

## EXECUTIVE CABINET

23 March 2022

Commenced: 1.55pm

Terminated: 3.30pm

<b>Present:</b>	<b>Councillors Warrington (Chair), Cooney, Feeley, Kitchen, Ryan and Wills</b>	
<b>In Attendance:</b>	<b>Ashwin Ramachandra</b>	<b>Co-Chair, Tameside &amp; Glossop CCG (part meeting)</b>
	<b>Steven Pleasant</b>	<b>Chief Executive &amp; Accountable Officer</b>
	<b>Sandra Stewart</b>	<b>Director of Governance &amp; Pensions</b>
	<b>Kathy Roe</b>	<b>Director of Finance</b>
	<b>Ian Saxon</b>	<b>Director of Place</b>
	<b>Stephanie Butterworth</b>	<b>Director of Adults Services</b>
	<b>Alison Stathers-Tracey</b>	<b>Director of Children's Services</b>
	<b>Jess Williams</b>	<b>Director of Commissioning</b>
	<b>Tim Bowman</b>	<b>Director of Education (Tameside and Stockport)</b>
	<b>Sarah Threlfall</b>	<b>Director of Transformation</b>
	<b>Gregg Stott</b>	<b>Assistant Director, Investment, Development and Housing</b>
	<b>Emma Varnam</b>	<b>Assistant Director, Operations and Neighbourhoods</b>
	<b>Caroline Barlow</b>	<b>Assistant Director of Finance</b>
	<b>James Mallion</b>	<b>Interim Assistant Director of Population Health</b>
	<b>Simon Brunet</b>	<b>Head of Policy, Performance and Intelligence</b>
<b>Apologies for absence:</b>	<b>Councillors Bray, Fairfoull and Gwynne who participated in the meeting virtually</b>	

### 145. DECLARATIONS OF INTEREST

There were no declarations of interest submitted by Cabinet Members.

### 146. MINUTES OF EXECUTIVE CABINET

#### RESOLVED

That the Minutes of the joint meeting of Overview Panel and Executive Cabinet held on 9 February 2022 be approved as a correct record.

### 147. MINUTES OF STRATEGIC COMMISSIONING BOARD

#### RESOLVED

That the Minutes of the meeting of the Strategic Commissioning Board held on 9 February 2022 be noted.

### 148. MINUTES OF EXECUTIVE BOARD

#### RESOLVED

That the Minutes of the meetings of Executive Board held on 17 February and 2 March 2022 be noted.

## **149. STRATEGIC PLANNING AND CAPITAL MONITORING PANEL**

Consideration was given to the minutes of the meeting of the Strategic Planning and Capital Monitoring Panel meeting held on 14 March 2022. Approval was sought of recommendations of the Strategic Planning and Capital Monitoring Panel arising from the meeting.

### **RESOLVED**

- (a) The minutes of the meeting of the Strategic Planning and Capital Monitoring Panel held on 14 March 2022 be noted; and**
- (b) That the following recommendations be approved:**

### **2021/22 CAPITAL MONITORING REPORT – MONTH 10**

**That EXECUTIVE CABINET be RECOMMENDED to NOTE:**

- (i) the forecast outturn position for 2021/22 as set out in Appendix 1;**
- (ii) the funding position of the approved Capital Programme as set on page 9 of Appendix 1;**
- (iii) the changes to the Capital Programme as set out on page 10 in Appendix 1; and**
- (iv) the updated Prudential Indicator position set out on pages 11-12 of Appendix 1, which was approved by Council in February 2021.**

**That Executive Cabinet be recommended to APPROVE the re-profiling of budgets into 2022/23 as set out on page 4 of Appendix 1.**

### **CAPITAL PROGRAMME – OPERATIONS AND NEIGHBOURHOODS (PLACE DIRECTORATE)**

### **RESOLVED**

**That EXECUTIVE CABINET be RECOMMENDED to NOTE:**

- (i) The progress with regard to the Flood Prevention and Consequential Repairs;**
- (ii) The progress with regard to the Slope Stability Programme and potential additional works required;**
- (iii) The progress with regard to the replacement of Cremators and Mercury Abatement, Filtration Plant and Heat Recovery Facilities;**
- (iv) The progress of capital schemes in section 2.18-2.25;**
- (v) The progress of the Walking and Cycling infrastructure schemes set out in section 3 of the report; and**
- (vi) The progress on the external grant funded schemes in section 4 of the report.**

### **EDUCATION CAPITAL PROGRAMME**

### **RESOLVED**

**That EXECUTIVE CABINET be RECOMMENDED to APPROVE:**

- (i) The proposed changes to add £30,000 of Basic Need funding to the programme as detailed in paragraph 2.2;**
- (ii) The proposed changes to add £33,000 of School Condition funding to the programme as detailed in paragraph 2.5;**
- (iii) The proposed estimate of the School Condition Grant for 2022/23 is added to the programme as detailed in paragraph 4.29. The final amount of grant will be updated on receipt of the final confirmation of the grant;**
- (iv) The addition of £95,000 school contributions to the capital programme in 2022/23 as detailed in paragraph 4.50, subject to the confirmation of School Condition Grant as per recommendation 3;**
- (v) The addition of £35,000 developer contribution to the capital programme in 2022/23 to fund works at Whitebridge College as detailed in paragraph 4.48;**
- (vi) The 2022/23 School Condition grant is allocated to the projects detailed in the table at paragraph 4.51;**
- (vii) That the Director of Education be authorised to vire amounts between schemes within**

- the total amount of School Condition Grant received;
- (viii) A grant agreement for a £663,023 with St Anselm's Catholic Multi Academy Trust to enable All Saints Catholic College to accommodate additional school places from September 2021. The capital scheme focusses on remodelling and refurbishing five science labs and the associated prep room along with remodelling of the existing changing rooms and gym as set out in paragraph 3.9; and
  - (ix) Commissioning the LEP to move the Hawthorns programme to the next stage to develop detailed designs up to tender stage – RIBA Stage 4 and include the planning submission fee. Initial ecology work is also required as part of this work. It is requested £236,000 be allocated from within the provisional budget previously approved.

