

Appendix 1 Revenue Budget and MTFP Summaries

2019/20 Whole Council Revenue Budget

Service Area	Revenue Budget £
Adults	37,568,340
Children's Services	55,008,760
Population Health	16,094,330
Quality and Safeguarding	128,260
Operations and Neighbourhoods	50,780,210
Growth	8,824,490
Governance	9,143,210
Finance & IT	4,818,340
Corporate	14,437,060
Grand Total	196,803,000

Spend Analysis	Revenue Budget £
Expenditure	
Employees	95,199,140
Premises Related Expenditure	11,859,090
Transport Related Expenditure	9,308,950
Supplies and Services	75,515,700
Transfer Payments	193,039,760
Recharge Expenses	4,041,080
Third Party Payments	132,073,040
Capital Items & Reserve Movements	1,155,060
Capital Financing Costs	10,863,000
Expenditure Total	533,054,820
Income	
Customer and Client Receipts	(37,422,140)
Government Grant Income	(249,062,400)
Interest Income	(6,647,500)
Other Grants Reimbursements and Contributions	(1,481,690)
Recharge Income	(33,822,380)
Other Income	(7,815,710)
Income Total	(336,251,820)
Grand Total	196,803,000

Appendix 1 Revenue Budget and MTFP Summaries

2019/20 Whole Council Medium Term Financial Plan

	2019/20 '£000	2020/21 '£000	2021/22 '£000	2022/23 '£000	2023/24 '£000
Previous Year's Net Budget	186,514	196,803	204,848	206,294	210,037
Move general grants from service budget to resourcing	6,823	0	0	0	0
Removal of prior year non-recurrent budget	(3,216)	(4,509)	(5,000)	0	0
Revised net budget	190,121	192,294	199,848	206,294	210,037
Service Pressures					
Staffing related cost pressure	4,958	3,454	3,455	2,581	2,590
Demographic pressures	9,961	296	453	400	400
Inflationary pressures	3,285	4,323	2,264	2,056	2,091
Reduction in other fees/charges/income	524	0	0	0	0
Grant reduction	743	2,553	798	19	19
Other service pressures	695	1,176	(287)	0	0
Total service pressures	20,166	11,802	6,682	5,056	5,100
Undelivered savings	796	0	0	0	0
Existing savings to be delivered by management	(1,275)	0	(200)	0	0
New savings to be delivered by management	(4,047)	(1,151)	31	(1,245)	22
New funding	(5,859)	1,968	0	0	0
Fees & charges	(719)	(18)	(18)	(19)	(19)
Vacancy factor	(2,380)	(48)	(49)	(50)	(51)
Total service reductions	(13,484)	751	(236)	(1,313)	(48)
Net budget increase/(decrease)	6,682	12,553	6,446	3,743	5,052
Proposed total budget for year	196,803	204,848	206,294	210,037	215,089

Appendix 1 Revenue Budget and MTFP Summaries

2019/20 Whole Council Medium Term Financial Plan

	2019/20	2020/21	2021/22	2022/23	2023/24
	'£000	'£000	'£000	'£000	'£000
Proposed total budget for year	196,803	204,848	206,294	210,037	215,089
<u>Resources</u> <i>(Assumes increase in Council Tax)</i>					
Revenue Support Grant	0	0	0	0	0
Business Rates baseline	(53,033)	(54,809)	(56,454)	(58,147)	(59,892)
Business Rates Top Up	(30,124)	(24,903)	(19,903)	(14,903)	(9,903)
Business Rates section 31 grant	(7,101)	(7,101)	(7,101)	(7,101)	(7,101)
Business Rates 100% retention pilot	(1,625)	0	0	0	0
Council Tax	(91,579)	(94,687)	(97,899)	(101,218)	(104,649)
Collection fund surplus	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)
New homes bonus	(1,541)	0	0	0	0
Use of reserves	(9,300)	(5,000)	0	0	0
Total resources	(196,803)	(189,000)	(183,857)	(183,870)	(184,045)
Previous year's (surplus)/deficit b/fwd	0	0	15,847	22,437	26,167
Current year (surplus)/deficit	0	15,847	6,590	3,730	4,877
Imbalance (surplus)/deficit cumulative	0	15,847	22,437	26,167	31,044

Appendix 1 Revenue Budget and MTFP Summaries

2019/20 Budget Movements by Directorate

	Adults £000	Children's - Social Care £000	Children's - Education	Population Health £000	Growth £000
Previous Year's Net Budget	40,559	43,763	5,567	16,506	7,846
Budget adjustments	52	(52)	0	2	0
Removal of prior years non-recurrent budget	0	(2,300)	0	(118)	(157)
Revised net budget	40,611	41,411	5,567	16,390	7,689
Service Pressures					
Staffing related cost pressure	1,161	0	293	0	0
Demographic pressures	217	9,300	338	0	0
Inflationary pressures	0	0	0	67	58
Reduction in other fees/charges/income	0	0	0	0	303
Grant reduction	23	0	0	0	0
Other service pressures	0	0	0	0	380
Total service pressures	1,401	9,300	631	67	741
Service Reductions					
Undelivered savings	213	0	0	0	533
Existing savings to be delivered by management	0	0	0	(225)	0
New savings to be delivered by management	(935)	0	(235)	(123)	(62)
New funding	(3,891)	(1,968)	0	0	0
Fees & charges	(294)	(7)	(13)	(0)	(147)
Vacancy factor	(559)	(633)	(43)	(27)	(76)
Total service reductions	(5,466)	(2,608)	(290)	(375)	248
Net budget increase/(decrease)	(4,065)	6,692	341	(308)	989
Proposed total budget for year	36,546	48,103	5,908	16,082	8,678

Appendix 1 Revenue Budget and MTFP Summaries

2019/20 Budget Movements by Directorate

	Operations & Neighbourhoods £000	Governance £000	Finance £000	Corporate £000	Total £000
Previous Year's Net Budget	50,333	8,813	4,553	8,574	186,514
Budget adjustments	0	(24)	22	6,823	6,823
Removal of prior years non-recurrent budget	(641)	0	0	0	(3,216)
Revised net budget	49,692	8,789	4,575	15,397	190,121
Service Pressures					
Staffing related cost pressure	0	416	0	3,088	4,958
Demographic pressures	0	0	0	106	9,961
Inflationary pressures	1,246	100	185	1,629	3,285
Reduction in other fees/charges/income	0	221	0	0	524
Grant reduction	0	106	0	614	743
Other service pressures	255	60	0	0	695
Total service pressures	1,501	903	185	5,437	20,166
Service Reductions					
Undelivered savings	0	0	50	0	796
Existing savings to be delivered by management	(350)	(600)	0	(100)	(1,275)
New savings to be delivered by management	(55)	(175)	(62)	(2,400)	(4,047)
New funding	0	0	0	0	(5,859)
Fees & charges	(253)	(3)	(2)	0	(719)
Vacancy factor	(559)	(347)	(128)	(7)	(2,380)
Total service reductions	(1,217)	(1,125)	(142)	(2,507)	(13,484)
Net budget increase/(decrease)	284	(222)	43	2,930	6,682
Proposed total budget for year	49,976	8,567	4,618	18,327	196,803

Budget Pressures and Growth

The Council continues to face significant cost pressures from demographic growth and increased costs. In addition, some of the savings identified in 2018/19 have proven too difficult to deliver which increases the budget pressures for 2019/20. The key cost pressures for 2019/20 are summarised below, with further analysis in the Directorate **Appendices 7 to 15**.

Pressures 2019/20	£000s
Service Pressures	
Staffing related costs	4,958
Demographic pressures	9,961
Inflationary pressures	3,285
Reduction in fees/charges/income	524
Grant reduction	743
Other service pressures	695
Total service pressures	20,166

£1.5m Operations & Neighbourhoods

Increase in the Waste Disposal Levy and costs including Winter Gritting, Street Cleansing, waste disposal, and flood prevention works.

£0.6m Education

Demand for Home School Transport and investment in Pupil Support Services.

£0.7m Growth

Investment in the Youth Employment Service and reduced rentals

£0.9m Governance

Investment to provide required capacity to support Children's Services. Reduction in Summons Fee income and increased capacity for appointeeship services.

£9.3m Children's Social Care

Despite significant additional investment in the service in 2018/19, Children's Social Care is currently forecasting to spend £6.7m in excess of approved budget. It had originally been envisaged that the additional investment could be withdrawn in part in 2019/20 but this is no longer considered realistic.

£5.4m Corporate

Provision for pay inflation, pension cost increases and impact of revised NJC pay structure from 1 April 2019.

£1.4m Adults

Demographic and demand pressures. Increased contract costs due to the national living wage.

Pressures 2019/20	£000s	Further Detail
Adults	1,401	<i>Appendix 7</i>
Children's - Social Care	9,300	<i>Appendix 8</i>
Children's - Education	631	<i>Appendix 9</i>
Population Health	67	<i>Appendix 10</i>
Growth	741	<i>Appendix 11</i>
Operations & Neighbourhoods	1,501	<i>Appendix 12</i>
Governance	903	<i>Appendix 13</i>
Finance	185	<i>Appendix 14</i>
Corporate	5,437	<i>Appendix 15</i>
Total	20,166	

Savings identified by Management

A robust process has been undertaken to identify areas for savings in 2019/20 and beyond. Proposed savings have been subject to review and challenge by finance, Senior Officers and Members and this review process will continue to monitor delivery of savings and identify new savings for future years. Savings to be delivered by services for 2019/20 are summarised below, with further detailed analysis of savings identified and included in the 2019/20 budget in the Directorate **Appendices 7 to 15**.

Directorate	Saving Forecast £000s				
	19/20	20/21	21/22	22/23	23/24
Adults	935	1,725	1,736	1,747	1,759
Children's - Social Care	0	0	0	0	0
Children's - Education	235	235	235	235	235
Finance & IT	62	102	112	112	112
Governance	175	280	75	75	75
Operations and Neighbourhoods	55	155	255	255	255
Growth	62	62	62	138	138
Population Health	123	449	449	449	515
Corporate Costs	636	636	636	636	636
Capital and Financing	1,764	1,554	1,607	2,765	2,665
Totals	4,047	5,198	5,167	6,412	6,390

£0.9m Adults

Savings include review of out of borough provision and expected savings from investment in in-borough provision, together with forecast savings from single handed care.

£1.7m Capital and Financing

Additional income of £1m from further investment in Manchester Airport. Additional investment income as a result of more proactive cashflow management and investment. Savings on forecast borrowing costs due to Capital Expenditure being financed from reserves rather than from borrowing.
















£0.6m Corporate Costs
















Reduced contributions to AGMA and GMCA, and savings on pensions increase act costs.

Appendix 3 Savings Proposals

Savings identified by Management

All savings for 2019/20 have been risk assessed and will be closely monitored during the year to ensure delivery.

Directorate	No. of Scheme	RAG Rating	Saving 19/20
Adults	1		125
	3		810
	1		0
	5		935
Childrens - Social Care	0		0
	0		0
	0		0
	0		0
Children's - Education	1		130
	2		105
	0		0
	3		235
Finance & IT	1		12
	3		50
	0		0
	4		62
Governance	0		0
	1		0
	2		175
	3		175

Directorate	No. of Scheme	RAG Rating	Saving 19/20
Operations and Neighbourhoods	2		55
	3		0
	5		0
	10		55
Growth	2		2
	3		30
	6		30
	11		62
Population Health	2		28
	0		0
	2		95
	4		123
Corporate Costs	3		461
	2		175
	0		0
	5		636
Capital and Financing	3		1,247
	3		517
	0		0
	6		1,764

Resourcing assumptions and future risks

2019/20 is the fourth and final year of a four year funding settlement for the Council. This four year settlement has provided the Council with some certainty over funding levels, but has nonetheless resulted in year on year funding reductions. The 2019/20 resourcing assumptions are based on the information included in the provisional 2019/20 Local Government Finance Settlement announced in December 2018. These figures will be confirmed in February 2019.

Additional sources of service specific grant income remain limited. Adult Services will receive additional Integrated Better Care Fund of just under £3.9m in 2019/20, and the October 2018 budget announced some additional one-off funding for Children's and Adults Services, and for highways. These additional grants are reflected in the service budgets for the respective areas. Both these additional funding sources are welcome but there is no guarantee of this additional funding beyond 2019/20. The total available resources before any increase in Council Tax are summarised in the table below.

Available Resources	Business Rates & Grants £000	Council Tax £000	New Homes Bonus Grant £000	Use of Reserves £000	Total £000
<u>February 2018 Budget Report:</u>					
Resources with 2.99% Council Tax Increase	(87,022)	(90,492)	(1,222)	(6,300)	(185,036)
Resources before any Council Tax Increase	(87,022)	(89,566)	(1,222)	(6,300)	(184,110)
<u>Changes since February 2018:</u>					
Business Rates Income, Top Up and Grants	(3,236)				(3,236)
Use of 100% retention benefit in 19/20	(1,625)				(1,625)
Growth in Council Tax Base and collection rate		0			0
Additional Council Tax Collection Fund Surplus		(1,000)			(1,000)
New Homes Bonus in excess of forecast			(319)		(319)
Additional Use of Reserves for Children's				(3,000)	(3,000)
Resourcing before Council Tax Increase	(91,883)	(90,566)	(1,541)	(9,300)	(193,290)

New Homes Bonus £1,541k

Changes were made to the New Homes Bonus grant two years ago, introducing a national baseline for housing growth and reducing the period over which the grant is paid to four years from 2018/19. These changes have reduced the amount of grant the Council receives. Prudent assumptions were included the MTFP for 2019/20 and the level of grant included in the budget for 2019/20 is taken from the provisional finance

Collection Fund Surplus £2,500k

As a billing authority, the Council is required to maintain a separate 'Collection Fund' for all transactions relating to income from business rates and Council Tax. The Collection Fund is currently in surplus due to Council Tax collection rates being better than originally forecast. Based on the current level of surplus, an amount of £2,500k is proposed as a contribution to budget resources over the next five years.

Business Rates, Top Up Grant and Business Rates Reliefs Reimbursement Grants £91,883k

The Council collects Business Rates for its area based on local rateable values provided by the Valuation Office Agency (VOA) multiplied by a uniform Business Rate set nationally by Central Government. The Council retains a proportion of the total collectible rates due. Since 2017/18, the Council has been part of the 100% retention pilot for Greater Manchester which means that the Council retains 99% of total collectible rates, with 1% distributed to the Greater Manchester Fire and Rescue Authority. The Council no longer receives any Revenue Support Grant or Public Health Grant as a result.

The Business Rates regime, includes a number of reliefs such as Small Business Rate Relief, Charitable Occupation Relief and a new Retail Discount Relief for 2019/20. Where mandatory reliefs are awarded by the Council, the loss in business rates revenues is reimbursed by Government through grant. The Council also receives a 'Top-Up Grant' for the difference between the level of business rates it is able to collect and the level that Government assesses the Council needs as part of the finance.

The total forecast income from Business Rates and related grants reflects the business rates baseline and top up grant figures in the provision local government finance settlement. The assumed benefit of the 100% retention pilot is based on the level of benefit in 2019/20 being similar to that experienced in 2018/19. Any Business Rates income in excess of forecasts will be taken to reserves for future investment. If Business Rates income falls below forecasts, the deficit in year will need to be repaid in 2020/21.

Council Tax

After taking account of budget pressures, additional income and savings identified for delivery in 2019/20, the total net budget requirement for the Council is £196,803k. Before any increase in Council tax levels, the resource available in 2019/20 is £193,290k, leaving a gap of £3,513k.

The current Government expects Council's to increase Council Tax year on year, and this assumption is built into the Local Government Finance Settlement. Prior to 2018/19, the Government has set a 'referendum limit' of 1.99% for general increases, but this was uplifted to 2.99% for 2018/19 and is proposed for 2019/20.

The Adult Social Care Precept was introduced in 2016/17. Over the period 2017/18 to 2019/20 the Council is able to implement a maximum increase of 6%. 3% was applied in 2017/18, 2% in 2018/19 with a further 1% available in 2019/20.

For 2018/19, Council Tax was increased by 4.99%, 2.99% being the general increase and 2% for the Adult Social Precept. The MTFP approved alongside the 2018/19 budget assumed that general Council Tax increases would continue at a minimum of 1.99%.

Before raising tax, the Council takes steps to ensure that Council Tax income and collection is maximised. A review of Single Person Discounts was undertaken in 2016 and another is planned for 2019. The Council is proactive in monitoring new build properties to ensure the forecast number of properties reflects expected increases during the year. There is a significant surplus on the Collection Fund relating to Council tax because collection rates have been better than previously assumed. This surplus will be released to support the budget over the next 4-5 years. In the context of these improved collection rates, the assumed rate of collection in 2019/20 has been increased and this is reflected in the resources available before Council Tax increases.

After reflecting additional income due to the increase in the base and improved collection rates, there remains a shortfall in resources, which can be closed with a 3.99% increase in Council Tax levels, 2.99% being the general increase and 1% Adult Social Care Precept.

Council Tax Requirement	2019/20
	Budget £000
2018/19 Base Budget	193,337
Budget Pressures and Growth	20,166
Additional Grant Income	(5,859)
Savings and additional income	(10,841)
Total Budget Requirement 2019/20	196,803
Resources Available before Council Tax Increase	(193,290)
Gap Before Council Tax Increase	3,513
Income from 3.99% Council tax Increase (2.99% general and 1% Social Care Precept)	(3,513)
Gap after Council Tax Increase	0

Appendix 5 Statement on Robustness of the Budget Estimates

Director of Finance (Section 151 Officer) Statement on Robustness of the Budget Estimates

The Council is required by law to set a balanced budget for the upcoming financial year. This balanced budget must be based on sound and sustainable assumptions about income and expenditure, the delivery of savings and use of reserves. Under Section 25 of the Local Government Act 2003, the section 151 officer is required to prepare a statement on the adequacy of the proposed financial reserves and the robustness of the budget estimates.

