's Brownfield Land Register continued to be informed by the SHELAA. The Brownfield Land Register was a sub-set of SHELAA data. The register highlights those SHELAA sites that were wholly brownfield, not under construction and met other specific criteria, as set out in regulations. In 2021, 104 number of sites fell into this category from the SHELAA and formed the register, with potential to deliver 4,227 net residential units. The 2021 Brownfield Land Register could be found attached at Appendix 2.

## **AGREED**

**That the Executive Member for Housing Planning and Employment be recommended to agree to:**

- (i) Publish the 2020/21 revision of the Strategic Housing and Economic Land Availability Assessment in accordance with delegated authority as agreed by Executive Cabinet on 29 July 2020, minute no. 34 refers.**
- (ii) Publish the 2021 revision of the Brownfield Land Register in accordance with approved delegated authority as agreed by Executive Cabinet on 29 July 2020, minute no. 34 refers.**

## **167 PROCUREMENT OF EXTERNAL SUPPORT FOR TRANSFORMATION**

Consideration was given to a report of the Executive Leader / Director of Transformation. The report sought approval for external support from transformation specialists to drive the transformation programme with the right expertise and at the right pace.

Members were advised that A=a core Transformation Team would provide a sustained and focused approach to a programme of work to improve outcomes and make financial savings. However, it would be necessary to engage external specialist support to ensure sufficient scale and pace and to provide additional capacity and specialist skills.

It was reported that a number of local authorities, including geographic neighbours, had successfully engaged in transformation programmes with the support of external organisations. Feedback indicated delivery of positive results from an outcomes and financial perspective.

It was explained that following a soft market test exercise to understand the market, it was estimated that Tameside would need to invest a one off amount of £2m to complete a 2 year transformation project including diagnostic and implementation. Initially the intention was for this to be Council-wide, with the option to undertake more deep dive service specific pieces of work later in the programme.

Procurement advice had been sought from partners STAR and it was proposed that a closed competitive procurement activity via a framework be undertaken. Six organisations would be invited to bid to support the Council with its Transformation Programme and their suitability assessed against a robust evaluation framework. Value for money would be driven into the contract via the competitive process.

**AGREED**

**That the Executive Leader be recommended to agree that:**

- (i) External support from transformation specialists is required to assist in delivering the Council's Transformation Programme over the next 2 years to deliver changes in service, improve outcomes for residents and realise associated savings.**
- (ii) A compliant procurement exercise is undertaken to appoint an external organisation to provide diagnostic and implementation support during the Transformation Programme.**

**168 FORWARD PLAN**

The forward plan of items for Board was considered.

**CHAIR**