## **CHILDREN'S SOCIAL CARE CAPITAL SCHEMES UPDATE REPORT**

That EXECUTIVE CABINET be RECOMMENDED to NOTE the progress update in the report.

## **ADULTS CAPITAL PLAN**

That EXECUTIVE CABINET be RECOMMENDED to:

- (i) note the progress updates, and
- (ii) extend the Moving with Dignity programme for a further two years at a cost allocation of £385k from DFG funding.

## **PLACE CAPITAL PROGRAMME UPDATE REPORT - PROPERTY, DEVELOPMENT AND PLANNING**

That EXECUTIVE CABINET be RECOMMENDED to:

- (i) Note that £243,593 of Corporate Landlord Capital Expenditure financed from the approved Statutory Compliance budget has been spent as detailed in Appendix 7; and
- (ii) Approve the inclusion of additional grant budget of £60,782 to the Decarbonisation of the Public Estate scheme in the Capital Programme, which would revise the current budget to £2,344,386.

## **150. PERIOD 10 INTEGRATED FINANCE REPORT**

Consideration was given to a report of the Executive Member, Finance and Economic Growth / Lead Clinical GP / Director of Finance, which detailed actual expenditure to 31 January 2022 (Month 10) and forecasts to 31 March 2022.

It was reported that the forecast outturn position for the council continued to look more positive for 2021/22, with a £458k improvement reported since last month, taking year-end projected overspend to £701k. The overall improvement was largely due to non-recurrent, pandemic related funding streams which would not be available next year. The 2022/23 budget was approved at Full Council on 22 February 2022, this included additional funding for both Children's and Adults Social Care, but cost and demand pressures were expected to continue to increase.

The CCG reported position at Month 10 showed a forecast overspend of £3,376k, all of which was reimbursable. Once appropriate allocations had been received, a break even position was effectively being reported, which included full achievement QIPP. Work was in progress on national planning returns for 2022/23 with allocations published at an ICB level.

The Trust was forecasting a breakeven financial position for 2021/22 in line with plan. Restoration plans had been established within the Trust and the Trust continued to aspire to deliver nationally prescribed activity targets, which for H2 was to deliver 89% of the completed Referral to Treatment pathways relative to 2019/20. The Trust continued to report good levels of performance against restoration targets. However, the Trust continued to experience significant pressures within Urgent Care, Non-elective and COVID positive admissions and as a result, there had been a small reduction

in the number of elective and day cases versus plan this month.

Further detail on the financial position and key headlines was reported in Appendix 1 to the report. Appendix 2 provided more detailed analysis of all Directorate areas.

The latest forecast for the Collection Fund in 2021/22, together with collection performance, was summarised in Appendix 3 to the report.

In 2020/21 the deficit on Dedicated Schools Grant (DSG) increased from £0.557m to £1.686m mainly due to funding the overspend on the High Needs Block. If the 2021/22 projections materialised, there would be a deficit of £3.713m on the DSG reserve by 31 March 2022. Under DfE regulations a deficit recovery plan was required to be produced, which will be submitted to the DfE outlining how this deficit was expected to be recovered and spending managed and would require discussions and the agreement of the Schools Forum. The position would be closely monitored throughout the year and updates would be reported to Members. Further detail was set out in Appendix 4 to the report.

Appendix 5 to the report detailed the write-off of irrecoverable debts for the period 1 October to 31 December, which Members were asked to approve.

Members were informed that, since the update to Cabinet in December, the position on savings delivery had improved overall across the Council. Overall, the total forecast savings to be delivered in 2021/22 had increased to £9.137m which exceeded the original target of £8.930m. However, it was noted that this total included just over 1m of mitigating savings that were one-off in nature and not expected to be available in 2022/23.

During 2021/22 the public sector and especially the NHS had continued to mobilise at pace and scale to address the ongoing impacts of the COVID-19 pandemic. NHS England and Improvement (NHSEI) had, therefore, continued with the 'command and control' financial regime introduced in 2020/21 during the response to the first wave of the pandemic.

This atypical financial regime had resulted in financial plans for 2021/22 being managed at a GM level for which the finalisation and submission of STP level plans were May 2021 (for H1 period April - Sept) and November 2021 (for H2 period Oct – March). This was significantly later than usual which, in turn, had hindered the CCG and its partners with being able to progress its strategic intentions for the Tameside and Glossop populations.

As the organisation had entered the final quarter of 2021/22, the certainty of budgets and plans meant that the CCG's financial outturn position could be forecast with a greater degree of confidence. This put the CCG in the position of being able to provide additional support to the locality's strategic aims by meeting a greater proportion of the health-related costs for some of the transformation programmes being delivered in 2021/22 through the Section 75 pooling arrangements it had with Tameside Metropolitan Borough Council.

It was intended that this situation would enable the CCG to increase its funding to the Section 75 (S75) pooled budget whilst the Council reduced its contribution in 2021/22 thereby releasing some non-recurrent savings for the Council which, in turn, would facilitate ongoing financial sustainability across the economy and support the transformation schemes for locality priorities such as in Children's and Learning Disability/Adult Mental Health services which were facing significant demand pressures as reported at length in previous reports.

It was proposed that the Council should reduce its contribution to the S75 pool by £3.5m in 2021/22 whilst the CCG increased its contribution to fund health-related costs in 2021/22 by the same amount.