Use of reserves and the General Fund balance

Appendix 6 considers the reserves and balances of the Council and their anticipated use over the next three years. Previous Budgets have approved the use of reserves to fund one-off initiatives and investments in the revenue budget, and the 2019/20 budget proposes the use of £9,300k of further investment for service improvement in Children's Social Care Services. The budget does not propose the use of reserves to fund recurrent revenue expenditure as this is not sustainable. Whilst the level of balances held by the Council is forecast to reduce significantly over the next three years, this is a planned reduction and should still leave the Council with a level of reserves sufficient to cover future medium term risks.

Section 26 of the Local Government Act 2003, places a duty on the Section 151 Officer to ensure the Council has established a minimum level of reserves to be retained to cover any unforeseen demands that could not be reasonably defined within finalising the proposed budget. The Director of Finance is recommending a proposed minimum general fund balance of £28.2m from 1 April 2019, which is higher than in previous years, reflecting the increased risk profile facing the Council. Further information is set out in **Appendix 6**.

Monitoring and forecasting

The Council will continue to undertake regular and robust budget monitoring throughout the financial year. The monitoring will include specific assessment and monitoring of the delivery of planned savings, and regular review and updating of the MTFP to identify future financial risks at the earliest opportunity. Updated forecasts will be presented to the Executive Cabinet at regular points throughout the year.

The Council identified £3.1m of savings that were built into the 2018/19 budget, however current forecasts are that only £1.7m of these savings will be delivered by 31 March 2019. Further improvements have been made to the process for identification of savings to ensure the process is more robust and that risk assessment is completed for all savings in 2019/20 and beyond. Proposed savings have been subject to review and challenge by Finance, Senior Officers and Members and this review process will continue to monitor delivery of savings and identify new savings for future years.

Appendix 5 Statement on Robustness of the Budget Estimates

Risk Assessment

The proposals set out in this report will enable the Council to balance the 2019/20 budget, but there remain a number of significant risks which could impact on 2019/20 and future years.

- **Children's Social Care:** The financial pressures in this area are the single greatest risk facing currently facing the Council. Further detail is set out on page 3 of this appendix.
- **Education:** We are experiencing some growing pressures in Local Authority funded areas including Home to School Transport and Pupil Support Services. National trends in SEN provision indicate that these pressures may well increase in future years, resulting in further financial pressures. Further detail is set out on page 4 of this appendix.
- **Adults Services:** The Council continues to face significant demographic and other cost pressures which present a significant challenge for future years. The five year forecast plan includes costs pressures in excess of £18m for Adults Services and any notable variation in demographic forecasts and contractual assumptions could have significant financial implications for the Council.
- **Corporate Costs:** Included within inflationary pressures on page 6 is provision for forecast cost increases resulting from general pay inflation, pension cost increases and the impact of the new NJC pay scales from 1 April 2019. The precise implementation of the new NJC pay scales to the Tameside Council pay and grading structure has yet to be approved, and as such the provision for increased costs remains an estimate.
- **Highways risk management:** Changes to the highways risk management inspection regime, driven in part by a new national code and Greater Manchester Framework, has resulted in a significant increase in the number of highways inspections and consequently led to a significant increase in the number of defects identified and work required. The Council has previously approved significant Capital Investment in highways and additional grant funding has been made available in 2018/19 and 2019/20, however it is not clear whether increased levels of external funding will be sustained.
- **Fair Funding and Business Rates Reset:** Government have committed to a 'fair funding' review for Local Government resourcing for 2020 and beyond, which includes review of business rates, however timescales for the outcome of that review remain unclear. The Ministry of Housing, Communities and Local Government have stated that indicative figures will be available by 'mid-2019' however the quantum of funding available is yet to be determined by the Treasury. In the context of such a significant level of uncertainty over future funding levels, prudent assumptions have been made about further reductions to funding allocations in 2020/21 and future years. This lack of certainty makes planning beyond 2019/20 extremely difficult.

Appendix 5 Statement on Robustness of the Budget Estimates

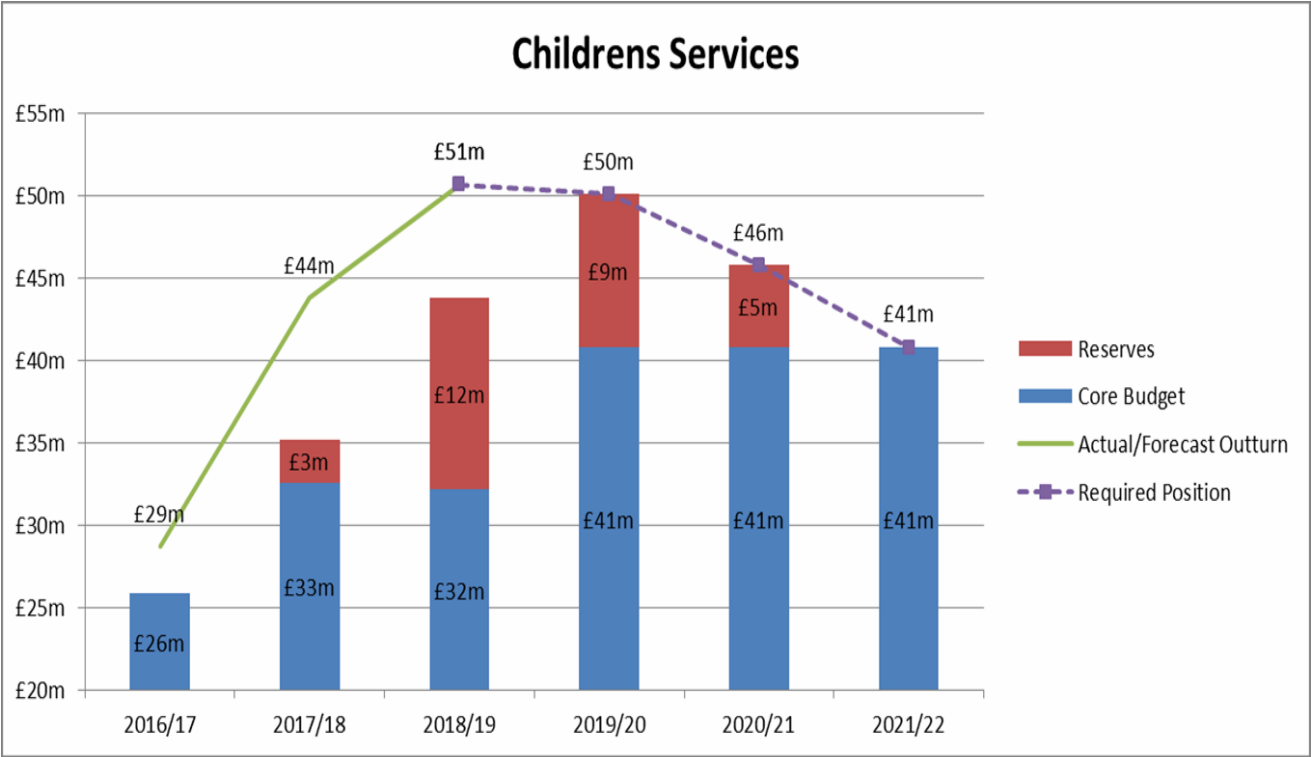
Children’s Social Care

The Council continues to experience extraordinary increases in demand for Children’s Social Care Services, placing significant pressures on staff and resources. The number of Looked after Children has continued to increase during 2018/19 from 612 at 31 March 2018 to 650 in January 2019. The number of Looked after Children in April 2016 was 435.

The Council has allocated significant additional investment to the directorate budget provision over recent years to support the necessary service improvements. Recurrent budget increases have been supplemented with £24m of additional one-off investment from reserves over the period 2017/18 to 2020/21 (£2.3m in 2017/18, £11.6m in 2018/9, £6.3m in 2019/20 and £3.8m in 2021/21). It is now proposed that an additional £6m of reserves is invested in Children’s Services over the two year period 2019/20 and 2020/21.

The significant cost pressures in Children’s services are driven primarily by the cost of placements for Looked After Children. The implementation and development of the Looked After Children Reduction Strategy is a key priority for the service which should improve outcomes for Children whilst also reducing financial pressures.

Whilst requesting additional investment from reserves, the medium term financial plan assumes that spending reductions can be achieved in Children’s Services in the medium term. Delivery within budget is essential to ensure the financial sustainability of the Council.



Appendix 5 Statement on Robustness of the Budget Estimates

Education

The Dedicated Schools Grant (DSG) provides ring fenced revenue funding for allocation to education providers, allocated in four blocks:

	2018/19	2019/20	Increase
Schools Block (includes Academies)	£159.018m	£162.369m	£3.351m
High Needs Block	£17.954m	£19.516m	£1.562m
Early Years Block	£16.267m	£16.270m	£0.003m
Central Schools Services Block	£0.897m	£0.926m	£0.029m
Total	£194.136m	£199.080m	£4.944m

Schools Block funding is allocated on a per pupil basis and has increased due to an increase in pupil numbers (342 additional pupils) and due to an increase in the funding per pupil from government. The increase in High Needs Funding is also due to an increase in the amount of funding from government (£708k), growth in pupil numbers (£304k) and an allocation of additional funding announced by Government in December 2018 (£517k).

High Needs Pressures:

The pressure on High Needs Block funding is currently estimated to be £1m, which is being funded from school funding reserves. Current pressures can be attributed to:

- The increasing high needs population such as special school places and resourced provision
- A significant increase in the number of EHCP's issued in 2017/18 compared to 2016/17 and anticipated further increases in 2018/19 requiring top up funding in mainstream schools.
- The SEND Reforms (Part Three of the Children and Families Act) place additional responsibilities and accountabilities on Local Authorities
- Increases in the number of Post 16 placements requiring top up funding

The funding pressures facing the Council are being replicated in local authorities across the country. Pressure on schools budgets, (stand still budgets, LA funding cuts), fundamental changes in education policy (Children's and Families Act) and increasing accountability are all impacting. These pressures in the high needs DSG budget impact on the Council budget, most notably this has caused significant service and financial pressures in our educational psychology and home to school transport services. These pressures are in excess of £1m. Although mitigating action is planned, it is anticipated that these pressures will continue at a similar level of pressure in 2019/20.

Appendix 5 Statement on Robustness of the Budget Estimates

Risk environment

The Council operates in an environment of increasing uncertainty and risk. Throughout the budget preparation process, the impact and likelihood of identified risks has been assessed, to ensure that assumptions are sound and sustainable, and that the level of reserves held by the Council is considered to be prudent and appropriate . As set out in appendix 6, the maintenance of reserves is essential to mitigate against an increasing risk profile.

Conclusion

In the light of the risk assessment and the details of the budget as set out in this report, which are based on the best information available at the time, and the strength of the Council's Internal Control Systems (validated by External and Internal Audit), it is the opinion of the Section 151 Officer as the Director of Finance that the budget estimates for 2019/20 are robust, and the level of reserves adequate.

This statement is in compliance with Section 25 of the Local Government Act 2003. This is not a guarantee that spending will be within every budget line but it is reasonable to believe that the expenditure can be contained within the overall resource envelope agreed by the Council.

Reserves Strategy

The requirement for financial reserves is acknowledged in statute. The Local Government Finance Act requires billing and precepting authorities in England and Wales to have regard to the level of reserves needed for meeting estimated future expenditure when calculating the budget requirement. Local authorities may also ' earmark ' specific parts of the General Fund reserve; these are referred to as Earmarked Reserves.

There are a range of safeguards in place that help to prevent local authorities over-committing themselves financially. These include:

- the balanced budget requirement: sections 31A, 42A of the Local Government Finance Act 1992, as amended;
- The Section 151 Officers' duty to report on robustness of estimates and adequacy of reserves (under section 25 of the Local Government Act 2003) when the authority is considering its budget requirement;
- the legislative requirement for each local authority to make arrangements for the proper administration of their financial affairs and that the proper officer (Director of Finance) has responsibility for the administration of those affairs section 151 of the Local Government Act 1972; and
- the requirements of the Prudential Code.

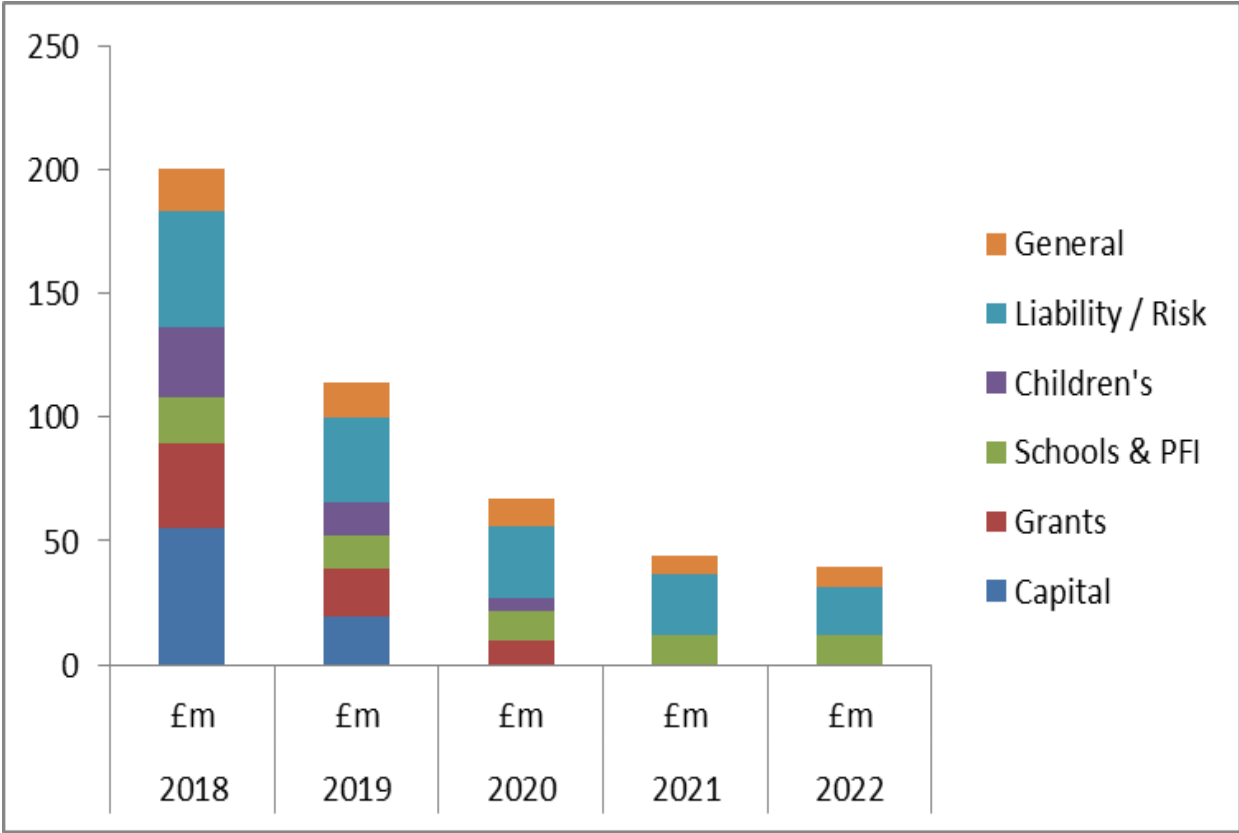
These requirements are reinforced by section 114 of the Local Government Finance Act 1988 which requires the Director of Finance in England and Wales to report to all the authority's councillors if there is or is likely to be unlawful expenditure or an unbalanced budget. This would include situations where reserves have become seriously depleted and it is forecast that the authority will not have the resources to meet its expenditure in a particular financial year.

Operating reserves and provisions are a vital element of prudent financial management arrangements for all councils, and may be held for a number of different purposes. They can be broadly categorised as three main types:

- A working balance which helps smooth cash flow operation and avoids the need to borrow temporarily (General Fund balances).
- A contingency to cushion the impact of future unexpected events and emergencies (an element within the base revenue budget or general reserves).
- A means of building up funds to meet expected future requirements or liabilities (earmarked reserves).

In addition, the Council maintains a number of technical accounting reserves (unusable reserves) which are required for the interaction of legislation and proper accounting practice. These reserves, which are generally not resource backed, cannot be used by the Council and are held for accounting purposes only.

Forecast use of reserves 2018 to 2022



The Council is in a strong financial position with regard to reserves which it has managed to accumulate over a period of time. However, whilst the Council's current level of reserves is strong, many of these are to meet known or expected liabilities and for planned investment. Council reserves are expected to fall below £50m by 2022. A substantial part of this reduction is due to planned Capital Investment which is to be funded from reserves to the value of £70m. The 2018/19 budget approved the planned use of £22.5m of reserves into Children's Social Care between 2017 and 2021, and a further £6m of investment is proposed in the 2019/20 and 2020/21.

Review of reserves

Recent changes to local authority funding have significantly increased the level of risk being managed by the Council. The Council is facing a number of significant budget pressures, risks and uncertainties, which combined with future funding uncertainty and general economic and political risk (including the potential impact of Brexit), means that the potential financial exposure of the Council continues to increase.

The Director of Finance has a fiduciary duty to local taxpayers, and must be satisfied that the decisions taken on balances and reserves represent proper stewardship of public funds. The level and utilisation of reserves will be determined formally by the Council, informed by the advice and judgement of the Director of Finance. To enable the Council to reach its decision, the Director of Finance should report the factors that influenced their judgement, and ensure that the advice given is recorded formally.

