

EXECUTIVE CABINET

28 September 2022

Commenced: 1.00pm

Terminated: 1.35pm

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

In Attendance:	Sandra Stewart	Chief Executive
	Kathy Roe	Director of Finance
	Stephanie Butterworth	Director of Adult Services
	Alison Stathers-Tracey	Director of Children's Services
	Julian Jackson	Director of Place
	Debbie Watson	Director of Population Health
	Tim Bowman	Director of Education
	Caroline Barlow	Assistant Director of Finance
	Jordanna Rawlinson	Head of Communications
	Tom Hoghton	Policy & Strategy Service Manager

Apologies for absence: Cllr Kitchen (ex officio)

48. DECLARATIONS OF INTEREST

There were no declarations of interest submitted by Cabinet Members.

49. MINUTES OF EXECUTIVE CABINET

RESOLVED

That the Minutes of the joint meeting of the meeting of Executive Cabinet held on 24 August 2022 be approved as a correct record.

50. 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 22 September 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 22 September 2022 be noted; and**
- (b) That the following recommendations be approved:**

PLACE CAPITAL PROGRAMME - UPDATE REPORT

RECOMMENDED

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

OPERATIONS AND NEIGHBOURHOODS CAPITAL MONITORING REPORT

RECOMMENDED

That Executive Cabinet be recommended to APPROVE:

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

GODLEY GREEN PLANNING APPLICATION

RECOMMENDED

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

51. ENVIRONMENT AND CLIMATE CHANGE EMERGENCY WORKING GROUP

RESOLVED

That the Minutes of the meeting of the Environment and Climate Emergency Working Group held on 7 September 2022 be noted.

52. CONSOLIDATED 2022/23 REVENUE MONITORING STATEMENT AT 31 JULY 2022

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

It was explained that, from a healthcare commissioning perspective, the report looked at 9 months of expenditure based on indicative ICB plans (for the period 1 July 2022 to 31 March 2023). Month 4 was the first month in which the ICB had been operational. As such, final approved delegated budgets at locality level had not yet been confirmed. Work was ongoing to finalise budgets, but in the meantime the report presented indicative locality budgets. Plans for Tameside were submitted for a delivery of £595k surplus in 22/23. At M4 it was assumed that the plan would be delivered, which was in line with wider ICB reporting for M4. But £7.977m of savings delivery was required to execute the plan, which represented a significant risk.

As highlighted in the month 2 report, the Council was facing significant and growing inflationary pressures across a number of areas, combined with demand pressures in Adults and Children's services, resulting in a substantial forecast overspend by 31 March 2023 of £12.305m. This represented a £545k improvement since Month 3, driven largely by Children's Social Care. But significant work was still required to balance the financial position in 2022/23.

Members were advised that ongoing demand and cost pressures on Council budgets would have implications for the 2023/24 budget and work was in progress to identify mitigations for 2022/23, whilst planning for 2023/24.

RESOLVED

That the forecast outturn position and associated risks for 2022/23 as set out in Appendix 1 to the report, be noted.

53. EQUALITIES STRATEGY

The Executive Member, Education, Achievement and Equalities / Assistant Director, People and Workforce Development submitted a report seeking permission to consult on a new Equalities Strategy with the existing one expiring this year.

It was explained that, under the Equality Act 2010 the Local Authority had a duty to publish one or more specific and measurable equality objectives, and subsequently at intervals of no more than four years.

Members were advised that the draft Strategy had been developed using an LGA self-assessment tool, advice from an independent review of the approach to Equalities in Tameside Council, consultation with the Partnership Engagement Network, reports delivered through the Inequalities Reference Group and a review of equalities data available within the Local Authority.

It was proposed that the draft Strategy form the basis of an Action Plan owned and delivered by an Officer Group which would report to the Health & Wellbeing Board.

It was proposed that the draft Strategy be taken through a six-week consultation exercise.

A copy of the draft strategy was appended to the report.

RESOLVED

That the consultation plan for the proposed strategy, as appended to the report, be approved.

54. TRANSFORMING ADULT SOCIAL CARE IN TAMESIDE – PEOPLE AT THE HEART OF CARE: PHASE 2

A report was submitted by the Executive Member, Adult Social Care, Homelessness and Inclusivity / Director of Adults Services, which sought approval of the proposed delivery model/service arrangements for Adult Social Care in Tameside from 1 April 2023 onwards. This was to ensure the Council's ability to deliver the new burdens placed on the Council through the Adult Social Care reforms. It will be phased over a two year period (2023/24 & 2024/25).