## **RESOLVED**

- (i) That the forecast outturn position and associated risks for 2021/22 as set out in Appendix 1 to the report, be noted;**
- (ii) That the detailed analysis of budget forecasts and variances set out in Appendix 2 to the**

- report, be noted;
- (iii) That the forecast position on the Collection Fund in respect of Council Tax and Business Rates as set out in Appendix 3 to the report, be noted;
  - (iv) That the forecast position in respect of Dedicated Schools Grant as set out in Appendix 4 to the report, be noted;
  - (v) That the write-off of irrecoverable debts for the period 1 October to 31 December 2021 as set out in Appendix 5 to the report, be approved; and
  - (vi) That the proposals for the CCG increasing its contribution to the Section 75 pooled fund (and the Council reducing its contribution by the same value) in accordance with the Integrated Commissioning Fund risk share agreement as set out in section 7 of the report, be approved.

#### **151. SEND WRITTEN STATEMENT OF ACTION**

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

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

The report outlined the actions that had been taken to draft the Written Statement of Action. A draft Written Statement of Action was included as Appendix A to the report. In addition the report outlined what further investments were required to deliver the plan.

#### **RESOLVED**

It be agreed that:

- (i) The draft Written Statement of Action be shared with DfE and NHS Improvement Advisors for final comment;
- (ii) An additional investment of £275k, as outlined in section 4.5 of the report, be approved noting that £156k of this will not be required until 2023/24;
- (iii) A report be presented to the Strategic Commissioning Board seeking permission for an additional investment of £820k to provide adequate therapy provision and address waiting times for services including physiotherapy, occupational health and speech and language;
- (iv) A further report be provided to the Strategic Commissioning Board following the submission of the Written Statement of Action outlining what, if any, further resource commitment is required to deliver the plan; and
- (v) Final sign-off of the Written Statement of Action be delegated to the relevant Executive Members, Councillor Feeley and Fairfoull, in consultation with the Director of Children's Services and CCG Accountable Officer.

#### **152. POVERTY STRATEGY AND APPROACH RESPONSE TO THE COST OF LIVING**

Consideration was given to a report of the Executive Leader / CCG Co-Chairs / Director of Transformation proposing that work commence to review the current response to poverty and develop a refreshed approach including a long-term poverty strategy and a financial vulnerability plan to provide timely assistance to residents, whilst also addressing the long-term root causes of poverty. The strategy and plan would be informed by extensive analysis of data, benchmarking with best practice and engagement with those affected by poverty and those working with people living in

poverty.

## **RESOLVED**

**That the content of the report be noted and it be agreed that:**

- (i) A refreshed long-term strategy to tackle poverty be developed alongside the Corporate Plan as a place based response to the systemic issues of deprivation;**
- (ii) A refreshed operational approach to financial vulnerability be developed particularly in light of the cost of living crisis and the socio-economic and wellbeing impacts of the Covid-19 on families and communities;**
- (iii) Work required to deliver recommendations (1) and (2) will include a detailed needs assessment underpinned by data, feedback from people with lived experience of poverty, mapping of existing pathways; benchmarking of best practice within and without Tameside and feedback from the Tameside Poverty Truth Commission;**
- (iv) Tameside Council will consult with local partners in the public, private and third sectors in order to work together on the development of the long term poverty strategy and financial vulnerability response to ensure both are holistic place based approaches and address systemic challenges;**
- (v) Tameside Council notes that the socio-economic duty part of the draft Equality Act 2010 has yet to be enacted by parliament and commits to continuing to have due regard to the need to reduce the inequalities of outcome resulting from socio-economic disadvantage and wherever possible addressing transparently in all decision making;**
- (vi) It is proposed that the Discretionary Energy Rebate Scheme (announced in addition to the mandatory energy rebate scheme) will provide support as part of the overarching response to the cost of living crisis. The funding in Tameside is £530k, and guidance suggests that this funding should be used to provide payments to other households who are energy bill payers but not covered by the Council Tax Rebate as set out in section 5.20. Specific provision and support will be put in place Care Leavers struggling with the cost of living crisis; and**
- (vii) Where possible and subject to sufficient funding being identified the existing approach to crisis grants and holiday hunger post (currently supported by the Household Support Fund) be continued post 31 March 2022.**

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

The Executive Member, Adult Social Care and Health / Director of Adults Services submitted a report seeking approval of the updated revised Non-Residential Charging Policy 2022, which had been produced expediently following approval by Members at the last meeting of the Executive Cabinet on the 9 February 2022 to update the previous policy dated 25 March 2015 to take effect from 1 April 2022 to include:

- The Minimum Income Guarantee level would remain at the level the Council currently used;
- The level of income disregarded be changed to disregard the difference between DLA care higher and middle rate and PIP daily living allowance enhanced and standard rate; and
- An annual fee for managing non-residential self-funders' accounts of £95 be implemented, with an annual review of the level which would apply only to non-residential packages of care created from this date, rather than existing packages.

The policy, as appended to the report, had been redrafted with a view to making it simpler to understand.

## **RESOLVED**

**That the Executive Cabinet agree the Policy attached at Appendix 1 to the report, in line with their decision of the 9 February 2022.**

## 154. ENGAGEMENT UPDATE

A report was submitted by the Executive Leader / CCG Co-Chairs / Director of Transformation providing an update on the delivery of engagement and consultation activity from June 2021 to date.

It was explained that much of the work was undertaken jointly – coordinated through the Tameside and Glossop Partnership Engagement Network (PEN) – by NHS Tameside and Glossop Clinical Commissioning Group, Tameside Council and Tameside and Glossop Integrated Care NHS Foundation Trust. However, it was noted that each of the three agencies undertake work individually where necessary and appropriate for the purposes of specific projects.

It was further explained that the onset of the Covid-19 pandemic had also meant that different ways to engage local communities had to be identified. The report set out some examples of the ways in which this had been achieved, including the establishment of both the Community Champions programme and Tameside & Glossop Inequalities Reference Group.