Section 26 of the Local Government Act 2003, places a duty on the Section 151 Officer to ensure the Council has established a minimum level of reserves to be retained to cover any unforeseen demands that could not be reasonably defined within finalising the proposed budget. The Director of Finance will therefore:

- include in annual the budget report to Council, a statement setting out the proposed minimum level of General Fund Balances to be maintained for the coming financial year; and
- undertake an annual review of the reserves alongside the preparation of the annual financial statements. The outcome of this review will be reported to Executive Cabinet alongside the revenue budget outturn. This annual review will provide a statement on the purpose and levels of reserves held, and make recommendations for any changes to the level or allocation of reserves.

Use of reserves

Revenue balances can be used to meet the cost of emergencies, unexpected events or un-budgeted statutory items. The Director of Finance can authorise this type of expenditure but must report it to Executive Cabinet at the earliest opportunity.

Revenue balances may also be used to supplement un-budgeted but necessary expenditure that could impact on service delivery if not incurred. The Director of Finance can authorise this expenditure after consultation with the Chief Executive/Executive Leader. The Director of Finance must also ensure that such expenditure would not have a detrimental effect on the overall finances of the Council, and must report it to Executive Cabinet at the earliest opportunity.

Appendix 6 Reserves Strategy

Categories of Reserve

Reserves can only be used for the purpose for which they were created. The Executive Cabinet can change the use of the earmarked reserve if it so wishes or move funds between reserves, providing this is not contrary to proper accounting practice. The Director of Finance will make recommendations to Executive Cabinet as part of the annual review of reserves. It is intended that reserves are categorised into one of the following, to aid understanding and decision making for reserves:

Category	Description	Approval Required to spend
Accounting reserves	This will include two sub categories: 1) Unusable reserves - those reserves required by proper accounting practice that are not resource backed. 2) General Accounting Reserves - reserves established as good accounting practice for specific accounting purposes (such as the PFI smoothing reserves and Leasing reserves)	Director of Finance
Grants and Contributions	Reserves to hold unspent grants and contributions received from external sources.	1) For the purposes intended by the original contribution - Director of Finance 2) For an alternative purpose - Executive Cabinet
Liabilities and Risk	Reserves held to mitigate against known and anticipated liabilities and risks. This will include for example self insurance reserves.	Director of Finance
Capital Reserves	Capital Receipts, Capital Grants and Reserves earmarked for capital purposes. These reserves are used to finance the capital programme.	Director of Finance
Schools Reserves	Reserves for Schools and Education expenditure, including the ring fenced schools balances.	Director of Finance
Budget Resilience Reserves	Reserves held for planned revenue investment in services, for example reserves set aside for planned investment in Children's Services, and to provide resilience for specific services not covered by general fund balances such as the waste levy reserve.	Executive Cabinet
Strategic Priorities Reserves	Reserves held for planned or intended investment in Strategic Priorities. This will include reserves such as the Care Together Reserve.	Executive Cabinet

Minimum level of general fund balances

In previous years, the Director of Finance has recommended a minimum level of general fund balances at around 3% of the Council's gross annual spend. However, over time the risks facing organisations change and as such a more proactive risk based approach is required when setting a minimum level of reserves.

For 2019/20, in the context of the increasing pressures and risks facing the Council and Local Government in general, an analysis of financial risks has been undertaken to establish the required minimum level of general fund balances that should be established going forward. The analysis is set out on the following page.

The Director of Finance is recommending a proposed minimum general fund balance of £28.2m from 1 April 2019. The proposed minimum level of balances required is now higher than in previous years, reflecting the increased risk profile facing the Council. It is recommended that this increase in the general fund balance is funded by a transfer from the Medium Term Financial Strategy Reserve.

Appendix 6 Reserves Strategy

Risk assessed minimum level of general fund balances

Risk	£000s	Basis of Assessment
<u>Inflation</u>		
General Pay Awards exceed assumed increase	952	1% of Employee Costs
General price inflation exceeds current forecasts	967	1% of Budget for Premises, Transport, Supplies and Services
<u>Savings and Pressures</u>		
Non-delivery of savings identified for coming year	2,025	20% of savings target for 2019/20
Service specific pressures/investments exceed cost estimates	809	5% of Pressures identified for 19/20
<u>Service Demand / Demographics</u>		
Forecast Demand and Demographics exceed current forecasts:		
Children's Services	4,896	10% of Children's Services net budget
Adult's Services	1,878	5% of Adult's net budget
<u>Income</u>		
Income forecasts fall short of current forecasts by 5%	2,336	5% of Budgeted Income
Unexpected reductions to Government Grant Income	4,981	2% of Government Grant Income
Unexpected decline in Business Rates Income	300	5% of Gap between forecast rates and safety net
<u>Reactive / responsive scenarios</u>		
Impact of major disaster or emergency	3,000	Director of Finance Assessment
<u>Capital</u>		
Capital Receipts not realised or delayed	1,850	5% of current forecast capital receipts
Capital Financing Costs exceed current estimates	241	2.5% of Capital Financing Budget
Capital Project delivery / Supply Chain Risk / costs exceed contingencies	3,968	2.5% of Total Capital Programme
Total Minimum General Fund Balance Required	28,203	

Budget Proposals 2019/20

Service Area	Revenue Budget £
Adults Senior Management	441,640
Improved Better Care Fund	275,150
Urgent Integrated Care	3,311,630
Joint Commissioning & Performance Management	835,680
Long Term Support	29,513,360
Mental Health	3,190,880
Grand Total	37,568,340

Purpose of the Directorate:

To ensure compliance with statutory duties as detailed in the Care Act 2014 and to ensure individuals are safeguarded, and live great lives. The Directorate are responsible for delivering services within the available budget and for exploring opportunities to transform services to improve outcomes and efficiency.

Vision and key priorities:

To enable and empower people to improve or maintain their well-being and live at home as independently as possible, as part of their local neighbourhood, for as long as possible:

- **The right person:** people who need support are identified and prioritised
- **The right time:** to maximise independence, increase resilience and prevent things getting worse
- **The right place:** at home wherever possible, in the community or in a specialist setting – according to need and what is most cost-effective
- **The right support:** just enough to keep people safe and prevent, reduce or delay the need for long term help, delivered by the right people with the right skills
- **The right partner:** working more effectively with individuals, their friends and families and in partnership with other organisations – to achieve more joined-up and cost-effective support.

The essence of ASC services is to support individuals and families to live fulfilled lives with great outcomes in their local neighbourhoods, and as such the services work to support all the Corporate Priorities

Statutory or legislative obligations:

- Care Act 2014
- Mental Health Act 1983
- Mental Capacity Act 2005
- Housing Grants, Construction and Regeneration Act 1996 - Disabled Facilities Grant Regulations
- Health and Social Care Act 2008 (Regulated Activities) Regulations 2014 – Provision of regulated services.

Services Delivered

Adult Services provides a wide variety of functions and services including assessment and care management, direct provision of services and a commissioning and contract monitoring function. The service employs approximately 570 staff to deliver these services.

Approximately 70% of all direct provision services are commissioned in the independent sector – this includes residential and nursing care, home care services, 24 supported accommodation services for people with learning disabilities and extra care housing. Services are delivered for older people, people with learning disabilities, mental health issues and physical disabilities.

Achievements and Successes 2018/19:

- Reablement and Shared Lives services were rated as 'Good' by CQC.
- Services continued to support people to live independently in their own homes.
- The first phases of the new Support at Home model were implemented and have already started to see good outcomes for people.
- Improved quality across local residential and nursing homes as recognised by CQC inspections
- An increase in the number of people with learning disabilities in paid employment.
- A reduction in the number of younger people being placed in out of area residential placements
- Services were delivered within the allocated budget, though this was supported with additional funding via iBCF
- The allocation of winter pressures funding has been undertaken in collaboration with the whole system i.e. ICFT and voluntary and community sector

How is the service performing?

- At the end of 2018 Adult Services were supporting 2,844 service users to remain in their own homes with some individuals receiving more than one type of service - 4,706 services provided.
- Early help prevention based services are supporting 6,502 people outside the social care system: CRS - 2,765, grant funded services -1,848, Health and Wellbeing services - 934 and new IUCT users who are signposted to low level services - 955.
- 91.4% of people completing Reablement leave the service with either no package or a reduced package of care; an increase of 5% points on the previous year.
- Improvements were made in all of the seven national indicators that measure social care user's experience and satisfaction with our services. Overall satisfaction of the care and support received by service users improved by 4% points to 64% narrowing the gap to 1% point with the England average.
- Significant improvement has been made in supporting adults with learning disabilities into paid employment (6.8%) and is now above the England average (6%).

Appendix 7 Director of Adults Budget Proposals

What are the key challenges and priorities for 2019/20 and beyond?

- To continue to support people to live independently in their own homes with the appropriate advice, guidance and support.
- Continue to deliver service improvements to support people to remain at home.
- To develop the neighbourhood offer, with all partners, to ensure there are appropriate services for people to live within the borough.
- The development of the local offer to carers.
- An effective transition offer to ensure a smooth transition from Children's to ASC.
- A smooth transaction of identified services into the ICFT.
- Continue to improve the quality of in house and commissioned services.

What does the service need to do to deliver the corporate priorities?

- A service offer that works consistently and positively with all key stakeholders and partners
- A good understanding of how best to develop and support resilience with the people we support to create a sustainable and self-managing population.
- A resilient and well-trained and motivated workforce across the whole system.
- Responsive and resilient services that are funded to deliver key services
- A vibrant VCS to meet people's needs and minimising the need for formal services

2019/20 Budget Analysis	Revenue Budget £
Expenditure	
Employees	20,610,260
Premises Related Expenditure	1,298,600
Transport Related Expenditure	962,600
Supplies and Services	4,736,230
Transfer Payments	91,000
Recharge Expenses	373,360
Third Party Payments	55,607,960
Expenditure Total	83,680,010
Income	
Recharge Income	(463,140)
Customer and Client Receipts	(14,744,990)
Government Grant Income	(24,574,770)
Other Grants Reimbursements and Contributions	(1,038,760)
Other Income	(5,290,010)
Income Total	(46,111,670)
Grand Total	37,568,340

How will the service deliver national priorities or requirements?

- Continue to develop integrated approaches across the whole system to ensure people are supported to live at home
- Understand priorities to ensure services are aligned and contribute to delivery.
- Develop the local workforce to deliver priorities
- Ensure performance is reviewed as part of core management function (AMT) and take prompt action where performance not delivering.

Appendix 7 Director of Adults Budget Proposals

What changes are needed to deliver national and local priorities?

- Need to develop the local offer to carers.
- Develop the strategic approach to ensuring appropriate local services are available to support people to remain living locally and not move to out of borough residential placements.

How will the service measure success?

- Increase in the number of people living at home without formal social care services.
- Decrease in the number of residential and nursing care placements
- Increase in the number of people with LD in paid employment
- Increase in the number of people using CRS, leading to reduction in number of A&E attendances.
- Increase in the number of people accessing social prescribing and engaged with assets in the their neighbourhoods
- Increase in the number of people accepting a Direct Payment
- Increase in people reporting that they have a good quality of life and feel in control of seceding how they achieve their outcomes.

What challenges and risks is the service facing?

- Seamless delivery of services for local population following transaction of some services into the ICFT.
- Inability to meet the needs of the local population within the identified financial envelope.
- In 2020-21 the iBCF and GM Transformation funding will cease which will leave a significant finance gap in the budget.
- Demographic pressures already known through transition work with Children's Services will place significant financial pressures on ASC – in the next 5 years it is predicted that approximately 6 young people with complex needs will be transitioning through to Adult Services and require a service.
- In 2017 there were approximately 39,600 people aged 65+ living in Tameside. By 2025, the 65+ population is estimated to grow to approximately 45,600 (a 15% increase). Healthy life expectancy for males in Tameside is 58.1 years and for females is 57.6 years; both lower than the England average.

Savings

Scheme name	Details	Savings Forecast £000s					RAG rating
		19/20	20/21	21/22	22/23	23/24	
Out of borough learning disability placements	Review the number of people with a learning disability residing in expensive Out of Borough residential placements.	125	125	125	125	125	Green
Oxford Park	Avoid increased out of borough placements and assist in building internal capacity for individuals	79	267	278	289	301	Amber
Review of residential placements	Consider people who have been placed in residential placements in the past 12 months, and plan for young moving into Adult Services and requiring long term intensive support	191	254	254	254	254	Amber
Single Handed Care	Reducing the instances of double up staffing in order to undertake safe manual handling activities associated with the provision of care and support	540	1,079	1,079	1,079	1,079	Amber
Totals		935	1,725	1,736	1,747	1,759	

Appendix 7 Director of Adults Budget Proposals

Pressures

Pressures	Details	Pressures Forecast £000s				
		19/20	20/21	21/22	22/23	23/24
National Living Wage	Independent Sector Contracts - Impact of National Living Wage	990	2,380	3,631	3,732	3,835
External Contracts	External contracts - Non NLW elements	171	338	509	684	863
Foundation Living Wage	Impact of Foundation Living Wage - Care Homes & Supported Accommodation Independent Sector Contracts	0	1,837	3,773	6,000	8,227
Children's Social Care	Transitions from Children's Social Care	217	513	966	1,366	1,766
Costs of New Services	Recurrent investment costs of new services funded by transformation monies until 19-20	0	702	1,429	1,429	1,429
New Homecare Model	New Homecare model funded by transformation monies until 19-20	0	1,830	1,882	1,882	1,882
Independent Living Fund	Independent Living Fund grant reductions	23	44	63	82	101
Totals		1,401	7,644	12,253	15,175	18,103

Budget Proposals 2019/20

Service Area	Revenue Budget £
Assistant Executive Director - Children's	(1,609,520)
Early Intervention & Youth Justice	2,907,190
Looked After Children	5,164,960
Specialist Services	32,219,250
Childrens Safeguarding	2,122,580
Child Protection & Children In Need	8,156,560
Grand Total	48,961,020

Purpose of the Directorate:

The purpose and key functions for which the Directorate is responsible are set out in section 18(2) of the Children Act 2004. This includes (but is not limited to) responsibility for children and young people receiving education or children's social care services and all children looked after by the local authority or in custody.

The Directorate is responsible for securing the provision of services which address the needs of all children and young people, including the most disadvantaged and vulnerable, and their families and carers. The Directorate is responsible for the performance of local authority functions relating to the education and social care of children and young people

The Directorate has a responsibility to -

- work with partners to promote prevention and early intervention and offer early help so that emerging problems are dealt with before they become more serious.
- promote effective and caring corporate parents for looked after children, with key roles in improving their educational attainment, providing stable and high quality placements and proper planning for when they leave care;
- providing services for children involved in the youth justice system (including those leaving custody), secure the provision of education for young people in custody and ensure that safeguarding responsibilities are effectively carried out.
- understand local need and secure provision of services taking account of the benefits of prevention and early intervention and the importance of co- operating with other agencies to offer early help to children, young people and families.

The Directorates activities are underpinned by and contributes towards the Corporate priorities, specifically Starting Well, Living Well, Place Based Services and a Vibrant Economy.

Appendix 8 Director of Children's Services – Children's Social Care

Services provided include -

- Out of hours emergency support
- A multi-agency "front door" access point
- Statutory assessments of need
- Assessment, planning, intervention and review for children in need, child protection and looked after children including care leaver.
- A range of early help assessment and support.
- Youth Offending services
- One of three key partners in local safeguarding arrangements

Performance of the Children's social Care services Directorate is currently judged as inadequate by the regulator. Since this judgement in November 2016, slow but notable improvements have been made, but whilst much more of our activity is now judged to be requires improvement or good, there remains significant inconsistency .

Spend Analysis	Revenue Budget £
Expenditure	
Employees	21,559,740
Premises Related Expenditure	361,980
Transport Related Expenditure	399,750
Supplies and Services	2,384,060
Transfer Payments	441,790
Recharge Expenses	23,030
Capital Items & Reserve Movements	-399,840
Third Party Payments	29,059,570
Expenditure Total	53,830,080
Income	
Recharge Income	(926,100)
Customer and Client Receipts	(245,270)
Government Grant Income	(3,340,310)
Other Income	(357,380)
Income Total	(4,869,060)
Grand Total	48,961,020

Achievements and successes in 2018/19:

Performance through 2018/19 has been on a slow, but the upward trajectory of many key indicators showing a positive direction of travel, including a reduction in referrals for statutory services, reduced numbers of children's subject to a child protection intervention/ plan, or requiring statutory support as a Child in Need.

A new operating mode – Signs of Safety - has been successfully launched and significant progress has been made in developing a locality based early help offer.

Key priorities for 2019/20 and future years

At this stage in our improvement, our primary challenges lie in workforce issues and ensuring we have the right staff to drive delivery for us. In particular, we face both long term challenges over Social Worker and first line manager recruitment and retention, and a more recent acute shortage of locum Social Workers across the region. Recruitment and retention of a stable workforce therefore remains a key priority for 2019/20

Tameside is now at a key juncture in our improvement journey and as we are now getting the basics right most of the time, we are able to add to the focus upon core compliance, a focus upon effective relationship based practice, but there remains a way to go to embed this consistently across the service. Careful planning is now being realised through implementation of a Tameside Model of Practice ("Heart of Practice") centered upon Signs of Safety as the core practice framework, which is being rolled out through a set of stepped development programs for frontline practitioners, supervisors and senior managers. Fully embedding this approach is a priority for 2019/20

Our quality audits show that whilst the large majority of casework meets standards that are either Requires Improvement or Good, some casework remains Inadequate, although a relentless focus upon driving up standards does mean that this is reducing, this remains a priority for 2019/20

We can now also drive for improvement in the specific areas of practice that remain weak, in particular the rigor with which children's current needs are assessed and understood, although we have seen a more recent improvement in this area, our plans and the quality and effectiveness of supervision

Work is progressing on the implementation of a MASH incorporated within an overarching and locality based operational model spanning Early Help and Social Care, which has the aim of protect and safeguard the most vulnerable children from harm, neglect and abuse by taking a more holistic view of the needs and situation of those most vulnerable, and we would anticipate fully embedding this in 2019/20

The number of Looked After Children remains high and this a priority for 2019/20 to ensure that only those children who need to enter care and that once in care plans for permanency are both agreed and implemented in good time.