The report had a key focus on the delivery of the 'Commissioning of Care and support' and aligned to the following key aims of Adult Social Care reforms:

- Reform how people in England pay for their care so no one needed to pay more than £86,000 for their personal care costs, alongside more generous means-tested support for anyone with less than £100,000 in chargeable assets;
- Ensure that self-funders could access the same rates for care costs in care homes that local authorities pay, ending the unfairness where self-funders had to pay more for the same care, whilst ensuring local authorities moved towards paying a fair cost of care to providers;
- Ensure fees for care were transparent to allow people to make informed decisions;
- Improve information and advice to make it more user-friendly and accessible, helping people to navigate the care system and understand the options available to them; and
- Provide information and advice that was accurate, up to date and in formats that were tailored to individual needs.

This meant that from October 2023 every person who needed care and support would have a care account that would track his or her means tested contributions to the cost of that package of care to a maximum contribution of £86,000 over their lifetime, and pay the same care fees as the Local Authority. To determine a person's contribution both a care assessment and a financial assessment were required. This included those who currently self-fund care and support.

The current position was outlined and it was explained that Adult Care currently supported 6,417 individual service users who were in receipt of an adult social care service provision, including the

community response service. It was also noted that there had been a 12% increase in requests for support from adult care services between 2020/21 and 2021/22. At the time of writing the report, since April 2022 there were 1,016 people who had an open contact with an adult social care service where work was ongoing to determine a suitable outcome for them.

Appendix 1 to the report demonstrated the current demand for adult social care services in Tameside.

Future delivery model/options were explored, including the key functions required in the service configuration from 1 April 2023 to meet the increased demand and new burdens outlined in the report.

The report concluded that the introduction of the 10 year strategy for Adult Social Care had been largely welcomed and did reflect many of the challenges that had been exacerbated locally through the course of the pandemic. It would touch on all those who interacted with adult social care, whether that was those who drew on support and care, unpaid carers, the care and support workforce, care providers both large and small and for and not for profit, local authorities, voluntary organisations to name but a few.

It was an opportunity to have a major impact on outcomes for individuals and demonstrated improvement in corporate priorities whilst delivering on the new burdens required.

The recommendation in the report was based on giving the local authority the best chance to achieve a greater level of improvement against key priorities and was based on evidence of good practice across the country.

However, there continued to be a risk to the local authority that the funding indicated to meet the new burdens was likely to be insufficient in future years and this would need to be built into a review of the medium term financial strategy following the outcome of the fair cost of care exercise.

RESOLVED

- (i) That approval be given to the increased capacity required in Adult Social Care and relevant corporate services to deliver the intentions of 'The People at the Heart of Care' reforms. Proposals are backed by the new Health and Social Care Levy announced in September 2021, of which £5.4 billion is being invested into adult social care over the next 3 years. Beyond the next 3 years, an increasing share of funding raised by the levy will be spent on social care in England; and**
- (ii) That approval be given to begin the full redesign of Adult Social Care, as set out in the report, to ensure appropriate service arrangements are in place from 1 April 2023.**

55. UPDATE SCHOOLS STRATEGY

Consideration was given to a report of the Executive Member, Education, Achievement and Equalities / Director of Education, which outlined the rationale and the ambition of the updated Schools Strategy in Tameside.

The paper celebrated the success of Tameside's current Strategy and explored the impact of the Schools White and Green Papers and Tameside's response to them, a response which would build on existing strengths and successes and on the existing Schools Strategy as well as on the strengthened partnerships developed with schools and between schools over the last four years.

Whilst the current schools strategy continued to be fit for purpose. It was contended that the following actions were required to update it.

Supporting every Tameside school to join a local MAT at pace, strengthening existing MATs and maintaining our current strong relationships and partnerships with the school system. This would require the local authority to work with its school and MAT leaders to ensure a network of local MATs which were sustainable and successful. There were enough strong, local MATs operating in

Tameside already but there was a requirement to act quickly to support the growth of these MATs in a way that supported the Council's ambitions for children and in a way which supported families. Further details were provided in an appendix to the report.

There was a need to shore up and formalise expectations for MATs working effectively in and with Tameside.

There should be a reaffirmation of the commitment, made in the Schools Strategy in 2018, to focus on creating a school-led system which recognised that the capacity and expertise to improve schools existed in the school system and recognised that the accountability for school outcomes lie with school leaders. It should be re-asserted that the Council's offer to schools - its services, and support - must create the conditions in which good school leaders could run good schools.

The Council needed to develop a clear strategic and proactive plan to manage fluctuation in pupil numbers in a fully trust-led system.

There was an established commitment to enhanced partnership work with Stockport around education services and ensuring that the collaborative advantage of the partnership was maximised and taken maximum advantage of the efficiencies it could deliver. Collaboration opportunities with the three other Greater Manchester Priority Education Investment Areas: Salford, Oldham and Rochdale should also be explored, to share learning and efficiency of process.

The report concluded that the school system in England would become a fully trust-led system, with all schools becoming academies in a strong multi-academy trust by 2030. Priority EIAs would move to this first and at pace.