The Director of Transformation highlighted the key headlines from June 2021 to date:

- Facilitated 16 thematic Tameside and/or Glossop engagement projects
- Received 3,957 engagement contacts<sup>1</sup> (excluding attendance at virtual events)
- Supported 7 engagement projects at the regional and Greater Manchester level
- Promoted 7 national consultations where the topic was of relevance to and/or could have an impact on Tameside and/or Glossop
- Established the Community Champions Network to provide residents and workforces with the coronavirus information they need to lead the way in their community, with over 270 members now registered and a networking event on 1 March 2022.
- The Tameside & Glossop Inequalities Reference Group, established in response to how the coronavirus pandemic, and the wider governmental and societal response to this, continues to bring equalities and inequalities into focus. Two reports have been produced for two areas of focus, making recommendations on how to address inequality. These are: Digital Inclusion and Community Cohesion.
- Delivered three virtual Partnership Engagement Network (PEN) conferences attended by over 130 delegates in total.
- Retained 'Green Star' top rating for public and patient engagement as part of the CCG Improvement and Assessment Framework (IAF).

Further information was also provided in respect of:

- Community Champions Network;
- Tameside & Glossop Inequalities Reference Group
- Partnership Engagement Network (PEN) Update; and
- Other engagement work.

## RESOLVED

**That the content of the report be noted and future engagement and consultation activity with the communities of Tameside and Glossop, as detailed in the report, be supported.**

## 155. ESTABLISHMENT OF A TRANSFORMATION TEAM

Consideration was given to a report of the Executive Leader / Director of Transformation, which set out plans for the establishment of a Transformation Team.

It was explained that the financial challenges that the Organisation faced had been well documented. The Organisation faced a significant budget gap beyond 2021/22, and this budget gap would increase if planned reductions in spending were not delivered. The Organisation must ensure a relentless focus on delivery of savings to close the gap in future years. Budgets had been balanced through the use of reserves over the last few years, to provide services with the time to improve, but this was not

sustainable in the long run and the Organisation needed to ensure robust and transparent management of these services to ensure the delivery of the improvement plans and transformation.

There was a need to put in place dedicated capacity and skills to drive the focus on budget reductions and to support service areas to consider improvements and alternative delivery models. To that end, it was proposed to implement a Transformation Team for 2 years. Previously allocated budget for service improvement bids would be utilised to fund the team.

Members were advised that the Transformation Team would work in partnership with services, providing enabling capacity to implement improvement work and drive forward change. The focus would be to help services continue to transform to create better outcomes for residents with a view that financial savings would follow.

The remit will expand cover all Directorates but it is recognised that the priority must be afforded in the first instance to the area of highest risk, namely Children's Services. Subsequent focus and a detailed Transformation Programme would be developed in partnership with external specialists following an Organisation wide and service level diagnostic exercise.

#### **RESOLVED**

- (i) That the creation of a Transformation Team primarily resourced through the deployment of existing members of the workforce and recruitment to temporary roles for a 2 year period, be approved;**
- (ii) That the governance arrangements for the Transformation Team, as detailed in the report, be approved;**
- (iii) That the initial areas for focus identified in the Transformation Programme overview be approved and it be acknowledged that these priorities will be of utmost priority across the Organisation; and**
- (iv) That the creation of a £5m Transformation Fund be approved, utilising earmarked reserves already identified and agreed within the MTFP.**

#### **156. REVISED GRANT LIMITS WITHIN THE HOUSING FINANCIAL ASSISTANCE POLICY 2018-2023**

Consideration was given to a report of the Executive Member for Finance and Economic Growth / Director of Place seeking approval for an increase on certain discretionary grant limits within the current Housing Financial Assistance Policy 2018-2023, thereby enabling applicants to continue to obtain the assistance they need in order to maintain independence, reduce hospital admissions and to reduce further calls on other social care services.

Members were advised that in 2019, Executive Cabinet approved the Housing Financial Assistance Policy 2018-2023 (the new Policy) (appended to the report), which replaced the previous Policy adopted in 2003. The new Policy increased the number and type of discretionary grants available to disabled and vulnerable residents. A significant aspect of the new Policy was to remove the need for some applicants to undergo a test of resources (means test) if the cost of the works could be met within a set grant limit of £5,000. All the grants under the new Policy were discretionary grants. A complete review of the new Policy was due to begin in late 2022 with a view to implementation during 2023.

The report detailed the effects of the Covid-19 Pandemic and Brexit on referrals received, processing of adaptations, the contractors delivering adaptations and the supply of materials adaptations. In August 2021, an Executive Decision was supported for a rate rise for contractors in the Adaptations Contract, as appended to the report at Appendix 3.

The proposed changes to the Policy did not change any criteria, were not significant or detrimental to the Policy or to those applicants who wished to apply for assistance. The changes to the grant limits would not materially change the grant offer; it would maintain the status quo for all applicants, returning the Policy to its original intention when adopted in 2019.



The proposal to increase the grant limits would affect the following discretionary grants:

- |                            |  |
|----------------------------|--|
| • Minor Adaptations        | current limit £1,000 – raise to £1,500 |
| • Grant for Adaptation     | current limit £5,000 – raise to £7,000 |
| • Tenant relocation grant  | current limit £2,000 – raise to £2,500 |
| • Hospital Discharge Grant | current limit £6,000 – raise to £7,000 |
| • Stay Put Scheme          | current limit £6,000 – raise to £7,000 |
| • Home Repair Assistance   | current limit £6,000 – raise to £7,000 |
| • Safety Net Assistance    | current limit £6,000 – raise to £7,000 |

The report detailed the reasons for the new grant limits. It was explained that Minor Adaptations were a non-means tested grant with no application forms and the increase would prevent many smaller adaptations from becoming formal applications taking longer to process and affect staff resource. Further, the Grant for Adaptations was introduced with the new Policy and this change in the limit would allow the rate rise to be accommodated along with a rise in costs for any non-contracted items. The change in grant level would prevent disabled people being subject to and failing a means test with the resulting fall back onto council services.