Appendix 8 Director of Children's Services – Children's Social Care

Pressures

Pressures	Details	Pressures Forecast £000s				
		19/20	20/21	21/22	22/23	23/24
Placement costs	Additional recurrent investment in childrens social care to reflect the higher level of looked after children placed by Tameside.	6,300	6,300	6,300	6,300	6,300
Placement costs	Additional one-off investment in childrens social care to reflect the higher level of looked after children placed by Tameside over the next two years.	3,000	3,000	0	0	0
	Totals	9,300	9,300	6,300	6,300	6,300

Budget Proposals 2019/20

Service Area	Revenue Budget £
Access & Inclusion	2,501,500
Assistant Executive Director - Education	168,340
Schools Centrally Managed - DSG Funded	3,000
School Performance and Standards	246,360
Pupil Support Services	1,284,360
Schools Centrally Managed	1,844,180
Grand Total	6,047,740

Purpose of the Directorate:

The Education Service has a strategic leadership responsibility for the Starting Well priority. In addition improved learning outcomes are vital to all subsequent corporate priorities notably Living Well, Ageing Well and Vibrant Economy.

Service Objectives and Services Provided:

Our Education Service has following key functions:

- Early Years – to ensure sufficient provision is available and that the quality is either good or outstanding
- School Improvement – to ensure that all education provision is either good or outstanding
- Place Planning & Admissions – to ensure we have sufficient school places and that children all have fair access to our schools
- Special Educational Needs – to ensure that all children's needs are accurately assessed at the first opportunity and they receive education provision that meets their needs and helps them to achieve their potential
- Alternative Provision– to deliver provision for children who are too ill to attend school and those who have been permanently excluded from school
- Virtual School – to fulfil our corporate parenting responsibility for children in care
- Specialist Services – to manage resources, governor services, school attendance service, elective home education, children missing education, music service

The statutory functions for which the Directorate is responsible are set out in paragraph 91 of Schools Revenue Funding 2017 to 2018. As outlined in the Schools Strategy the Council is committed delivering more assertive and systematic leadership in order to deliver these key functions. To do this well we will be a credible, effective and responsive partner for schools and central government and have an effective and engaged relationship with all our schools. Our success is dependent on mutual co-operation.

Achievements and successes in 2018/19

- Improved service capacity and the stability of our workforce.
- Re-established key partnerships with school leaders and key external partners.
- Brought heightened rigour, structure and systematic analysis to our school improvement function
- Increase in proportions of pupils at the expected standard at KS1 and KS2.
- Increase in the proportions of pupils achieving strong passes in English and maths at KS4.
- A big increase in the number of pupils attending good or outstanding secondary schools
- Increase in EET and Participation rates.
- EHC plans maintained by Tameside is 1339 , 977 in 2017 and 828 in 2016.
- The volume of plans completed in the 2018 calendar year was 343, (2017 -166) (2016- 76.)
- 88% of young people were placed in their 1st choice secondary school. 98% of young people were placed in one of their preferences.
- 86% of children were placed in their 1st choice primary school. 96% were placed in one of their preferences.
- 85% of 2 year olds are benefitting from universal funded early education places – up from 73% in 2016.
- 98% of 3 and 4 year olds are benefitting from universal funded early education places

We have outperformed the England average for children receiving their first preference school for Reception and Year 7 allocations

Appendix 9 Director of Children's Services - Education

Key priorities for 2019/20 and future years

Although, outcomes for children have improved over time, school performance is still below the national average for many key measures and too many Education Health and Care Plans are completed out of time:

- As in 2017, 66% of pupils achieved a good level of development at EYFS – a figure that has risen by 3% since 2016.
- Phonics outcomes remained below national as 79% are working at the expected standard in year 1 – this has increased by 2% since 2016.
- Key stage 1 outcomes in reading (70%), writing (67%) and maths (70%) have increased in 2018 but remain 3% below national averages.
- The rate of completed plans (including exceptions) within 20 weeks has increased but only very marginally (from 21% to 23%)
- The mean number of weeks it takes for an EHCP to be completed is 25.86, though the mode number of weeks is 19.

An acceleration in improvement is required. To this end the service has four key policy priorities:

- Reading
- SEN Support
- Attendance
- Progression to adulthood

And four improvement priorities:

- Early Years - improving the school readiness of Tameside Children.
- Improving outcomes for disadvantaged pupils
- Improving outcomes for boys.
- Improving the timeliness of statutory SEND assessment

Spend Analysis	Revenue Budget £
Expenditure	
Employees	7,650,030
Premises Related Expenditure	99,310
Transport Related Expenditure	1,903,240
Supplies and Services	1,353,690
Third Party Payments	10,492,630
Transfer Payments	2,071,070
Recharge Expenses	327,220
Capital Items & Reserve Movements	(129,210)
Expenditure Total	23,767,980
Income	
Recharge Income	(1,300,030)
Customer and Client Receipts	(554,210)
Government Grant Income	(15,866,000)
Income Total	(17,720,240)
Grand Total	6,047,740

Savings

Scheme name	Details	Savings Forecast £000s					RAG rating
		19/20	20/21	21/22	22/23	23/24	
Traded Services to Tameside schools and academies	Additional traded income to be achieved by liaising closer with schools	5	5	5	5	5	Amber
Teachers Pension	Reduced expenditure due to decreasing number of pension claimants	130	130	130	130	130	Green
Central DSG grant	Reduced core expenditure as allocation of Central Dedicated Schools Grant against core funded budgets for statutory work carried out.	100	100	100	100	100	Amber
Totals		235	235	235	235	235	

Pressures

Pressure	Details	Pressure Forecast £000s				
		19/20	20/21	21/22	22/23	23/24
Home to School Transport	The number of pupils being assessed as eligible for support with home to school transport has increased significantly over the last few years. This has mirrored an increase in pupils supported with an Education Health and Care Plan	338	338	338	338	338
Education Psychology Service	Tameside were approached by Salford EPS to enter into a partnership arrangements. This arrangement is creating pressure because the budget has been cut and does not reflect the cost of this partnership.	293	293	293	293	293
Totals		631	631	631	631	631

Budget Proposals 2019/20

Service Area	Revenue Budget £
Public Health	16,094,330
Grand Total	16,094,330

Purpose of the Directorate:

Population health is an approach to health that aims to improve the health of the entire population and to reduce health inequities among population groups. In order to reach these objectives, it looks at and acts upon the broad range of factors and conditions that have a strong influence on our health.

Service Objectives and Services Provided:

Population health signals a change in the way health care is accessed, provided and utilized — a move away from reactive responses to an individual's health needs. The concept marks a fundamental shift towards outcomes-based, proactive approaches to a given population with attention directed toward larger, socially grouped needs and prevention efforts while reducing disparity and variation in care delivery

The Council has a duty to take such steps as it considers appropriate for improving the health of the people in its area. The public health grant is provided to discharge population health responsibilities that are summarised as:

- Improve significantly the health and wellbeing of local populations;
- Carry out health protection and health improvement functions delegated from the Secretary of State ;
- Reduce health inequalities across the life-course, including within hard to reach groups
- Ensure the provision of population healthcare advice.

In addition to services commissioned via the public health budget the Directorate has responsibility for the commissioning and management of the Active Tameside management agreement and capital programme, and public health leadership for Starting Well and Early Years provision across the Borough delivering priority objectives as set out in the Corporate Plan

Appendix 10 Director of Population Health Budget Proposals

Achievements and successes in 2018/19:

- Agreed business cases for Public Health Investment Fund to include support for children and families, long term conditions and mental health
- Support and implementation of Early Help integrated neighbourhood model
- The development, launch and implementation of a new Sex and Relationships Curriculum for Tameside Schools in preparation for statutory duties come September 2019.
- Transformation funding secured for Babyclear, smokefree pregnancy and reducing Alcohol Exposed pregnancies
- Smoking prevalence reduced from 22.1% to 17.6%
- Creation of a Food Strategy group to drive food system transformation work
- Sexual health service launched new digital offer, review of Emergency Hormonal Contraception and participation in GM HIVE to eradicate new cases of HIV in a generation
- Age-Friendly Tameside programme developed including 'take a seat' project.
- Secured funding from Sport England and bid to Design Council to co-design a local plan.

Spend Analysis	Revenue Budget £
Expenditure	
Employees	883,680
Premises Related Expenditure	28,000
Transport Related Expenditure	1,500
Supplies and Services	12,804,220
Transfer Payments	10,000
Recharge Expenses	887,250
Third Party Payments	1,561,120
Expenditure Total	16,175,770
Income	
Customer and Client Receipts	(45,720)
Other Income	(35,720)
Income Total	(81,440)
Grand Total	16,094,330

Key priorities for 2019/20 and future years:

- Development of system wide approach to early intervention, prevention and improved physical and mental wellbeing in our neighbourhoods addressing the wider determinants of health.
- Supporting and delivering the strategy and vision of life course priorities -Starting Well, Living Well and Ageing Well
- Review and transformation programme on substance misuse
- Delivery of scaled up approach to Making Smoking History for our residents – including the implementation of CURE programme
- Delivery and support of healthy policies including Clean Air and active travel
- Local Plan to increase Physical Activity via Sport England funding and Active Alliance
- Develop a healthy and sustainable food strategy and partnership action plan
- Implementation of new strategy for Emergency Hormonal contraception; HIV eradication (HIVE); and develop a neighbourhood model to increase Long Acting Reversible Contraception access

Appendix 10 Director of Population Health Budget Proposals

Savings

Scheme name	Details	Savings Forecast £000s					RAG rating
		19/20	20/21	21/22	22/23	23/24	
Drug and Alcohol Services (CGL)	A ten year contract was commissioned in 2015 initially with Lifeline but novated to Change Grow Live (CGL) in May 2017. Terms of the contract include a phased contract reduction	0	0	0	0	66	Green
Prescribing	Reduction in prescribing costs	28	28	28	28	28	Green
Active Tameside management fee	Reduction to the Active Tameside management fee	95	421	421	421	421	Red
Totals		123	449	449	449	515	

Pressures

Pressures	Details	Pressures Forecast £000s				
		19/20	20/21	21/22	22/23	23/24
Part Year Savings	Pressure for part year savings	67	67	134	134	168
Totals		67	67	134	134	168

Budget Proposals 2019/20

Service Objectives and Services Provided:

The following services form the Growth Directorate and have significant impact on the borough and its residents.

- **ESTATES** - Manage the Property Investment Portfolio; Delivery of the agreed Estates Strategy; Manage a Rent roll of c£1.4m; Acquisitions and disposals of land and buildings; Community Buildings strategy; and Special Projects e.g. Vision Tameside/Ashton Interchange. Also to support the delivery of public sector land and property rationalisation, health / council service integration and delivery of integrated health hubs
- **DEVELOPMENT AND INVESTMENT** – Capital Projects including Vision Tameside Phase 2, Education Capital Projects, Leisure Investment, Ashton Town Hall Redevelopment, Ashton Town Centre Streetscape (Public Realm); Economic Growth including marketing & promotion, Business Growth, Inward Investment, Major Town and Retail Centres, Major Regeneration Projects; and Housing Growth including strategic housing, housing market intelligence, Empty Property Strategy, Refugees and Asylum, and Godley Green Garden Village.
- **EMPLOYMENT AND SKILLS** - Deliver bespoke projects in partnership to support residents into employment; Deliver Working Well Pilot/Expansion/Work and Health Programme to 4000 residents; Design and implement the Greater Manchester Working Well Early Help Pilot with Hyde GPs; Provide careers information, advice, education and guidance and intervene as appropriate to reduce young people Not in Education, Employment and Training; Provide key worker support to adults with disabilities and health conditions through Routes to Work; Provide Adult Community Education to residents 19+ including English, maths, ICT and employability courses.

Service Area	Revenue Budget £
School Catering	3,970
Corporate Landlord	6,359,930
Development Growth & Investment Management	(26,400)
Employment & Skills	1,248,610
Investment & Development	808,300
Planning	193,440
Strategic Infrastructure	461,370
Environmental Development	384,830
Estates	(609,570)
BSF, PFI & Programme Delivery	10
Grand Total	8,824,490

Appendix 11 Director of Growth Budget Proposals

Spend Analysis	Revenue Budget £
Expenditure	
Employees	4,646,980
Premises Related Expenditure	6,452,250
Transport Related Expenditure	32,140
Supplies and Services	31,003,670
Third Party Payments	271,180
Transfer Payments	221,320
Recharge Expenses	108,600
Capital Items & Reserve Movements	1,071,920
Expenditure Total	43,808,060
Income	
Recharge Income	(14,032,150)
Customer and Client Receipts	(5,867,070)
Government Grant Income	(15,084,350)
Income Total	(34,983,570)
Grand Total	8,824,490

- **STRATEGIC INFRASTRUCTURE** – Transport including working closely with GMCA and TfGM in shaping Policy and Strategy, Partner in delivering major projects within the Borough, New Tameside (Ashton-under-Lyne) transport interchange, TransPennine Upgrade initiatives, Working with the development of the Greater Manchester Spatial Framework, and Capital programme monitoring of Tameside led externally funded project initiatives; Housing including housing adaptations initiatives for residents across Tameside in order to maintain independent living within the home, work with partners including Occupational Therapists, Social landlords and others in the delivery of housing adaptations within a property, and work closely with partnership organisations including Foundations (appointed by MHCLG) in the development of Tameside's housing adaptation initiatives.
- **ENVIRONMENTAL DEVELOPMENT** – Including Property Management of the Councils operational estate, acting as Corporate Landlord and managing the various external contracts which supports this operation, and Sustainability, managing the councils responsibilities in regard to carbon reduction , sustainability and utility management.
- **PLANNING** – Including Development Management, Planning Policy, Building Control and Land Charges.

Appendix 11 Director of Growth Budget Proposals

Achievements and successes in 2018/19

- Negotiating with the Ministry of Justice to secure land for the development of the Tameside Interchange
- Designing and negotiating with TfGM and Partners for the bus re-routing plans to enable the Public Realm work to progress around Vision Tameside
- Continuing to assist Highways England with plans for the Mottram Bypass
- Adult Community Education built on the Ofsted 'good' judgement of the service in February 2018 by recording improvements in outcomes for the first time in 3 years, addressing a decline and seeing excellent performance in English and maths.
- Tameside celebrated 300 job starts on the Working Well family of programmes since their launch in 2014, Working Well works with some of our most vulnerable residents with health problems acting as barriers to work.
- Creating a stronger Planning Service significantly improving performance and response times on planning applications
- Working with colleagues to substantially reduce the Greenbelt requirement by over 50% compared to previously proposed figures as part of the GMSF
- The remobilisation of the Vision Tameside programme following the collapse of Carillion
- Successful first stage £10M HIF bid from Homes England for the proposed Godley Green Garden Village development
- Securing funding and planning permission for Ashton Old Baths (Phase 3) Data Centre for Tameside MBC and NHS

Appendix 11 Director of Growth Budget Proposals

Key priorities for 2019/20 and future years

- Deliver Ashton Interchange, adjacent highway improvements and pedestrian links to support sustainable rail / bus /tram usage and better access to employment.
- Develop the public realm pedestrian activity and bus rerouting around Vision Tameside in support of an integrated approach to regeneration.
- Deliver Vision Tameside and associated recant programme, together with high quality surrounding public realm, cultural, leisure and retail offer.
- Support Highways England in the delivery of the £242M Mottram Bypass and Glossop Spur, and support the Hollingworth/Tintwistle Bypass
- More senior representation in key areas to better influence funding opportunities/investment decisions for the benefit of Tameside.
- Work with the GM Network Rail Alliance to identify growth opportunities around Network Rail land.
- Work with GMCA and TfGM to identify opportunities for land assembly, acquisitions and land swaps to support transport improvements, housing and economic growth.
- Enabling and delivering the Godley Green Garden Village strategic development
- Benchmark against other high performing Planning Services to identify solutions to delivering continued improvements in our planning service.
- Delivery of GMSF and local plan
- Implementation of a Vibrant Economy Strategy to support new and indigenous businesses, creation of new jobs, a skilled workforce and increase in apprenticeships.
- Develop an effective Strategic Asset Management Plan and associated estates strategy, which supports the delivery of £2.4bn investment, delivers One Public Estate, generates income, realises recyclable capital receipts and provides a strategic approach to our capital programme and major projects, realising opportunities for integrated health hubs, new housing and local jobs for local people.
- Develop and implement a new Housing Strategy and Delivery Plan and framework of delivery partners, to support the development of new homes and to raise standards in the private rented sector.
- Deliver Stalybridge Town Centre Challenge and roll out into other town centres.