Tameside must have a clear voice in determining the future of all Tameside's schools and must be concerned with the long-term sustainability and viability of its schools.

In implementing the strategy it was clear that the structure and form of the schools system would change and the interaction between a fully trust-led system and Council services would be different.

There were enough strong trusts already in the Borough, rather than establishing new Trusts or attracting existing Trusts into the area, work was required to strengthen local trusts rather than fragment the system.

Embracing the change and moving at pace to establish a fully trust led system, as outlined in the report, offered the best opportunity to ensure that the schools system worked for all children and had the capacity needed to improve outcomes.

RESOLVED

- (i) That the revised School Strategy be approved, in light of the DfE's White Paper and implications for local Government in line with national changes;**
- (ii) That, at this stage, it be agreed that the Council does not need to express an interest in establishing a local authority MAT;**
- (iii) It be agreed that officers would continue to negotiate with DfE officials to establish plans for a fully trust-led system at pace, subject to the necessary due diligence required and a further report advises of the same, particularly the financial impact on the council relating to traded services; and**
- (iv) That such conversions can only take place where the cost of conversions are fully met by the DfE and schools.**

56. SEND GREEN PAPER, WRITTEN STATEMENT OF ACTION UPDATE AND BUSINESS PROCESS REVIEW UPDATE

The Executive Member, Education, Achievement and Equalities / Director of Education submitted a

report, which gave an overview of the response to the SEND Green Paper, an update on the progress of the Written Statement of Action including an updated position on the resources required to deliver the plan and a summary of the SEND Assessment Team Business Process Review and recommended next steps.

Members were advised 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 findings report was received and published 11 January 2022, and available publically. A link to the report was provided.

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

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

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

A commitment was also made to return with a further report following the submission of the Written Statement of Action outlining what, if any, further resource commitment was required to deliver the plan. The report set out the identified additional resource required to deliver the Written Statement of Action and a full breakdown of all resources required, those already agreed and allocated from the CCG and TMBC, along with the additional resource requested via the report was appended to the report.

In total, the request was for additional funding to deliver the Written Statement of Action, £62,700 of which was required as a one off cost in the first year, with the remaining £30,950 recurring annually.

RESOLVED

- (i) **That the updates be noted;**
- (ii) **That the requested resources, as outlined in section 2 of the report, be approved; and**
- (iii) **That the improvements to be followed, as set out in the recommendations in the SEND Assessment Team Business Process Review at Appendix 3 to the report, be noted.**

57. STAYING PUT POLICY

A report was submitted by the Deputy Executive Leader, (Children and Families) / Assistant Director, Children's Social Care, which gave details of the Staying Put Policy.

It was explained that Staying Put was about care leavers continuing to live with their foster carers

when they reached the age of 18. The Council recognised the benefit that a Staying Put arrangement could have to young people, allowing them to remain in stable and secure homes and when they were ready and able, make the transition to independence.

The Council was committed to ensuring it met its obligations to care leavers in Staying Put arrangements and their former foster carers and required a clear, transparent Staying Put policy in order to do so effectively and consistently.

It also needed to ensure that it offered a financial model that remunerated Staying Put carers fairly and appropriately. The report put forward a draft revised Staying Put policy to address this need. It sought agreement to consult with the wider public, foster carers, current Staying Put carers and young people to inform the draft policy before implementation.

RESOLVED

- (i) The draft Staying Put Policy, as detailed in Appendix 1 to the report, be approved in principle; and**
- (ii) That consultation on the draft Staying Put Policy, as detailed in the report, be approved.**

58. CHANGING PRACTICE WITHIN TAMESIDE TO IMPROVE OUTCOMES FOR YOUNG PEOPLE INVOLVED IN OR AT RISK OF INVOLVEMENT IN CRIME

Consideration was given to a report of the Deputy Executive Leader (Children and Families) / Assistant Director, Early Help and Partnerships providing details about an opportunity for the local authority with the Tameside Pupil Referral Service (TPRS) to enter into a partnership with SHiFT, a national charity that aimed to shift practice to improve outcomes for young people who were involved in or at risk of involvement in crime and/or risk taking behaviours, with the support of the Greater Manchester Combined Authority Violence Reduction Unit. The report set out the opportunity this presented for Tameside and its young people along with anticipated outcomes of the programme and the financial implications.

It was explained that SHiFT would draw on its experience of mobilising and supporting two, and soon to be three, Practices across London, to develop a Practice of multi-skilled professionals (four Guides, one Lead Guide, and one Practice Coordinator) that would be carefully tailored to meet the local needs of Tameside's young people. Operating in partnership with the TPRS, SHiFT Tameside, would be positioned as an agile 'insider-outsider' – positioned closely enough to have influence, but enriched and supported by the national SHiFT team to drive creativity, innovation and system change.