It was highlighted that the increase in other grant limits will allow them to keep pace with the rate rise agreed previously and to increase the limit on those grants where failing the means test could have serious implications for the applicant and on council services. The new grant limits should be able to absorb any future increases. It was not clear at this time what would happen with regard to future material costs and supplies.

#### **RESOLVED**

**That an increase in the maximum discretionary grant limits on certain forms of assistance within the existing Housing Financial Assistance Policy 2018-2023, as detailed in section 5.4 of the report, be approved.**

### **157. COUNCIL FLEET REPLACEMENT STRATEGY**

Consideration was given to a report of the Executive Member for Neighbourhoods, Community Safety and Environment / Assistant Director for Operations and Neighbourhoods, which provided background to the current position and set out the Council's current fleet requirements and the length of their safe and efficient operation before they needed to be replaced.

It was explained that the Council operated a large and varied fleet of vehicles and equipment some 239 made up of 146 vehicles and 93 plant items to enable it to provide core services to the citizens of the Borough. Through the works of the Strategic and Operational Transport Group, the transport fleet had reduced by 33% from 220 vehicles to 146 since 2011. The fleet was made up of vehicles of mixed ages and types, on an agreed programme of annual replacements.

The report, with the strategy appended to the report, provided the case for a longer term strategy which would assist the Council in planning for fleet replacement. The proposed Fleet Replacement Strategy would ensure that the fleet replacement process continued to be compliant, efficient and that the fleet requirements of the Council were met. Fleet Services and Finance had identified that the current fleet replacement process, made on a per report basis, could be made more efficient. This was achieved by separating the up-front financial cost of procurement from the need to confirm and justify the requirement to replace vehicles. The Strategy would allow for more targeted reporting for fleet replacement authorisations and support the Council's medium/longer-term financial planning.

#### **RESOLVED**

**That the adoption of the Council's Fleet Replacement Strategy, as detailed in Appendix 1 to the report, be approved, including:**

- (i) An updated process to approve the Fleet Replacement programme, subject to annual review, that separates the up-front financial cost of procurement from the need to confirm and justify the requirement to replace vehicles; and**

**(II) To delegate authority to the Director of Place and the Director of Finance the procurement of replacement vehicles to the fleet in line with the strategy.**

**158. COUNCIL TAX BILLING AND ENERGY REBATE**

The Executive Member, Finance and Economic Growth / Assistant Director, Exchequer Services submitted a report detailing the impact of the payment of the one-off £150 energy rebate via the Council tax system.

It was explained that on 3 February 2022 central government announced that households in council tax bands A-D, would receive a £150 rebate. The energy rebate would be administered by local authorities from April and would not need to be repaid. In addition there would be discretionary funding of £144 million provided nationally to support vulnerable people and individuals on low incomes that did not pay council tax, or that paid council tax for properties in Bands E-H.

Guidance was received on 23 February 2022 and set out scheme eligibility, payments, fraud risk management, council tax billing, communication with households, monitoring and reporting. The guidance also detailed allocations to be provided to each billing authority in March for the council tax rebate and the discretionary fund. The amounts for Tameside were £530,400 in respect of the discretionary fund and £14,545,050 for the non-discretionary £150 payments.

Guidance made clear that with rising energy bills people needed to receive monies quickly to alleviate hardship and, while these rising costs would affect most households across the country, they were more likely to disproportionately affect those on lower incomes, who tended to spend a higher proportion of their income on utility bills. Eligibility was based on the following:

- Property must be in Bands A – D
- Must be a sole or main residence
- It is a chargeable dwelling
- The person is liable to pay Council tax (including those with a nil liability), not be a local authority, or corporate body ie a housing association
- Eligibility is based on position as at 01 April 2022.
- Payment must be made by end of September 2022.

Properties not eligible were:

- No permanent resident or property is a second home
- An unoccupied property

Members were advised that payments would be made per household, regardless of number of occupants or number of liable council tax payers, via a person's bank where direct debit details were held by the Council for the purpose of paying council tax. The Council must be assured that payment was made into the correct bank account.

The report gave details of issues arising from the payment of any monies which were not directly connected to the administration of council tax, yet the council tax system was being used for that purpose, including:

- Number of eligible accounts to receive the payments
- Payment into bank accounts
- Timing and resources
- Systems and processes
- Discretionary scheme

**RESOLVED**

**That the discretionary policy, as detailed in the report, be approved.**

## **159. VULNERABLE PERSONS ACCOMMODATION**

Consideration was given to a report of the Executive Leader / Director of Transformation, which set out a framework for securing a pipeline of accommodation for the most vulnerable residents. It proposed that the Council agreed mechanisms for securing accommodation directly to meet a growing need for accommodation for vulnerable young people and those currently housed in temporary accommodation.

It was explained that, currently many vulnerable young people and homeless households in the Borough were placed in temporary accommodation which was not meeting their needs and which was putting significant financial pressure on the Council. A number of time limited, exceptional measures were required to transition to a more stable position whereby better use of existing stock and reduced demand met requirements.

This report sets out proposals to use funding available to the Council along with opportunities that S106 Affordable Housing contributions could make, along with leasehold and freehold acquisitions with private investors to acquire property for use as affordable housing in a range of locations across the Borough. The report also proposed that on occasion (where it met the specific needs of care leavers) property may be secured outside of the Borough's boundaries.

The report gave details of:

- The case for change;
- Securing additional provision;
- Re-purposing existing assets; and
- Key considerations.