Appendix 11 Director of Growth Budget Proposals

Savings

Scheme name	Details	Savings Forecast £000s					RAG rating
		19/20	20/21	21/22	22/23	23/24	
Sponsorship of events	Where there is scope sponsorship to support the cost of Annual careers and apprenticeship exhibition and the Tameside Hack will be secured	2	2	2	2	2	Green
Planning fees income	If disposals are made of council assets and these become development schemes then additional planning fees will be received	30	30	30	30	30	Red
Review of rents and leases	An agency worker will be employed to look at all of the rent reviews and lease renewals over the next five years to come up with an estimate of the market rental value (ERV) and compare with the current rent	30	30	30	30	30	Amber
Cessation of British Waterways Levy	The agreement to make payments to British Waterways Levy for 20 years from April 2001. The budget to pay Levy is offered as a saving from 2021	0	0	0	76	76	Green
Totals		62	62	62	138	138	

Pressures

Pressures	Details	Pressures Forecast £000s				
		19/20	20/21	21/22	22/23	23/24
Estates Income	Rent is no longer being received on assets that were sold to generate capital receipts.	100	100	100	100	100
Estates Rent Plantation	Recurrent pressure as a result of not being able to purchase Plantation Industrial Estates	58	58	58	58	58
Estates Plantation Income Loss	Part of plantation industrial estate is occupied by internal services and no income is received for their occupation which if vacant could be received by the service by renting to external tenants	203	203	203	203	203
Youth Employment Scheme	Continuation of Youth Employment Scheme - aimed at vulnerable children in care or on edge of care.	287	287	0	0	0
Investment & development project manager	Non-recurrent investment to provide additional capacity to the service, to cover the period when there is no head of service and support recruitment over two years.	93	0	0	0	0
	Totals	741	648	361	361	361

Appendix 12 Operations and Neighbourhoods Budget Proposals

Purpose of the Service

Operations and Neighbourhoods deliver many of the frontline services which the public first associate with the functions of a Council including many statutory services. From refuse collection, Libraries and Highways maintenance, these are services that you use daily whether you are a resident, visitor or business.

Spend Analysis	Revenue Budget £
Expenditure	
Employees	20,276,100
Premises Related Expenditure	3,016,060
Transport Related Expenditure	5,810,310
Supplies and Services	11,070,970
Transfer Payments	540,500
Recharge Expenses	2,172,550
Capital Items & Reserve Movements	95,190
Third Party Payments	34,099,800
Expenditure Total	77,081,480
Income	
Recharge Income	(14,178,320)
Customer and Client Receipts	(10,461,090)
Government Grant Income	(968,930)
Other Grants Reimbursements and Contributions	(442,930)
Other Income	(250,000)
Income Total	(26,301,270)
Grand Total	50,780,210

Service Area	Revenue Budget £
Design and Delivery	1,928,120
Environmental Services Management	30,440,460
Highways & Transport	(593,150)
Cultural and Customer Services	3,262,740
Operations and Greenspace	5,599,430
Waste Management	4,834,220
Community Safety & Homelessness	3,607,490
Operations and Emergency Planning	(1,202,630)
Markets	(399,630)
Public Protection	2,890,160
Youth	413,000
Grand Total	50,780,210

The directorate provides fundamental and essential front-line services which affect every Tameside resident of every age, every day of their lives, thereby supporting the corporate priorities of Starting Well, Living Well and Ageing Well. We are central to Place Based delivery ensuring we provide a physical infrastructure to support economic growth. Services such as refuse, highways, engineering, regulatory services, culture, libraries, markets, community safety, parks, green spaces and the local street scene enhance people's lives and improve the health & wellbeing of residents. In addition, customer services, welfare rights, homelessness services and the emergency on-call service help residents with a wide range of problems from minor issues to major, life-changing crises. The bereavement service even helps residents through the end of their lives.

Appendix 12 Operations and Neighbourhoods Budget Proposals

Achievements and Successes in 2018/19

- Supporting the Residents in a number of high profile and life threatening situations including the Micklehurst Floods, Saddleworth Fire, Ray Mill Collapse.
- Extraction from the Waste PFI contract and shaping future Waste Disposal Contract
- Delivery of a new libraries operating model including self-service, increased online offer and increased access - Open + Libraries.
- Maintaining recycling levels well above the national average and in the upper quartile of GM performance, whilst generating the lowest levy across GM.
- Implementation of Single Regulatory Service – Integration of INS, CCTV, Planning, Waste, Fire and Highways enforcement.
- Establishment of a new Community Safety Partnership.
- Delivery of new homelessness model with innovative solutions and new GM partnerships including A Bed for Every Night
- Supporting the establishment of the Neighbourhood Forum
- Portland Basin Museum awarded Excellent by Trip Advisor
- Delivery of high profile event programme Establishment of Events Panel and the delivery of the programme Theatre in the Park
- Achieved DfT Incentive Fund Band 3, successful bid for DfT funding for A670 Road Safety Fund for 2019/20
- Implementation new Highway Risk Management Inspection Policy and Winter Maintenance Policy in accordance with revised national Code of Practice
- Delivery of year two of four year TAMP investment
- Successful external audit on Transport Operator Licence Compliance Achieved 100% external HGV/PSV testing pass rate
- Investment in fleet cleaning facilities.
- Develop a National Database for revoked and refused Drivers in partnership with NAFN and the IOL.
- Deliver on the AGMA Better Regulation Agenda with the appointment of an officer to lead on this work.
- Brought the highway weed-spraying back in-house which has improved quality and reduced cost.
- The design of a bespoke 'STRIVE' course for frontline manual staff.
- Prevented homelessness through debt advice and county court representation with a 99% success rate
- Achieved a positive outcome at 76% of welfare benefit appeals through benefits advice and tribunal

Appendix 12 Operations and Neighbourhoods Budget Proposals

12.1m bins collected per year	766km of highway maintained	25,000 parking PCNs issued	170,000 visitors to museums
38,000 volunteer hours including community payback	20,000 metres of ducting installed for Digital Tameside	Manage and maintain over 20 sport pitches	Over half a million books are loaned from our libraries
6000 supported through Housing Advice	Transport 750 vulnerable residents each day	269km of public rights of way and bridleways inspected	Manage 50 School Crossing Patrol Points
104,159 telephone calls were answered by the Call Centre in 17/18	32 War memorials / remembrance sites inspected & maintained	35,000 highway & greenspace trees inspected and maintained	Maintain and operate a fleet of over 200 vehicles and items of plant
2.5m visitors to Ashton Indoor Market	16,000 LED street lights installed	1800 residents supported to claim £2.5m benefits	450 residents assisted with £0.5m of debt
Recycling rate approaching 60%	4600 pest control visits per year	3145 attendees at Theatre in the Park	Maintain 50,000 road gullies
3000 funerals a year	870 licensed premises	950 taxi's licensed	1800 food premises regulate
3457 disabled parking blue badges issued to Tameside Residents		38,020 visitors assisted face to face through Customer Services	

Appendix 12 Operations and Neighbourhoods Budget Proposals

Key challenges and priorities for 2019/20 and beyond:

- Development and Delivery of Regional objectives – Congestion, Air Quality, Shifts in modes of transport, Community Cohesion, Community Strategy, Homelessness,
- Delivery of capital programme: – Flooding management, safety around schools & places of worship, additional Paid Parking facilities, Replacement of fleet, New cremators, LED Lighting, Ashton Public Realm
- Development of new delivery teams: Health and Safety,
- Transitioning to the new waste disposal contract and decreasing waste whilst increasing recycling levels and considering the new UK Waste Strategy
- Development of a Poverty Truth Commission and a Poverty Action Plan
- Moving Ashton Library, Customer Services and Welfare Rights into the new Tameside One Building
- Developing new business cases for Ashton Town Hall Capital redevelopment (to include the development of the Museum of the Manchester Regiment) and Droylsden Library
- Upgrade the CCTV system ensuring we are compliant with the audit findings and utilising the dark fibre network.
- Developing a new market offer across Ashton, Hyde & Stalybridge
- To continue the Borough wide tree planting scheme and identify further “green initiatives”

- Production and submission of ambitious and deliverable bids with regards to the Mayor’s Challenge Fund (Beelines).
- Delivering appropriate Highway Risk Management and Gully Cleansing within the budget constraints.
- Tackle the requirements to transfer NHS and CCG records into the archive, within the restricted staff and storage capacity available.

What will a successful outcome look like?

- Delivery of successful Capital Projects across the directorate, within budget and on time.
- Reducing sickness absence – a happy and motivated workforce
- Increase cross-service collaboration with innovate ideas and transformational projects
- Decrease of numbers of residents who are vulnerable and homeless.
- Increase cultural engagement for our residents
- Decreasing numbers of complaints, FOI and Ombudsmen enquiries.
- Residents saying they are well informed and engaged in a timely manner.

Appendix 12 Operations and Neighbourhoods Budget Proposals

Savings

Scheme name	Details	Savings Forecast £000s					RAG rating
		19/20	20/21	21/22	22/23	23/24	
Review of procurement - STAR	Working with STAR to review our existing contracts and purchasing options to ensure value for money and deliver reductions in costs.	50	50	50	50	50	Green
Advertising on Vehicles	Selling space on our fleet for advertising.	5	5	5	5	5	Green
Extending commercial offer	Extending and increasing our services offered commercially for example Trade Waste, Pest Control, Grounds Maintenance.	0	100	200	200	200	Amber
Totals		55	155	255	255	255	

Appendix 12 Operations and Neighbourhoods Budget Proposals

Pressures

Pressures	Details	Pressures Forecast £000s				
		19/20	20/21	21/22	22/23	23/24
Caddy Liners - Recycling	Budget required to allow the continued provision of free caddy liners to residents.	130	130	130	130	130
Diverted Waste	Additional budget required for the cost of disposing of street cleansing waste.	120	120	120	120	120
Gully Cleansing	Budget required to double the gully cleansing activity to ensure highways are sufficiently drained and kept clear.	125	125	125	125	125
Risk Management	Inspection and repair works as required from our Risk Management policy to maintain the highways and prevent claims as a result of accident/injury.	0	1,300	1,300	1,300	1,300
Transport Levy	The transport levy payable by Tameside has increased, for which additional budget is required to support this.	100	100	100	100	100
Waste Levy	The waste levy payable is increasing.	926	926	926	926	926

Appendix 12 Operations and Neighbourhoods Budget Proposals

Pressures continued

Pressures	Details	Pressures Forecast £000s				
		19/20	20/21	21/22	22/23	23/24
Winter Maintenance	The budget provision for winter gritting is currently below the cost of delivering this service during an average winter.	100	100	100	100	100
Museum of the Manchester Regiment	Once the Museum of the Manchester Regiment reopens, additional staffing will be required.	0	0	20	20	20
Totals		1,501	2,801	2,821	2,821	2,821

Appendix 13 Governance Budget Proposals

Budget Proposals 2019/20

Service Area	Revenue Budget £
Exchequer	1,576,200
Governance	3,631,770
People and Workforce Development	2,459,080
Policy and Communications	1,476,160
Grand Total	9,143,210

Spend Analysis	Revenue Budget £
Expenditure	
Employees	11,849,430
Premises Related Expenditure	62,540
Transport Related Expenditure	39,490
Supplies and Services	2,554,030
Transfer Payments	74,613,540
Recharge Expenses	4,970
Capital Items & Reserve Movements	(80,000)
Third Party Payments	20,000
Expenditure Total	89,064,000
Income	
Recharge Income	(1,005,480)
Customer and Client Receipts	(4,261,550)
Government Grant Income	(74,029,760)
Other Income	(624,000)
Income Total	(79,920,790)
Grand Total	9,143,210

Appendix 13 Governance Budget Proposals

Savings

Scheme name	Details	Savings Forecast £000s					RAG rating
		19/20	20/21	21/22	22/23	23/24	
Cease non statutory Appointeeships and Deputyships	Cease non-statutory appointee & deputyship service for adults	0	75	75	75	75	Red
Recovering of overclaims/old debts	Recovery of overclaims and old debts	175	175	0	0	0	Red
STRIVE for schools	Delivery of STRIVE for schools	0	30	0	0	0	Amber
Totals		175	280	75	75	75	

Appendix 13 Governance Budget Proposals

Pressures

Pressures	Details	Pressures Forecast £000s				
		19/20	20/21	21/22	22/23	23/24
ICS	Early Help Module of ICS	100	103	106	109	112
DWP Grant	DWP are monitoring specific outputs and concerned we are not using funding for additional resource	106	106	106	106	106
Summons Fee Income	Summons fee increase is not achievable as per the savings target that was established last year.	221	221	221	221	221
Investment and Development	Executive Support is going through a service review at present to fund priority work areas	416	416	416	416	416
Complaints System	Implementation of complaints system. Organisational priority	60	29	29	29	29
Totals		903	875	878	881	884

Budget Proposals 2019/20

Service Area	Revenue Budget £
Risk Management & Audit Services	369,180
Financial Management	2,297,820
Digital Tameside	2,151,340
Grand Total	4,818,340

IT Service Objectives:

ICT underpins and supports the strategic objectives of the organisation and its partnerships. Technology is vital to the everyday operations of services and has a fundamental role to play in improving efficiency, reducing cost across the organisation. It is also a crucial part of service evolution and transformation, providing the infrastructure to support shared services, underpinning transformational change programmes and keeping pace with changing needs and expectations.

- Service desk and associated support.
- Build and deployment of user devices including phones.
- System commissioning, deployment, management and support/maintenance/security.
- Data centre commissioning, management and support/maintenance/security.
- Networks deployment, management and support/maintenance/security.
- Website commissioning and support/maintenance/security.

Service Objectives - Finance, Risk Management & Audit:

Financial Management aims to deliver consistently high quality financial support and advice to the strategic commission and our external customers and ensure that the key outcomes of an effective, efficient and economic financial management service are delivered.

The service plays a vital part in delivering some of the Strategic Commission's key Governance outcomes; the annual capital and revenue budgets and Medium Term Financial Plan update, the production of the annual accounts monthly monitoring and forecasting and treasury management are just a few examples.

The Internal Audit service provides the statutory obligations to have an effective internal audit regime for the Council and are a key part of ensuring that the Council assets and processes are adequately safeguarded.

National Anti-Fraud Network (NAFN) – is a national service hosted by Tameside and offers service to all LAs in UK on a subscription basis.

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Appendix 14 Director of Finance and IT Budget Proposals

Service Objectives - Finance, Risk Management & Audit:

Section 151 of the Local Government Act 1972 requires local authorities to make arrangements for the proper administration of their financial affairs and to appoint a Chief Financial Officer (CFO) to have responsibility for those arrangements. The CCG has its own governance structure which states that the Chief Executive as the Accountable Officer as set out in the Health and Social Care Act.

From October 2017 Tameside Council and Tameside and Glossop CCG have a joint CFO which represented the start of an integration of the finance teams from the Council and the CCG. The integrated Accountancy Team is crucial in supporting the CFO to discharge these statutory responsibilities.

The work of the Financial Management Team mirrors, in a wider way, the role of the CFO and is defined and described as:

- key members of the Strategic Commission's (Council and CCG joint leadership teams), helping them to develop and implement strategy and to resource and deliver the organisation's objectives sustainably and in the public interest;
- being actively involved in and able to bring influence to bear on, all material business decisions to ensure immediate and longer term implications, opportunities and risks are fully considered and aligned with the organisation's financial strategy;
- leading the promotion and delivery by the whole organisation of good financial management so that public money is safeguarded at all times and used appropriately, economically, efficiently and effectively;
- delivering and developing a finance function that is resourced to be fit for purpose and continuously improving;
- being appropriately qualified, suitably experienced, competent, confident and authoritative.

Appendix 14 Director of Finance and IT Budget Proposals

Achievements and Successes in 2018/19 IT:

- Datawell proof concept complete (data sharing to support health and social care integration)
- Ace training suite equipment (60 devices) replaced with modern Windows 10 devices and monitors.
- Significant enhancements to way devices are built and deployed including system installations on those devices.
- 8 completely new systems including Skype for Business and UkMail iMail
- 4 system replacements, including Anti-Virus and VPN
- 29 System upgrades completed to January 2019 with 24 in progress including significant upgrades to information@Work, iTrent and Agresso.
- Replacement of the Councils Cyber Security infrastructure and WAN and LAN networks.
- Consolidation of Council websites into new CMS system.
- Successful delivery of DCMS Local Full Fibre project

IT Key Priorities for 2019/20 and future years:

- Replace Office 2010 and Exchange 2010.
- Replacement of all Windows 7 Devices
- Tameside One and Re-location programme
- Re-location of Data Centre from Rochdale to Ashton Old Baths.
- Continued roll out of Tameside's own Fibre network.
- Review of cyber security.
- Health and Social Care integration.
- Develop new Digital Strategy

Spend Analysis	Revenue Budget £
Expenditure	
Employees	4,392,740
Premises Related Expenditure	11,820
Transport Related Expenditure	8,820
Supplies and Services	1,665,330
Transfer Payments	27,020
Recharge Expenses	600
Third Party Payments	158,780
Expenditure Total	6,265,110
Income	
Recharge Income	-1,035,160
Customer and Client Receipts	-212,950
Government Grant Income	-139,760
Other Income	-58,900
Income Total	-1,446,770
Grand Total	4,818,340

Appendix 14 Director of Finance and IT Budget Proposals

Finance and Audit – Achievements and Successes in 2018/19

The coming together of the Council and CCG finance teams, who co-located at the start of the calendar year, has enabled the integration of financial reporting to the Executive Cabinet and Strategic Commissioning Board on a consistent basis, allowing the analysis of over £900m of spend, ensuring greater visibility as to the effectiveness of the spending decisions to maximise outcomes for residents. This has resulted in expanding the Integrated Care Fund to include all Council and CCG spending amounting to over £900m a year. Integration of the workforce continues with staff working across both Council and CCG, and with both teams learning from each other. The embedding of new staffing structures has been successful, turnover has been stabilised and vacancies gradually filled. Sickness rates are low. All senior graded staff have been supported in studying for the CIPFA Finance Business Partnering certificate, and there are 7 members of staff being supported in some way to gain professional accountancy qualifications, as we continue to drive up professional standards.