The key aspirations for the Practice were that it would provide outstanding support for the most vulnerable children in Tameside, transforming outcomes through the provision of intensive, therapeutic support from a Guide who worked with the young person with determination, love and creativity across all aspects of their life, resetting the foundations with them to achieve their aspirations and flourish.

SHiFT intended to make Tameside a beacon of excellence in Manchester, with the aspiration to scale the Practice further across Greater Manchester, drawing on the support of the Greater Manchester Violence Reduction Unit.

The report concluded that the opportunity presented to Tameside by the VRU was welcomed and the services involved in working with the young people welcomed the chance to try new ways of working. This was a good opportunity for Tameside to draw down £405k of additional funding to match the £126,500 investment from the TPRS.

RESOLVED

- (i) That the collaboration between Tameside and SHiFT be endorsed, noting that Tameside will be the first LA outside of London to engage with the programme;**
- (ii) It be noted that public sector funding for the programme will be provided by the GM Violence Reduction Unit (VRU) and the Tameside Pupil Referral Service; and**

- (iii) **That quarterly updates be received by the Executive Cabinet.**

59. PLACES FOR EVERYONE – AUTHORITY FOR EXAMINATION IN PUBLIC

The Executive Leader / Director of Place submitted a report seeking approval to authorise to agree such modifications to the Submitted Places for Everyone as may be appropriate, to make the Plan sound (and capable of subsequent adoption) that arose through the independent examination (Examination in Public).

RESOLVED

- (i) **That the Director of Place, in consultation with the Executive Leader, be authorised to prepare and agree proposed main modifications to Places for Everyone, as may be necessary to make the plan sound;**
- (ii) **That the Director of Place be authorised to prepare and agree to minor modifications to Places for Everyone, as may be necessary;**
- (iii) **That the Director of Place be authorised to prepare and agree Statements of Common Ground in discharging the general planning duties of the Council, as required; and**
- (iv) **That the intentions regarding communication during the course of the Examination as set out in the report, with both the Leader of the Council and the wider Cabinet, be noted.**

60. EXTENSION REQUEST: PROJECT MANAGED CHILDREN'S SOCIAL WORK TEAM

The Deputy Executive Leader, Children and Families / Assistant Director, Children's Social Care submitted a report, giving information in respect of the Project Managed Children's Social Work Team.

It was explained that the Managed Project Team was agreed by Executive Cabinet on the 23 March 2022 in response to increasing demand and an acute staffing situation in the Children in Need/Child Protection Service. Approval was made for 6 months at a cost of £250K.

Members were advised that the Team commenced on the 11 April and was due to end on the 23 September 2022. The extra capacity the team had brought had relieved pressure on existing teams, allow existing work to be progressed whilst allowing the service to recruit to unfilled vacancies through agency and permanent staff. The majority of permanent staff recruited were newly qualified ASYEs (Assessed and Supported Year in Employment) and had a reduced case load. During the past 5 months, existing work had been able to progress and caseloads for existing staff had reduced. Morale and confidence in the Service had improved and there had been less turnover in staff.

During the Ofsted Visit at the end of April 2022, although the Project Team had just started, Inspectors reported the Team was likely to support improvements in social work practice, staff morale and partnership working.

RESOLVED

That, having considered budget implications balanced against maintaining and sustaining Service Improvement to date, it be agreed that the Contract be extended by up to a maximum of 6 months.

61. VARIATION TO CONTRACT TO INCREASE RATES - FRAMEWORK OF CONTRACTORS TO PROVIDE ADAPTATIONS FOR DISABLED PEOPLE

A report was submitted by the Executive Member, Adult Social Care, Homelessness and Inclusivity / Director of Adult Services, which explained that the revised rates for works within the above contract were varied in August 2021 after the effect of the Covid-19 pandemic, Brexit and global shipping costs.

Members were advised that, over the past 12 months the cost of materials in the building industry had continued to rise due to a sharp increase in energy costs and a continuing rise in imported materials and components required in many of the adaptations carried out for residents. The potential to lose contractors who could deliver adaptations was great and the available options would increase pressure on existing staff and extend delivery times. Contractors were once again struggling to make a reasonable profit and pay reasonable wages to their staff.

If the rates paid to contractors were not increased, it would affect the Council's ability to deliver adaptations to residents in a timely manner resulting in their care and support needs going unmet. The likelihood was that those people would continue to require support from the Council.

RESOLVED

That approval be given under Procurement Standing Orders 9.3.1 to agree a 10% increase on the rates contained within the framework contract.

62. URGENT ITEMS

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

63. DATE OF NEXT MEETING

RESOLVED

It be noted that the next meeting of the Executive Cabinet is scheduled to take place on Wednesday 26 October 2022.

CHAIR