### **RESOLVED**

**That, in principle, subject to the necessary governance for each individual decision demonstrating value for money and any other legal and financial considerations:**

- (i) The acquisition of long leasehold / freehold interest of property be approved;**
- (ii) That the capital investment from future estimated commuted S106 contributions is made to allow the acquisition, adaptation and fit out of appropriate properties in Tameside, be approved;**
- (iii) That the Framework and Policy for Planning Obligations Commuted Sums and Monitoring Fees as set out at Appendix 1, to the report, be approved;**
- (iv) That the long-term leases (usually 10 year with a break clause at five years) with private landlords or social landlords can be entered into utilising existing revenue budgets, be approved;**
- (v) That, where appropriate, the Director of Finance recommends to Council the use of reserves or borrowing to match homes England grants for an appropriate building;**
- (vi) It be agreed that the authority enters into an agreement with Greater Manchester to participate in the Greater Manchester House Project at a cost of £206k over 3 years;**
- (vii) It be agreed that the authority enters into a contract with Jigsaw Housing Group to provide 30 additional placements for young people through the Jigsaw Supports services for a period of 12 months;**
- (viii) To seek to repurpose existing estates and land for the accommodation of vulnerable young people and for those in temporary accommodation; and**
- (ix) It be agreed that a budget of £200,000 be created from the Transformation Fund to undertake feasibility studies in existing estate to create additional accommodation options.**

## **160. PROPOSAL TO CREATE A LIMITED TIME CHILDREN'S SAFEGUARDING TEAM**

A report was submitted by the Deputy Executive Leader, Children's Services / Director of Transformation / Director of Children's Services setting out proposals as an interim measure, to engage with a specialist recruitment agency already procured by AGMA who could, within a short

timescale, provide a self-contained social work team to address a significant capacity issue.

It was explained that the capacity issue had arisen as a result of ongoing increases in demand at the social care front door, which had caused a bottleneck in assessment and significantly impacted on timeliness of assessments for Children in Need as well as increased vacancy rates not back filled by agency staff.

The project team would focus on completing Children & Family Assessments coming through the Multi-agency Safeguarding Hub (MASH). This would allow current teams to complete ongoing case work whilst also actively recruiting to existing vacancies. The project team would consist of a Project Manager and five project social workers for a six-month duration from the 1 April 2022.

The additional capacity would come at a cost of £250k and budget would be provided from ring-fenced reserves. The provision of additional capacity would ensure that timely outcomes and support for children and families was provided and risk was appropriately managed. A time-limited injection of capacity would ensure that cases did not escalate, and outcomes for families did not worsen.

It was anticipated that the impact of the pandemic would be long term and families would be under increased pressure, it would appear that this was presenting in the form of increased contacts and referrals into children's social care. This was further impacted by high vacancy rates in Neighbourhood Duty & Assessment Teams. As this was an acute issue which was placing significant pressure on the system a short, six-month project to provide additional assessment capacity, fully aligned with existing teams and structures was an appropriate response. The team would also provide support to newly qualified social workers and AYSE to build skills, knowledge and capacity.

By positioning the project team to undertake new children & family assessments progressing from the MASH would cause the least disruption in work flow and allow for a planned safe exit. Joint working and ensuring proper integration preventative support services and schools would be a key focus throughout the contract.

## **RESOLVED**

**That the proposal to draw down funding from reserves of £250k to bring additional capacity into the organisation via the Reed contract for a six-month period to deal with an increase in referrals and associated assessments, be approved.**

## **161. TAMESIDE TOWN CENTRES FRAMEWORK – CONSULTATION DRAFT**

Consideration was given to a report of the Executive Member, Finance and Economic Growth / Director of Place, setting out the proposed Tameside Town Centres Framework and sought approval for public consultation to inform preparation of a final draft for adoption by the Council.

It was explained that Tameside Council recognised that its main town centres, Ashton-Under-Lyne, Denton, Droylsden, Hyde, Mossley, and Stalybridge were crucial components to the economic, environmental and social wellbeing of the Borough. Each town centre provided a unique but complementary offer, where Tameside's residents and visitors should be able to easily access a range of facilities and services; and locations where businesses could grow and reach their full potential.

It was proposed that a Tameside Town Centres Framework be produced to cover each town centre within the Borough and to act as a strategic 'umbrella' to co-ordinate future development and regeneration activity. The Framework was intended to complement Tameside's Corporate Plan and support delivery of the Tameside Inclusive Growth Strategy (2021). It would also align with existing and future studies and strategies for the town centres.

A draft Tameside Town Centres Framework, appended to the report, had been prepared for consultation prior to a final draft being brought back to Executive Cabinet for adoption. The Framework would help to provide the direction of travel to create more prosperous and investable

locations which met local needs and ensured that each town centre had the right offer of retail, food and drink, leisure, commercial, community and residential uses, as well as supporting infrastructure required. It would be important that the activity within each centre was tailored to meet local need and harness individual strengths and distinctiveness to help set them apart from their competitors.

The ambition was to create improved town centre environments where businesses felt that they could start up, grow or invest. Moreover, they should also be places where residents could access the facilities and services they needed, and provide a strong sense of place which the community were proud of and engage with.

The Framework identified a number of priority themes for improvement within the town centres, which were summarised in the report.

#### **RESOLVED**

- (i) That the work undertaken to date in respect of the Tameside Town Centres Framework, be noted; and**
- (ii) That approval be given for public consultation on the proposed Tameside Town Centres Framework and it be noted that a further report be brought back to the Executive setting out the results of the consultation and a final draft of the Framework.**

#### **162. FUTURE DEVELOPMENT OF UNION STREET SITE, HYDE**

The Executive Member, Finance and Economic Growth / Director of Place submitted a report, which set out plans for the future development of Union Street site, Hyde.