Both sets of statutory accounts were produced on time, with the Council being required to have published their accounts a month earlier than before, with the external audit concluded a month earlier than the previous year. The financial accounts were both given an unqualified opinion. There was a qualified value for money opinion due to the Council's Inadequate Ofsted judgement for Children's Social Services. Significant progress has been made in the development of a robust budget process, that saw the introduction of star chambers and consideration of the strategic commission's budget position over a 5 year period. Capital business cases have been introduced to ensure the transparent allocation of scarce capital resources, further prioritisation criteria is also being developed to further enhance this.

Work with schools has seen a marked improvement in relationships between the Council and school colleagues. The review of PFI accounting has resulted in over £2.5m been handed back to schools to support their bottom line. More robust challenge and monitoring is also taking place to support those schools who are in deficit, and in preventing further schools from entering into deficit.

September saw the Council enter into a shared service with STAR procurement, who will support the Council in its procurement activity of its £240m of controllable third party spending, and to help drive significant savings through slicked procurement and contract management.

The finance team has been instrumental in dealing with the aftermath of the Carillion collapse, helping to ensure that services continued to be delivered and supporting the transfer of staff to a new provider, as well as ensuring the flag building project of Vision Tameside continued, meaning that 12 months after the collapse of Carillion, keys were handed to the college with the Council and CCG moving to their new offices by the end of the financial year.

The internal audit plan was successfully delivered, alongside the rolling out of GDPR training to all staff. NAFN continues to grow and develop its service offer.

Appendix 14 Director of Finance and IT Budget Proposals

The development of the team and service offer will continue into 2019/20 and beyond. Specifically, the aims, objectives and key priorities are:

- Development of an integrated and robust 5 year rolling medium term financial strategy that aligned with the Council and CCGs corporate and service strategies.
- Support the organisation to deliver a balanced 2 year revenue budget that focuses on delivery, by starting the budget process earlier and enabling the organisation to focus on delivery of these savings, efficiencies and demand reductions.
- Produce comprehensive Capital Strategy that allocates scarce resources and meets the long term capital needs of the Strategic Commission
- Rollout the next phase of Agresso development to streamline and automate processes including budget monitoring and reporting, alongside budget holder training
- Further enhance budget monitoring reporting including both objective and subjective analysis
- Improve interfaces between schools accounting systems and Agresso
- Continue the development of staff by providing development opportunities, both formally and informally, with a focus on succession planning and business continuity.
- Develop the treasury management strategy to maximise returns within the policy framework
- Continue the integration journey by further sharing work tasks and cross skilling the team, providing opportunities for job rotation and work experience across the breadth of the Directorate.
- Produce the financial accounts on time and to a high quality and continue to improve their presentation and readability
- Support the organisation with the LEP review and options that come from the review.
- Conduct a staff survey to assess progress made by Finance Leadership Team
- Conduct a budget holder survey to ascertain the areas where progress and development is still needed and to facilitate our continuous improvement to the customer offer.
- Ensure all relevant staff complete the Finance Business Partnering certificate
- Support the adult social care transfer
- Proactive support of Children's Services providing transparent and accurate information to officers and members to enable the decision making process.
- Continue the work to develop the Council's fees and charges offer of services seeking to maximise income opportunities and help protect front line services

Appendix 14 Director of Finance and IT Budget Proposals

Savings

Scheme name	Details	Savings Forecast £000s					RAG rating
		19/20	20/21	21/22	22/23	23/24	
Internal audit restructure	A review of the Risk Management team has been carried out and restructure has been consulted upon and implemented	12	12	12	12	12	Green
Financial Management restructure	A review of the Financial Management structure will be had to ensure it is still fit for purpose and the future.	0	25	25	25	25	Amber
STAR procurement	Reduction in contract price for STAR form review of their own internal systems and looking to grow the business to release economies of scale	0	15	25	25	25	Amber
Central DSG grant	The Council received Central Services Block DSG funding to contribute towards some of the statutory functions the council has to carry out on behalf of all schools and academies	50	50	50	50	50	Amber
Totals		62	102	112	112	112	

Pressures

Pressures	Details	Pressures Forecast £000s				
		19/20	20/21	21/22	22/23	23/24
STAR Contract	The council have committed to entering into the STAR procurement contract with other GM authorities, and there is a further £185k that needs to be funded.	185	185	185	185	185
	Totals	185	185	185	185	185

Budget Proposals 2019/20

Spend Analysis	Revenue Budget £
Expenditure	
Employees	3,047,280
Premises Related Expenditure	519,280
Transport Related Expenditure	145,200
Supplies and Services	7,823,800
Third Party Payments	802,000
Recharge Expenses	143,000
Capital Items & Reserve Movements	597,000
Capital Financing Costs	10,863,000
Expenditure Total	23,940,560
Income	
Recharge Income	(819,000)
Customer and Client Receipts	(967,000)
Government Grant Income	(35,000)
Other Income	-1,035,000
Interest Income	-6,647,500
Income Total	(9,503,500)
Grand Total	14,437,060

Corporate Budgets relate to income and expenditure that is not directly attributable to service provision or back office services, and includes contingency budgets where precise costs and budget have not yet been allocated to services. The main budget items include:

- Budget provision for the cost of pay and pension increases and the impact of the new NJC pay structure. Once the final changes have been agreed budget will be allocated to services to cover increased costs.
- Cost of the Chief Executive's Office and Members Allowances
- Insurance costs
- Contributions to AGMA
- Coroner's costs
- Capital and financing costs including borrowing costs and provision for the repayment of debt used to fund capital investment in previous years.
- Income includes interest on cash balances invested under the Treasury Management Strategy and investment income from the shareholding in Manchester Airport.

Savings

Scheme name	Details	Savings Forecast £000s					RAG rating
		19/20	20/21	21/22	22/23	23/24	
Venture fund	Services will have access to a fund they can bid to build new models of service delivery, invest in IT solutions or other schemes that can longer term reduce the demand on council funding	12	12	25	25	25	Amber
Treasury Investment Income	Obtain higher rates of return through treasury's short term investments in money market funds by investing cash for longer periods of time	130	180	180	130	30	Amber
Minimum Revenue Provision (MRP)	Saving in Minimum Revenue Provision (MRP) as a result of financing capital investment from capital receipts and reserves rather than from borrowing	375	180	180	180	180	Amber
Greater Manchester Debt	GM debt principal and interest payments will end in 2021/22. Budget no longer required after this point due to the repayment of all GM debt scheduled to take place by the end of 21/22.	0	0	0	1,199	1,199	Green
Capital Financing	Review of capital financing budget has identified growth built into the MTFP that is no longer required.	232	167	207	216	216	Green
Manchester Airport Investment	Investment income from £11.3m investment in Manchester Airport Group	1,015	1,015	1,015	1,015	1,015	Green

Appendix 15 - Corporate Budgets

Savings continued

Scheme name	Details	Savings Forecast £000s					RAG rating
		19/20	20/21	21/22	22/23	23/24	
A review of single person discount claimants - forecast to save £75k	Utilise External Bailiffs newly contracted to carry out SPD review for the Service, or procure a company to carry this out each year for the next 5 years. This saving will materialise as additional Council Tax revenue.	0	0	0	0	0	Amber
Insurance review	Review the existing ongoing contributions to our self insurance levels to see if this can be reduced after taking external advice	150	150	150	150	150	Amber
External audit fees	There has been a recent retendering of external auditors for statutory work across the country carried out by PSAA, resulting in a lower external audit fee	69	69	69	69	69	Green
AGMA/GMCA	The AGMA/GMCA budgets have been historically overstated, and the costs have also been reduced by GMCA	302	302	302	302	302	Green
Pensions Increase Act	The Pension Increase Act budget are an historic pension commitment the council have from former local government reorganisations. The cost reduces as time goes on as the number of pensioner drawing funds reduce	90	90	90	90	90	Green
Review of the Town Council support	Review of existing processes after replacement of Town Councils with Neighbourhood Forums, utilising existing estate and staff so meetings can be delivered more cost effectively	25	25	25	25	25	Amber
Totals		2,400	2,190	2,243	3,401	3,301	

Pressures

Pressures	Details	Pressures Forecast £000s				
		19/20	20/21	21/22	22/23	23/24
Coroner fees	The pressure is arising due to a number of on-going issues 1. Increase Mortuary Fees 2. Body removal have increased 3. Increase in Coroners and Assistant Coroners Salary (Pay set nationally.)	106	106	106	106	106
New Pay Structure	New NJC pay structure from 1 April 2019 will result in pay cost pressures, particularly at the lower grades.	3,000	3,060	3,137	3,215	3,295
LAC	LAC Apprentice Scheme	88	88	88	88	88
Pay and Pension Increases	Pay and pension increases (2% pay award and 1% on pension costs from 20/21)	1,544	3,596	5,698	7,698	9,698
Contingency	Pressures growth and demographics contingency, funding reductions in future years.	343	2,571	2,622	2,675	2,729
Capital Financing	Capital financing - final agreed changes in 18/19 to correct budgets for borrowing costs in future years.	242	282	322	322	322
Ageing Population	An ageing population is resulting continued increases in appointeeship and deputyship referrals, and we will require additional staff.	114	114	114	114	114
Totals		5,437	9,817	12,087	14,218	16,353

BUDGET CONVERSATION

2019/2020

Tameside Council (TMBC) and NHS Tameside and Glossop Clinical Commissioning Group (CCG) have come together to form the Tameside and Glossop Strategic Commission. We are responsible for a range of services from bin collections through care for the elderly to the provision of GP surgeries.

The total amount of money spent by both organisations combined is over £900 million. Although a significant sum of money that amount has reduced considerably over recent years due cuts in funding from central Government. Both organisations have had to find increasingly new and innovative ways to provide the services local people want.

Over the next few pages we explain where the money we spend comes from, where we spend it and then ask for your views that will help us set our budget for 2019/20.

(Note 1: The figures in the following pages are based on 2017/18 actuals – being the most recent fully signed off accounts – and are a guide to the scale of spending and the main areas of spend. The figures are not a draft budget for 2019/10).

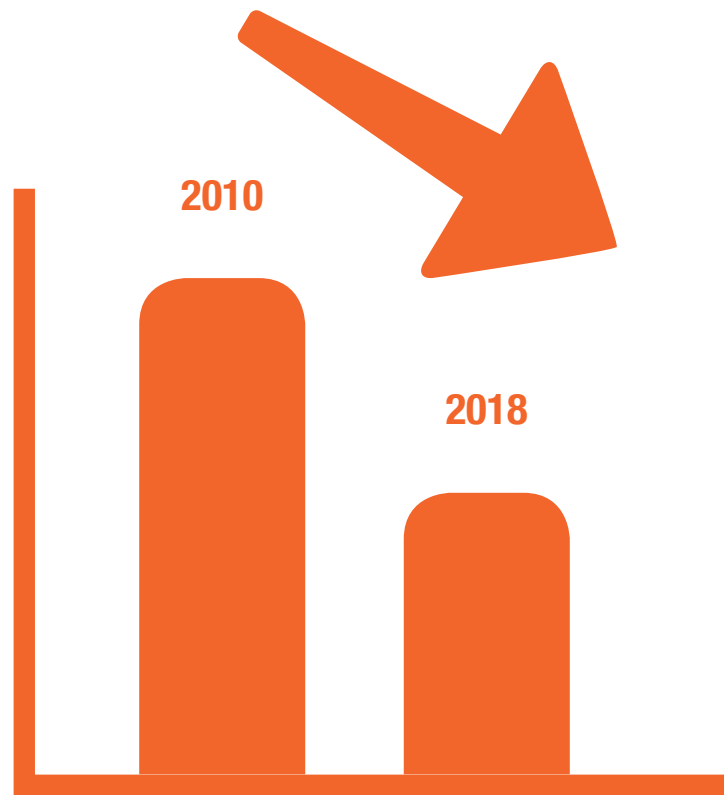
(Note 2: Tameside & Glossop Strategic Commission provide health services for Tameside & Glossop and council services for Tameside only. Council services in Glossop are the responsibility of Derbyshire County Council and High Peak Borough Council and are not part of this budget conversation).



BUDGET CONVERSATION

2019/2020

Over recent years the amount of money we have to spend on local service has decreased significantly, particularly for the council. This is expected to continue in future years.



Council funding from government has been cut in half in real terms.

Over the next 5 years,
£70 million
of further savings are needed by the Strategic
Commission to balance the budget



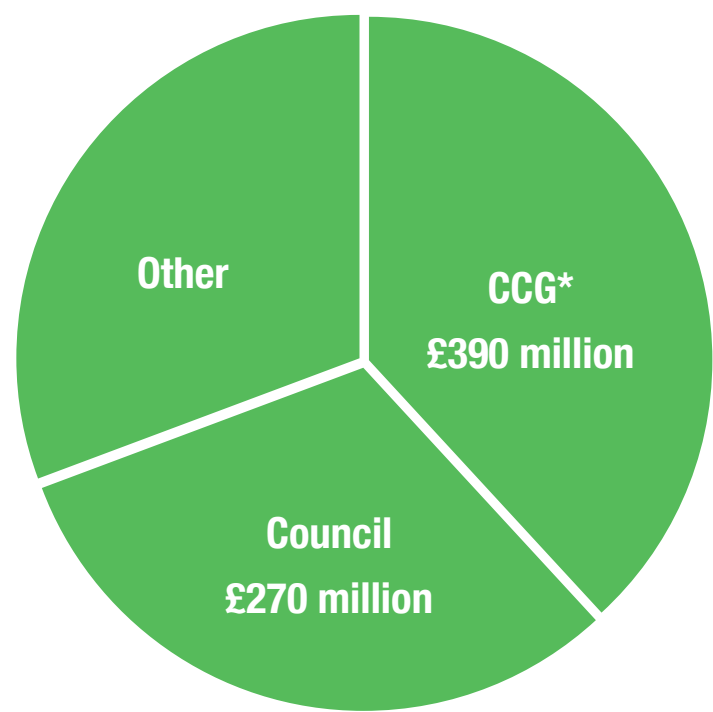
BUDGET CONVERSATION

2019/2020

So where does the £900 million come from?

Government

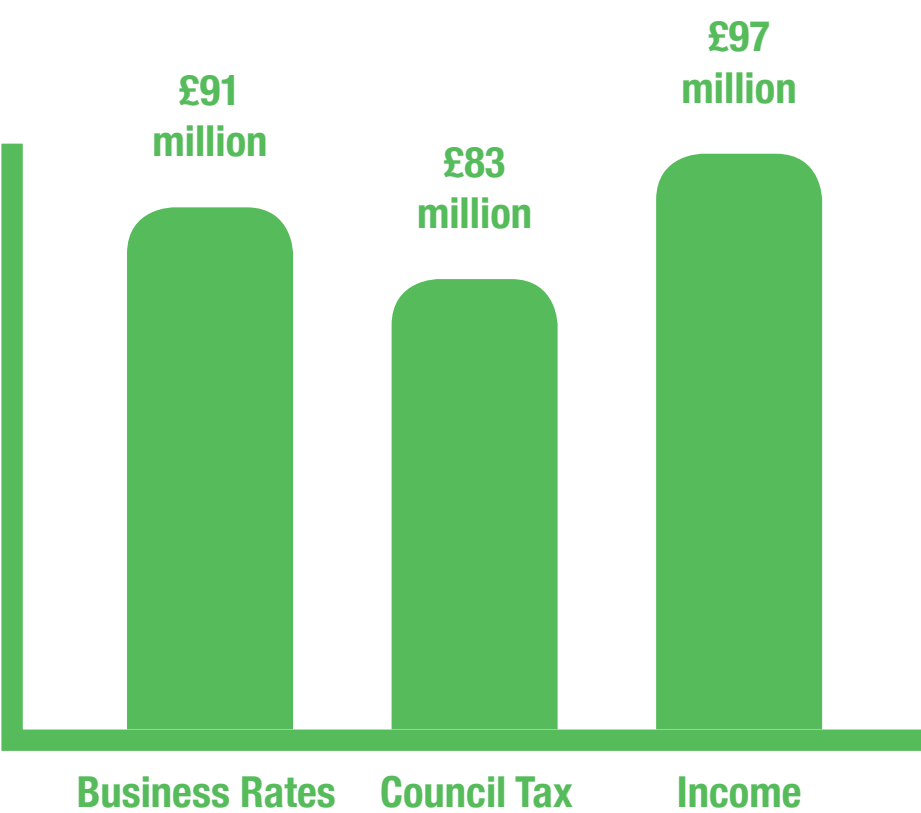
The Government provides nearly three quarters of the money we spend.



*All the CCG's spending is funded by the Government.

Council Tax, Business Rates and Income

Money from Council Tax makes up just 15% of council spending.



(Tameside Council spending only)

BUDGET CONVERSATION

2019/2020

Money is spent in different ways. Here are some examples:



£180 million

on wages for staff
directly employed by the
council and CCG.



£44 million

on drugs and medicines



£130 million

passed straight to
schools to decide how
to spend



£20 million

on buildings and
premises from which we
provide services.



£10 million

on vehicles and
machinery



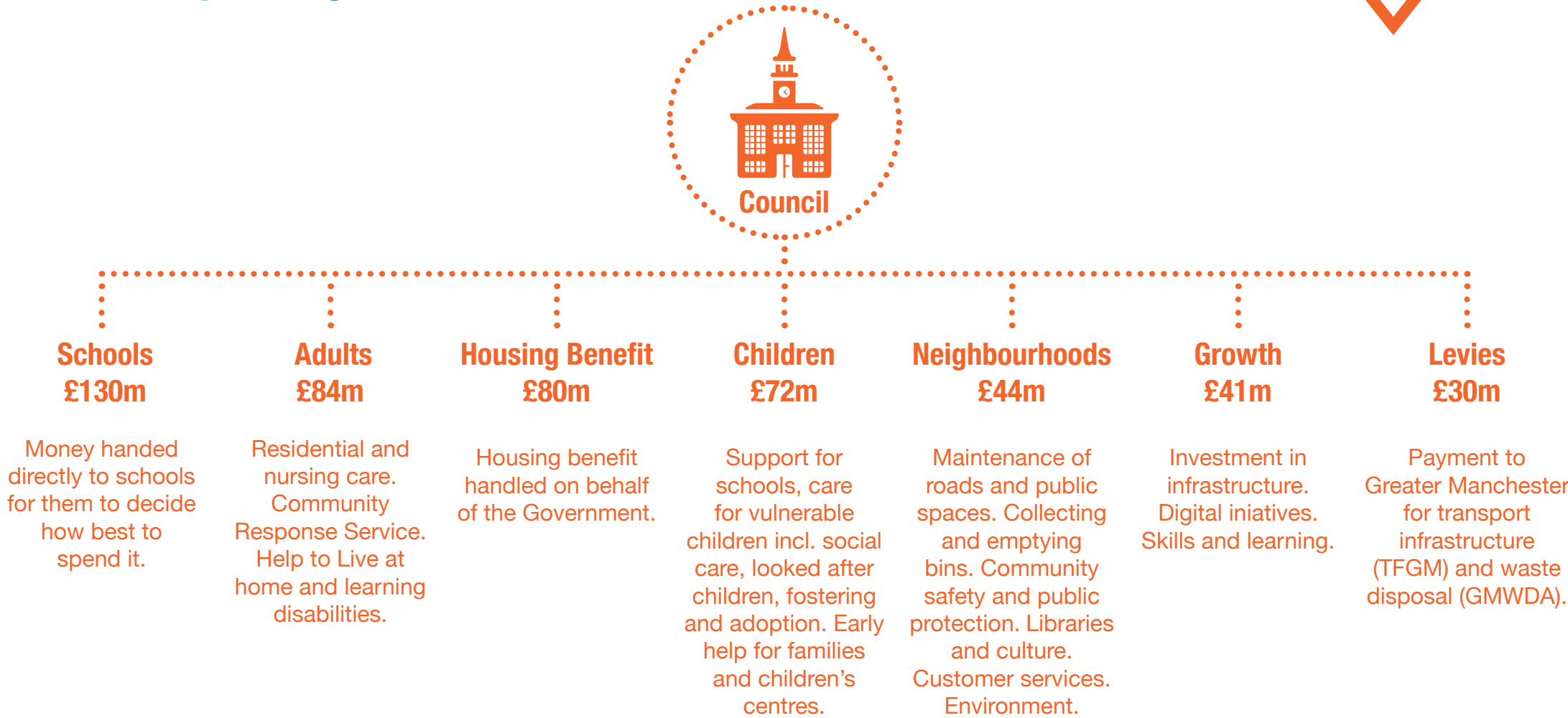
£35 million

for GP's and other
Primary Care services

BUDGET CONVERSATION

2019/2020

The main spending areas are:

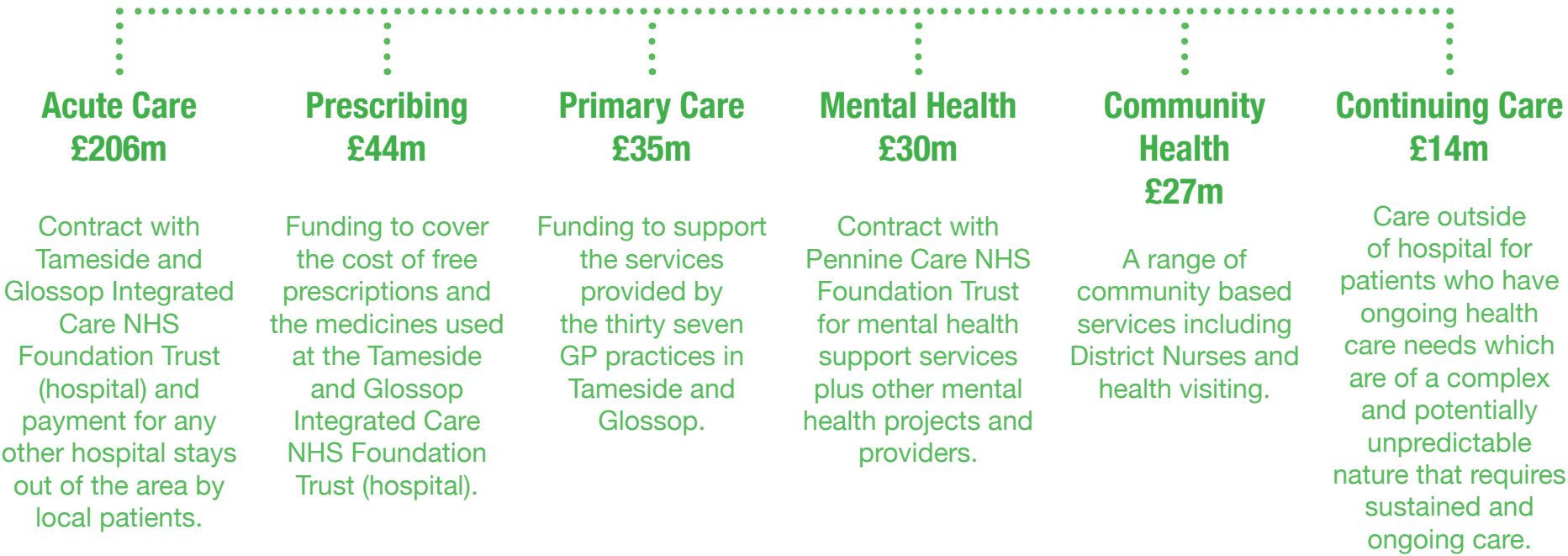


(Note: Tameside & Glossop Strategic Commission provides council services for Tameside only. Council services in Glossop are the responsibility of Derbyshire County Council and High Peak Borough Council and are not part of this budget conversation).

BUDGET CONVERSATION

2019/2020

The main spending areas are:



(Note: Tameside & Glossop Strategic Commission provides health services across Tameside & Glossop).

BUDGET CONVERSATION

2019/2020

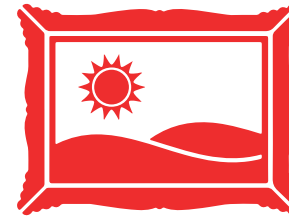
Example of services provided:



36,500 pupils
taught in
97 schools



248,500 people
served by
37 GP surgeries



Run **8** libraries,
1 local studies and
archive centre,
1 museum,
2 art galleries



Answer approximately
179,000 calls
to our call centre



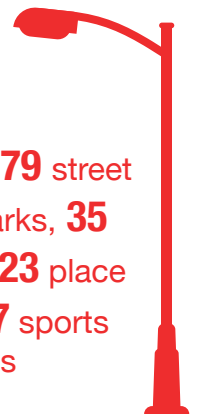
Hold approximately
1,000 family events
across the borough



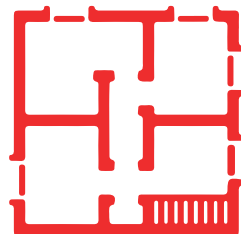
Deal with
33,000 visits
to Customer Services



Empty
75,000 domestic bins
and
150,000 recycling bins
per week



Maintain **25,579** street
lights, **26** parks, **35**
playgrounds, **23** place
areas and **27** sports
pitches



Deal with approximately
1,000 planning applications

BUDGET CONVERSATION

2019/2020

Examples of helping to address the challenges faced in the area:



Helped
1,700 people
to stop smoking



Offer health checks to
4,000 people
aged 40 to 74



We have visited
3,000 new mothers
to offer help and advice



Commission care for
767 people
in residential or
nursing homes



Act as parent to
Over 600 looked
after children



Provided support to
3,000 people
to live independently
and remain in their
own homes



Support
2,418 children in need
and their families

BUDGET CONVERSATION

2019/2020

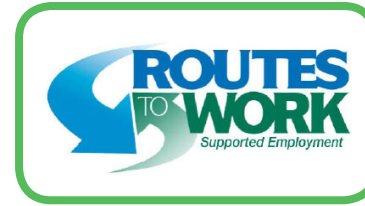
We are always finding new ways to deliver services and invest for the future. Here are a few examples:



Digital Health Centre
and Community
Response Service



Shared Lives



Routes to Work



Dementia Friends



Ashton Old Baths



Vision Tameside



Wellness Centre



Customer Service
Excellence

BUDGET CONVERSATION

2019/2020

We'd love to hear your views.

Please go onto our survey and answer a couple of questions in your own words.

- What do you think should be the spending priorities for the Tameside and Glossop Strategic Commission for 2019/20 and future years?
- Do you have ideas or suggestions for how we might deliver services more efficiently, save money or raise revenue?



Appendix 17 Capital Investment

Capital Programme 2018 - 2021

Capital Budgets 2018 - 2021	2018/19	2019/20		2020/21		TOTAL
	Approved	Approved	Earmarked	Approved	Earmarked	
	£000	£000	£000	£000	£000	
Growth						
Vision Tameside	17,473	4,942	0	0	0	22,415
Investment & Development	2,875	6,051	10,000	275	0	19,201
Estates	624	92	1,400	0	0	2,116
Operations and Neighbourhoods						
Engineering Services	11,166	5,645	6,895	2,000	6,000	31,706
Environmental Services	340	3,605	1,300	0	0	5,245
Transport	362	260	0	0	0	622
Corporate Landlord	167	78	8,153	0	0	8,398
Stronger Communities	35	0	200	0	0	235
Children's						
Education	4,685	10,600	0	211	0	15,496
Children's Services	50	0	950	0	0	1,000
Finance & IT						
Finance	11,300	0	500	0	0	11,800
Digital Tameside	3,345	1,382	3,000	0	0	7,727
Population Health - Active Tameside	4,350	15,097	0	0	0	19,447
Adults	200	405	12700	0	0	13305
Governance - Exchequer	10	0	0	0	0	10
Total	56,982	48,157	45,098	2,486	6,000	158,723

Appendix 17 Capital Investment

Indicative Additional Capital Investment Requirements 2019 - 2024

Indicative Capital Investment Requirements	19/20 £000	20/21 £000	21/22 £000	22/23 £000	23/24 £000	Total £000
Investment & Development	16,045	16,325	11,500	9,000	5,000	57,870
Total Growth	16,045	16,325	11,500	9,000	5,000	57,870
Engineering Services	2,000	3,150	3,050	3,550		11,750
Environmental Services	200	850	300	250	200	1,800
Transport	2,750	1,150	-	170	101	4,171
Stronger Communities	150	55	-	-		205
Total Operations and Neighbourhoods	5,100	5,205	3,350	3,970	301	17,926
Education	5,053	211	-	-		5,264
Total Children's	5,053	211				5,264
Finance	100					100
Total Finance & IT	100					100
Active Tameside	2,778					2,778
Total Population Health	2,778					2,778
Community Health - Estate	-	10,000	25,000	2,500	2,500	40,000
Total Adults		10,000	25,000	2,500	2,500	40,000
GRAND TOTAL	29,076	31,741	39,850	15,470	7,801	123,938

Pay Policy Statement 2019/20

Pay Policy Statement for the Year 2019/20

The Pay Policy Statement sets out the Council's approach to pay policy in accordance within the requirements of Section 38 of the Localism Act 2011. The Pay Policy Statement has also been revised to take into account the Council's approach to approval by Full Council for severance payments in excess of £95K in line with guidance received from the Department for Communities and Local Government (DCLG). This pay policy applies for the year 2019/20 unless replaced or varied by Full Council.

It does not cover teaching staff whose salaries and terms and conditions of employment are set by the Secretary of State. Academy Schools are an entirely separate legal entity from the Council and are covered by Academies Act 2010 and as a separate employer are responsible for setting salaries for their employees.

The purpose of the Pay Policy Statement is to ensure transparency and accountability with regard to the Council's approach to setting pay. The Pay Policy Statement has been approved by Council and is publicised on the Council's website in accordance with the requirements of the Localism Act 2011 in March each year.

Underlying Principles

The Council is committed to and supports the principle of equal pay for all our employees. Equal pay between men and women is a legal right under both United Kingdom and European Law. The Equality Act 2010 requires employers not to discriminate on grounds of race and disability and similar rules apply to sexual orientation, religion and age.

The Council applies terms and conditions of employment that have been negotiated and agreed through appropriate collective bargaining mechanisms (national or local) or as a consequence of authority decisions, these are then incorporated into contracts of employment.

Appendix 18 Pay Policy Statement 2019/20

The Pay Policy Statement identifies:

- The method by which salaries and severance payment are determined.
- The detail and level of remuneration of the Council's most senior managers i.e. Chief Executive and Leadership Team, which accords with the requirements of the Localism Act 2011.
- The process for ensuring that the Pay Policy Statement is applied consistently, including the Staffing Panel which has delegated powers in relation to senior manager pay and employment.
- The detail and level of remuneration for the lowest level of employee.
- The ratio of pay of the top earner and that of the median earner.

It should be noted that the Pay Policy Statement does not include information relating to the pay of Teachers or Support Staff in schools who are outside the scope of the Localism Act 2011.

This Statement complies with all statutory and legal requirements.

In this policy we use the term "Senior Manager" to mean the same as "chief officer" as described in the Localism Act 2011. The Council already separately publishes information about pay and average pay, which is also set out here.

Highest Pay (per annum)	£173,690.00 p.a. (fte)
Average Pay (per annum)	£25,588.33 p.a. (fte) (based on mean) £23,111.04 p.a. (fte) (based on median)
Pay difference (between average & highest pay)	£148,101.67 (based on mean) £150,578.96 (based on median)
Pay Multiple (ratio between the average and the highest pay)	6.8:1 (based on mean) 7.5:1 (based on median)
Pay Multiple (ratio between the lowest and the highest pay)	10.4:1

1. Policy on the remuneration of its Senior Managers

Chief Executive and Chief Officers conditions of service are in line with the Joint Negotiating Committees for Chief Executives and Chief Officers. The pay levels for the Chief Executive and Directors are determined by the Council's Senior Staffing Panel on appointment, having regard to the Council's duty to ensure best value and after taking professional advice on pay levels, market conditions and other relevant employment factors.

Assistant Director pay is determined by a job evaluation process, which was undertaken in 2011. The scheme used was one designed by the Local Authority Employers Organisation, which advises Councils at a national and regional level on employment and pay issues.

The level of remuneration is determined as set out above. Other than allowable out of pocket expenses, the Council does not make other payments to Senior Managers in addition to basic salary for undertaking their core role. Overtime is not payable to Senior Managers.

Any remuneration package in excess of £100K will be determined by Council.

2. Policy on the remuneration of its lowest paid employees

In this policy, we use the definition of lowest paid employee as being those paid on spinal column point 6 of the National Joint Council for Local Government Services plus the Living Wage supplement payment which was introduced within the Council pay structure in September 2016. We use this because it is the lowest substantive pay grade used for local authority employees.

Our policy is that an employee would normally only be paid at this rate if they were in the first year of appointment to a post which has been evaluated under the national scheme for evaluating local authority jobs. The Council uses the nationally agreed job evaluation scheme for employees of local authorities which is used by a large proportion of other local authorities.

Once someone has been in post a year they will, subject to satisfactory performance, move to the next increment in the pay scale. Increments are payable each year on 1 April, until the maximum point of the grade is reached.

The Council's pay structure is available on the website at <http://www.tameside.gov.uk/paystructure>

3. Policy on the relationship between -
(i) the remuneration of its Senior Managers, and
(ii) the remuneration of its employees who are not Senior Managers

The Council has no formal policy on the relationship between the remuneration of Senior Managers. The Hutton review entitled Fair Pay in the Public Sector considered the multiple should be no greater than 20 to 1 (lower is better) and based on the current situation the Council falls well below this threshold. The authority does not have a policy on maintaining or reaching a specific 'pay multiple', however, the authority is conscious of the need to ensure that the salary of the highest paid employee is not excessive and is consistent with the needs of the authority. These pay rates may increase in accordance with any pay settlements which are reached through their respective national negotiating bodies.

At Tameside, the pay multiple between the Chief Executive's pay and the lowest paid employee in the organisation is 10.4:1 and is therefore well within this recommended range.

4. Policy relating to the remuneration of Senior Managers on recruitment

All posts are subject to the Council's recruitment and selection process for job appointments, including promotion. Appointments will normally be made at the minimum of the relevant pay scale for the grade, although this can be varied if it is necessary to secure the best candidate. When recruiting to all posts the Council will take full and proper account of all provisions of relevant local government, employment and equalities legislation.

On occasions, the Council may need to consider market forces supplements for employees, which might include Senior Management posts. Authorisation arrangements for market forces supplements would be subject to approval by the Senior Staffing Panel. No such supplements are currently in place.

The Council will ensure that before an offer of appointment is made, any salary package for any post that is in excess of £100,000 is considered by full Council.

5. Policy relating to increases and additions to remuneration for each Senior Manager

Senior Managers are paid at a spot rate salary. The majority of Council staff receive nationally agreed pay awards when they are applied. These do not apply to Senior Managers at Assistant Director level and above. The Senior Staffing Panel make the determination as to whether and when there is to be an increase in the current spot rate salaries. Assistant Director's and Directors received a 2% pay increase to reflect the national pay award in 2018/19, and will receive a further 2% increase in 2019/20 again to reflect the national pay award. The Chief Executive has received a 2% pay award in 2018/19 and will receive a further 2% increase in 2019/20 to reflect the national pay award.