It was explained that it was understood that Hyde Library was opened on the Union Street site in February 1899. In an effort to reduce costs and protect the library service, in September 2014, the Council announced plans to relocate the library function into Hyde Town Hall. The library service successfully transferred into the refurbished space in Hyde Town Hall in February 2015.

Despite the fact that the building closed a number of years ago and had suffered as a result of substantial amounts of theft and vandalism since this time, the former library remained an important structure which both the residents and Council were keen to protect.

Given the condition, the viability of refurbishing and converting the former library building in its entirety could be marginal. Due to its significance and in an attempt to ensure that a scheme remained financially viable, rather than advertising the former Library building in isolation, the Council were looking to include the adjoining land, including Union Street car park, in the opportunity for potential redevelopment.

In addition to this, whilst exploring a range of disposal options, officers would continue to monitor the availability and use of grant funding, via the Evergreen and Brownfield Homes Funds which potentially, would allow any future scheme to maximise the benefit and positive impact on the Borough.

The wider strategy for Hyde Town Centre and the options that would need to be considered by the Authority to achieve the best delivery outputs, which would safeguard the property in the long-term, were also detailed in the report.

Discussion ensued with regard to the future development of the Union Street site and all the options available as detailed in the report. Members strongly agreed that demolition of the former Library building was not an option, particularly given its likely consideration as a non-designated heritage asset by the Planning Authority and a building identified as having a degree of significance.

#### **RESOLVED**

- (i) It be agreed that that the Council proceed to market the subject site immediately via informal tender, using the services of Knight Frank as specialist agent. The basis of the**

- tender is set out in section 5 of the report; and
- (ii) It be agreed that the demolition of the former Library building is not an option for consideration.

### **163. GREATER MANCHESTER TOWN OF CULTURE 2022**

A report was submitted by the Executive Member, Lifelong Learning, Equalities, Culture and Heritage / Assistant Director, Operations and Neighbourhoods setting out the bid submitted to the Greater Manchester Combined Authority for Stalybridge to be the Town of Culture for 2022. Following the successful award the report detailed the current programme and the proposals for developing this further over the coming weeks. It detailed the overall budget requirements to enhance the programme and that it was a significant and important opportunity for celebrating Stalybridge and the start of developing a sustainable cultural offer unique to Stalybridge and Tameside.

#### **RESOLVED**

- (i) That the Stalybridge Town of Culture proposal and the awarded £50,000 to deliver the programme in 2022, be noted;
- (ii) That the proposed current programme of activity be noted and that a more developed programme be determined over the coming weeks;
- (iii) That the Council's contribution to support the enhanced delivery of Town of Culture be noted; and
- (iv) Consideration be given to the potential for Stalybridge to achieve Purple Flag status, as a part of the Greater Manchester Night Time Economy Strategy.

### **164. STALYBRIDGE DEVELOPMENT UPDATE AND NEXT STEPS**

Consideration was given to a report of the Executive Member, Housing, Planning and Environment / Executive Member, Finance and Economic Growth / Director of Place. The report provided an update on the work undertaken in the Town Centre and sought approval for resubmission of a Stalybridge Town Centre bid to Round 2 of the national Levelling Up Programme and for delivery of the next steps in the programme around the emerging initial Masterplan footprint, which would focus initially on the sites as outlined within the report and building upon the Evergreen work already undertaken (as appended to the report at Appendices A & B).

Details were given of the commencement of a programme of work to produce a development prospectus, next stage planning and delivery strategies and the undertaking of a Soft Market Test around the development opportunity in Stalybridge on the emerging and initial Masterplan footprint, as follows;

- a Development Prospectus - to support the Development Prospectus, necessary work to be undertaken including all relevant due diligence and development work around next stages including taking relevant development plots to RIBA Stage 2, and possibility of an outline planning application to assist with bringing the plots to market. On completion of the next stage works, a comprehensive Planning & Development Strategy will be brought back to Executive Cabinet for decision.
- prepare documentation and undertake an initial soft market test exercise working directly with STAR and the appointed Multi-Disciplinary Team for the delivery of the project against the emerging Masterplan for Stalybridge, building on the Evergreen work. This to focus initially on the development potential and sites contained within this report.
- Working in parallel with the soft market test, a detailed level Commercial, Investment & Delivery Strategy to be developed around the emerging Masterplan of the Evergreen work.
- The detailed Commercial, Investment & Delivery Strategy (informed by the soft market test) will be brought back to Executive Cabinet with recommendations for a decision on options to progress to a formal and full market exercise to secure a Strategic Partner(s) for the delivery of the Stalybridge Masterplan.
- To undertake further detailed Open Space & Public Realm design work across the emerging

Masterplan footprint and the common areas in Stalybridge Town Centre.

## **RESOLVED**

**That the work delivered and planned in Stalybridge Town Centre be noted and:**

- (i) That the resubmission of a Stalybridge bid application as part of the national Levelling Up Programme Round 2 with the bidding process due to be announced in spring 2022, be agreed;**
- (ii) It be agreed to incur expenditure of up to £40,000 associated with the resubmission of the Levelling Up bid including the appointment of a multidisciplinary team to support the bid as set out in sections 4 and 5 of the report and the Director of Place to manage the programme of works and services;**
- (iii) It be agreed to undertake an initial public consultation on the emerging Masterplan as produced under the Evergreen Phase 1 Work and as contained within this report. To note, that further and full consultation(s) with the public and key stakeholders will be held throughout 2022;**
- (iv) It be agreed to undertake the necessary procurement exercises (via STAR) and to appoint a Multi-Disciplinary Team to take forward the wider supportive studies building upon the Evergreen Phase 1 funded work around the emerging and initial Masterplan footprint as identified in paragraph 1.3 of this report;**
- (v) It be agreed to incur total expenditure of up to £290,000 (subject to external funding bids and successful awards) associated with the wider supportive studies as set out in paragraph 1.3 and section 5 of the report. The Director of Place to manage the whole programme of works and services as set out within the report and to bid for funding, drawdown and incur all expenditure related to the delivery within the Council's financial and legal framework. For the avoidance of doubt this means the Director will need to approve Executive Decisions for the expenditure;**
- (vi) It be noted that Council owned sites as set out in section 3 (excluding the GMPF sites) of the report to now go through the Corporate Strategic Asset Management process to declare sites as surplus to requirements; and**
- (vii) It be noted that all on-going performance and reporting be provided as necessary relating to the works/services contained within the report.**

## **165. PUBLIC SECTOR DECARBONISATION SCHEME FUNDING ROUND THREE**

Consideration was given to a report of the Executive Member, Neighbourhoods, Community Safety and Environment / Director of Place, which gave details of the Public Sector Decarbonisation Scheme funding, round three.

It was explained that the Public Sector Decarbonisation Scheme round three (PSDS3) was open for funding to support Tameside, taking a GMCA consortium approach once again, to further decarbonise public buildings in the borough. Round three was different to previous rounds in that there was a requirement for the council to match fund for certain components. The report outlined the facts of the current PSDS3 bid application and underlined the need to pursue this work.

Six sites had been identified where heating plant and associated equipment was at the end of its viable life. With escalating fuel costs as well as the commitment to respond to the climate emergency, refitting the sites with low-carbon alternatives was both morally and financially prudent. After adjustment from GMCA in late February 2022, the cost of the works was now projected at £2,971,808. Members were advised that the grant total that the Council could apply for was £1,918,258 (65% of the total programme cost) requiring a match funding sum of £1,053,550 (35%) via the Council.

Revenue savings were calculated at £912,560 over the twenty year lifecycle of the programme (this being a conservative estimate as energy prices had become so volatile, savings could be significantly more).

The amount of carbon proposed to be eliminated was calculated to be 6,802tonnes CO<sub>2</sub>e, once again

over the twenty year projected lifecycle.

Regarding both revenue costs and carbon emissions, it was likely the proposed investment would, in reality, continue to deliver savings beyond that twenty-year threshold.

## **RESOLVED**

- (i) It be agreed, in principal, that the Council enters into a contract with the Greater Manchester Combined Authority subject to the necessary due diligence for the purposes of disbursement of funding in relation to the PSDS award, based on submission of invoices for completed individual measures. The governance required to enter into this contract will be subject to an Executive Decision (ED) at a later date;**
- (ii) That it be agreed that the delivery of design works and installation of measures will be undertaken via the Council's arrangement with the LEP (via Robertson) and the associated supply chain utilising the Tameside Additional Services Contract (TAS);**
- (iii) That the inclusion of the phase 3 Decarbonisation programme be approved (estimated total cost of (£2,971,808) within the Council's approved capital programme as set out in Appendix 1 to the report. Any subsequent variance to the estimated cost and funding of the programme will be subject to separate governance at a later date;**
- (iv) That the allocation of £599,000 be approved to support the match funding required to finance the phase 3 Decarbonisation programme. The sum to be allocated via the Planned Preventative Maintenance capital budget allocation of £1,896,000 that was approved at the Executive Cabinet on 29 September 2021, (agenda Item 7, Capital Programme and Financing Update report refers); and**
- (v) It be noted that works will be expected to be completed by 31 March.**

## **166. LEVELLING UP FUND: DENTON BID**

A report was submitted by the Executive Member, Finance and Economic Growth / Director of Place, which sought approval for the preparation of a bid to the Levelling Up Fund for Denton Town Centre and approval for the procurement of specialist external consultancy support for the preparation and submission of a bid by Tameside Metropolitan Borough Council.

It was explained that Denton Town Centre had benefited from significant investment in recent years, including delivery of the Tameside Wellness Centre, new housing development and the growth of the evening economy. Despite this investment, the Town Centre had been negatively impacted by national market trends in the retail sector, increasing vacancy rates, the poor condition and/or underutilisation of prominent buildings, varying quality of public realm and a disconnection between key assets.

It was proposed that a bid to the Fund and specific interventions be prepared for Denton Town Centre 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 would in turn help to deliver a catalytic economic and social impact to the local community. Interventions for the bid would be developed to provide public realm improvements, walking and cycling facilities, enabling infrastructure and support for heritage and townscape enhancements. This would help the Town Centre to reach its full potential and deliver further comprehensive regeneration, attracting additional investment.

It was explained that there would be significant competition for the Fund across England and funding requests would be far in excess of funding availability. It was imperative that any bids that were submitted were the strongest they could be, including on delivery certainty. Bids would be assessed as part of Green Book process/appraisal criteria. In order to ensure a competitive submission, it would be necessary to bring in additional resource, capacity and independent and professional advice/input.

It was estimated that a budget of up to a maximum sum of £50,000 was required to support a robust bid for Denton Town Centre.



**RESOLVED**

- (i) It be agreed that a bid to the Levelling Up Fund for Denton Town Centre be prepared for submission and referred back for consideration prior to the bid submission date (once confirmed);
- (ii) That the procurement and appointment of Specialist external support through STAR to assist in the preparation and submission of a bid to the Levelling Up Fund for Denton Town Centre, be agreed; and
- (iii) That a budget of up to £50,000 be approved (via £125,000 grant awarded to the Council from the Department for Levelling Up Housing and Communities (DLUHC) in October 2021 to support Round 2 funding bids) to appoint the aforementioned external support. This budget is approved for all professional fees and costs associated with the preparation and submission of a bid to the Levelling Up Fund for Denton Town Centre.

**167. URGENT ITEMS**

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

**168. DATE OF NEXT MEETING**

**RESOLVED**

It be noted that the next meeting of the Executive Cabinet is scheduled to take place on Wednesday 27 April 2022.

**CHAIR**