6. Policy relating to the use of performance related pay for Senior Managers

The Council does not pay performance related pay to Senior Managers or any other member of the workforce. The Council believes that it has sufficiently strong performance management arrangements in place to ensure high performance. Any areas of under-performance would be addressed through the capability/disciplinary procedure as appropriate.

7. Policy relating to the use of bonuses for Senior Managers

The Council does not pay bonuses to Senior Managers or any other member of the workforce and does not intend to introduce any bonus schemes.

8. The approach to payment of Senior Managers on their ceasing to hold office under or to be employed by the Authority

The approach to payment of Senior Managers is the same as those which apply to all Council employees.

Currently, the Council operates a scheme where employees may apply for voluntary severance. Payments under the scheme are capped at a maximum of 30 weeks' pay (based on the rate of pay set in 2013) for all employees, including Senior Managers. Any applications within this scheme are subject to approval by Director (Governance & Pensions). As indicated within the Voluntary Severance Scheme, the Director (Governance & Pensions) is authorised to consider any exceptions where a robust business case exists to do so in the interests of the organisation.

Appendix 18 Pay Policy Statement 2019/20

Employees who take severance under the scheme are advised that they do so on the basis that the Council will not re-employ them and they contractually commit to returning any severance costs should they apply for any jobs with the Council, including any Community School or Voluntary Controlled School, within 12 months of their leaving date.

Compensation payments for loss of office are considered in situations where an employee's post becomes at risk and/or the employment relationship is no longer tenable. A maximum payment of 12 weeks applies to all employees, including Senior Managers.

The Council's approach is to treat each case on its individual merits, taking professional advice on the appropriateness, and ensuring that all payments represent value for money to the taxpayer.

Employees who are 'at risk', having been displaced from their role, currently have a 4 week period from the date they are notified to access the Voluntary Severance Scheme, with the additional loss of office payment in some circumstances. If an employee does not choose to access the Voluntary Severance Scheme they will be supported in securing alternative employment. If the secured employment is at a grade lower than their previous post they will be assimilated to the new grade at the top spinal column point and receive pay protection up to their previous salary rate for a maximum period of 6 months.

No severance package will be made in excess of £95K. The components of any such package will be clearly set out and will include pay in lieu of notice, redundancy payment, pension release costs, settlement payments, holiday pay and any fees or allowances paid.

9. Transparency

The Council meets its requirements under the Localism Act, the Code of Practice on Data Transparency and the Accounts and Audit Regulations in order to ensure that it is open and transparent regarding senior officer remuneration.

Senior Managers' pay is published on the Council's website each year. The current pay rates for senior managers are available at:

<http://www.tameside.gov.uk/transparency>

Appendix 18 Pay Policy Statement 2019/20

10. Gender Pay Gap

From April 2017, gender pay legislation requires employers (public, private or voluntary sector) with 250 or more employees to publish statutory calculations every year showing how large the pay gap is between their male and female employees.

There are two sets of regulations which impose the mandatory gender pay gap reporting obligations on employers:

- The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017
- The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017

The legislation requires the following 6 measures to be reported:

1	Mean gender pay gap	The difference between the mean hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees.
2	Median gender pay gap	The difference between the median hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees
3	Mean bonus gap*	The difference between the mean bonus pay paid to male relevant employees and that paid to female relevant employees
4	Median bonus gap*	The difference between the median bonus pay paid to male relevant employees and that paid to female relevant employees
5	Bonus proportions*	The proportions of male and female relevant employees who were paid bonus pay during the relevant period
6	Quartile pay bands	The proportions of male and female full-pay relevant employees in the lower, lower middle, upper middle and upper quartile pay bands

**Measures 3, 4 and 5 are not reportable at Tameside Council as there are no bonus payments.*

Appendix 18 Pay Policy Statement 2019/20

As at 31 March 2018 a snapshot of the Council's workforce (including all employees, apprentices and casual staff in post) provides:

Mean gender pay gap	+2.59%																										
Median gender pay gap	-8.47%																										
Mean bonus gap	N/a																										
Median bonus gap	N/a																										
Bonus proportions	N/a																										
Quartile Pay Bands	<table> <tr> <th>Quartile</th><th>Male</th><th>Female</th><th>Grand Total</th></tr> <tr> <td>Lower (0–25% of full-pay relevant employees)</td><td>239 (39.4%)</td><td>368 (60.6%)</td><td>607 (100%)</td></tr> <tr> <td>Lower Middle (25–50% of full-pay relevant employees)</td><td>235 (38.7%)</td><td>372 (61.3%)</td><td>607 (100%)</td></tr> <tr> <td>Upper Middle (50–75% of full-pay relevant employees)</td><td>168 (27.7%)</td><td>439 (72.3%)</td><td>607 (100%)</td></tr> <tr> <td>Upper (75–100% of full-pay relevant employees)</td><td>246 (40.5%)</td><td>361 (59.5%)</td><td>607 (100%)</td></tr> <tr> <td>Grand Total</td><td>888 (36.6%)</td><td>1540 (63.4%)</td><td>2428 (100%)</td></tr> </table>			Quartile	Male	Female	Grand Total	Lower (0–25% of full-pay relevant employees)	239 (39.4%)	368 (60.6%)	607 (100%)	Lower Middle (25–50% of full-pay relevant employees)	235 (38.7%)	372 (61.3%)	607 (100%)	Upper Middle (50–75% of full-pay relevant employees)	168 (27.7%)	439 (72.3%)	607 (100%)	Upper (75–100% of full-pay relevant employees)	246 (40.5%)	361 (59.5%)	607 (100%)	Grand Total	888 (36.6%)	1540 (63.4%)	2428 (100%)
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Tameside's mean gender pay gap is +2.59% meaning that overall females have lower pay than males. Whereas, Tameside's median gender pay gap is -8.47%% meaning that overall females have higher pay than males.

The mean gender pay gap has reduced from +3.03% in 2017, whilst the median gender pay gap has increased from -5.81% in 2017, demonstrating that the Council is supporting women to achieve higher pay.

Tameside's negative median gender pay gap shows that females are paid more than males, due to the high percentage of females in the middle quartiles. Over half (50%) of females are in the middle quartiles.

However, overall there is a higher percentage of males in the highest paid jobs (28%), compared to 23% of females which results in a positive mean gender pay gap where men are paid more, with women earning 2.59% less per hour than their male counterparts.

The Council is committed to reducing the gender pay gap and will continue monitor and review recruitment and reward processes, develop career pathways to enable and support career progression and continue to support flexible working and family friendly policies to enable both men and women to progress within the workforce.

11. Commitment to The Living Wage

The Council is committed to becoming an accredited Living Wage Foundation Employer. The Living Wage is a rate of pay per hour, which is enough to make sure workers and their families can live free from poverty.

The Council implemented the Living Wage Foundation rate of pay in September 2016 for all employees (excluding apprentices, work placements and traineeships, which have been created to enable access to the work place training and job opportunities). This was increased further with the revised rate of pay annually on 1 November in each subsequent year. This is paid by means of a supplement to Council employees whose hourly rate of pay falls below the nationally set rate.

This rate will continue to be reviewed in line with the nationally negotiated NJC pay award.

The Council will encourage and promote all employers, both directly and through their subcontractors, to pay a Living Wage, and promote the Living Wage principles when there are opportunities to so do in the Borough.

Appendix 18 Pay Policy Statement 2019/20

The Council strives to make Tameside a better place and is of the view that payment of a Living Wage can have a positive impact on the delivery of services as well as economic and social benefits in the Borough.

The Council is committed to providing better quality value for money services and feels the payment of the Living Wage Foundation will contribute to this goal.

12. Pension Enhancement

The Council has agreed policies in place on how it will apply any discretionary powers it has under Pensions regulations. It is not Council policy to apply the available discretions to award additional pension to any members of the pension scheme (regulation 31).

13. Re-employment of Staff

The Council is under a statutory duty to appoint on merit and has to ensure that it complies with all appropriate employment and equalities legislation. The authority will always seek to appoint the best available candidate to a post who has the skills, knowledge, experience, abilities and qualities needed for the post.

In recent years significant numbers of individuals have left the Council voluntarily on enhanced exit payments owing to the significant reduction in its budget. These exit payments have helped unlock substantial reductions in staff costs in the medium to longer term and have helped in meeting the challenge of reducing the deficit. However, given the scale of the costs associated with exit payments it is vital that they offer value for money to the taxpayer who funds them.

As it would be reputationally damaging to the Council to use public funds for employees to receive exit payments and then quickly returned to public sector roles, the Council has a policy that any employee who returns to the Tameside public sector or on public sector contracts or agency work within 12 months of exit are required to repay their exit payment. This is in line with government guidance to ensure that the taxpayer is not unduly compensating an individual for loss of employment only for them to return to the public sector after a short period of time hence getting a windfall. Employees who have received an enhanced exit package can accept employment with the Council but where they do this within 12 months of signing a compromise agreement they are will be obliged to repay their exit package.

If a candidate is a former employee in receipt of an LGPS pension or a redundancy payment this will not rule them out from being re-employed by the Council. Clearly where a former employee left the authority on redundancy terms then the old post has been deleted and the individual cannot return to the post as it will not exist.

The Council will also apply the provisions of the Statutory Redundancy Payments Modification Order regarding the recovery of redundancy payments if this is relevant and appropriate. Pensions Regulations also have provisions to reduce pension payments in certain circumstances to those who return to work within the local government service.

The authority will apply the provisions of the Recovery of Public Sector exit payments in accordance with any regulations made under The Enterprise Act 2016 and any other applicable legislation and guidance.

14. Policy Amendment

The Council may seek to change elements within the pay policy as part of any necessary efficiency review or as other circumstances dictate.

This policy statement will be reviewed each year and will be presented to full Council each year for consideration in order to ensure that a policy is in place for the authority prior to the start of each financial year.

15. Pay Policy References

- Agency workers directive 2011
- Hutton Fair Pay in the Public Sector Final Report (March 2011)
- Joint Negotiating Committee for Local Authority Chief Executives
- Joint Negotiating Committee for Chief Officers of Local Authorities
- Local Government (Early Termination of Employment)(Discretionary Compensation) (England and Wales) Regulations 2006
- Local Government Pension Scheme (Benefits, Membership Contributions) Regulations 2007
- Localism Act 2011
- National Joint Council for Local Government Services
- Tameside Borough Council Scheme of Delegation
- The Accounts and Audit (England) Regulations (2011)
- The Equality Act 2010
- The Secretary of State for CLG Code of Recommended Practice for Local Authorities on Data Transparency
- Local Government Transparency Code 2014
- HM Treasury Recovery of Public Sector exit payments consultation response

APPENDIX 19 – TREASURY MANAGEMENT STRATEGY

1. INTRODUCTION

- 1.1 The Treasury Management service is an important part of the overall financial management of the Council's affairs. At 31 March 2018 the Council had £127m of investments which need to be safeguarded, and £112m of long term debt, which has been accrued over the years to help to fund the Council's capital investment programmes. The Council is also the lead authority responsible for the administration of the debt of the former Greater Manchester County Council on behalf of all ten Greater Manchester Metropolitan Authorities. As at 31 March 2018, this represented a further £77m of debt. The significant size of these amounts requires careful management to ensure that the Council meets its balanced budget requirement under the Local Government Finance Act 1992. Generating good value for money is therefore essential, in terms of both minimising the cost of borrowing and maximising the return on investments.
- 1.2 Under the Local Government Act 2003, the Department for Communities and Local Government issued in March 2010 revised "Guidance on Local Government Investments". The 2003 Act requires an authority "to have regard" to this guidance. Part of this guidance is that "A local authority shall, before the start of each financial year, draw up an Annual Investment Strategy for the following financial year, which may vary at any time. The strategy and any variations are to be approved by the full Council and are to be made available to the public." This strategy is set out in **Appendix 19A**.
- 1.3 A revised edition of the CIPFA Prudential Code and CIPFA Treasury Management Code of Practice was produced in November 2011. The guidance arising from this Code has been incorporated within this report. In 2017, CIPFA published further updated versions of these Codes which apply for the 2019/20 financial year, and require a Capital Strategy report to be produced in addition to the Treasury Management Strategy. The Capital Strategy is the Council's framework for the allocation and management of capital resources, taking into account the Council's Corporate Plan. It aims to provide a long term context in which capital decisions are made, the approach for governance for those decisions, and information on the Council's approach towards treasury management and other investments.
- 1.4 The Treasury Management Strategy also sets out the estimated borrowing requirement for both Tameside MBC and the Greater Manchester Metropolitan Debt Administration Fund (GMMDAF), together with the strategy to be employed in managing the debt position.
- 1.5 The Local Government Act 2003 is the major legislation governing borrowing and investments by local authorities. Under the Act a Local Authority may borrow money:
 - (a) For any purpose relevant to its functions under any enactment; or
 - (b) For the purposes of the prudent management of its financial affairs.
- 1.6 The Council is only permitted to borrow to finance its capital investment programme, and cannot borrow to fund on-going day to day expenditure, which must be funded from day to day income sources such as council tax, business rate income, government grant or reserves. If an authority does borrow for capital investment purposes it has a duty to ensure that its borrowing is affordable, and must set its own limits on how much it may borrow. The method of doing this is set out in the Prudential Code for Capital Finance in Local Authorities.

1.7 The borrowing limits set by the Council are based on the possibility of borrowing in advance of our needs, should interest rates be such that it is advantageous to do so. The Council is currently maintaining an under-borrowed position. This means that the capital borrowing need (as measured by the Capital Financing Requirement), has not been fully funded with loan debt as surplus cash balances have been utilised instead. This strategy is prudent as investment returns are low and interest rates on borrowing are comparatively high, thus creating a high cost of carry¹ for any borrowing taken up. The Council, along with its advisors, Link Asset Services, will closely monitor rates and take up borrowing at the most advantageous time possible.

1.8 Against this background and the continuing risks within the economic forecast, caution will be adopted with the 2019/20 treasury operations. The Section 151 Officer will monitor interest rates in financial markets and adopt a pragmatic approach in changing circumstances. Borrowing will be undertaken on an assessment of the situation at the time.

2. CODES OF PRACTICE

2.1 The Council's treasury activities are strictly regulated by statutory requirements and a professional code of practice (the CIPFA Code of Practice on Treasury Management – revised 2017) and the Prudential Code. The Council has adopted the CIPFA Code of Practice on Treasury Management. Part of this code is for the Council to set out Treasury Management Practices (TMPs). These are in place and are being adhered to.

2.2 The key objectives of the Prudential Code are to ensure, within a clear framework, that the capital plans of local authorities are affordable, prudent and sustainable and to ensure that treasury management decisions are taken in accordance with good professional practice and in a manner that supports these objectives.

2.3 To demonstrate that local authorities have fulfilled these objectives the Prudential Code sets out the indicators that should be used, and the factors that must be taken into account. The Code does not include suggested indicative limits or ratios as these are for the local authority to set itself. The Prudential Indicators required by the Code are designed to support local decision making and are not comparative indicators.

2.4 This report recommends specific indicators for approval and an affordable borrowing limit for 2019/20. It also recommends an affordable borrowing limit for the Greater Manchester Metropolitan Debt Administration Fund.

2.5 Where appropriate the Council may undertake borrowing for external organisations, and this will be on the basis that the revenue costs are fully reimbursed. This will be done purely for policy reasons.

2.6 Prudential Indicators have been set with regards to: affordability, prudence, sustainability, and value for money, stewardship of assets, service objectives and practicality.

2.7 Local authorities are required to encompass all aspects of the Prudential Code that relate to affordability, sustainability and prudence. When making a decision to invest in capital assets, the Council must ensure that it can meet both the immediate and long-term costs

¹ Cost of carry is the difference between the rate of interest paid on a loan against the rate of return received by investing that money. Therefore if a Council has cash balances already, and then takes some long term borrowing, the impact will be to increase the level of cash balances in the short term. For Tameside a 25 year loan would cost c2.65% but could only be invested at 0.75% resulting in a cost of carry of 1.9% per annum. Whilst cash balances are high it is more prudent to utilise cash balances to fund capital schemes and delay the decision to borrow.

to ensure the long-term sustainability.

- 2.8 The Prudential Code requires local authorities to consider wider management processes i.e. option appraisal, asset management planning, strategic planning and achievability in accordance with good professional practice. The Strategic Planning and Capital Monitoring Panel and Executive Cabinet are responsible for these areas.

Setting of Prudential Indicators

- 2.9 The Prudential Indicators for 2019/20 and the following two years must be set before the beginning of the forthcoming year and requires approval by Council as part of the budget approval process. The Section 151 Officer is responsible for ensuring that all matters required to be taken into account are reported to the Council for consideration.
- 2.10 The system requires a process for controlling prudential borrowing to ensure that all council borrowing remains affordable. The Section 151 Officer is responsible for this centralised control and has recommended approval of £30m of additional prudential borrowing in 2019/20 (relating to the previous borrowing not taken up) along with a further £12m in support of the capital programme. The actual timing of taking up new borrowing, in respect of the current under-borrowed position as well as the proposed capital investment plan, will be kept under review as part of normal treasury management operations.
- 2.11 The Prudential Borrowing proposal is provisional as the Council will review its available resources at the end of each financial year. An assessment of the capital grants, contributions and capital receipts at year end may provide a more cost effective method of financing the Council's capital expenditure. The Council will endeavour to keep Prudential Borrowing and the associated costs to a minimum by utilising other available resources.

Required indicators

- 2.12 The required Prudential Indicators are set out in **Appendix 19E** together with the methodology used to calculate them. The Prudential Indicators have been based on the planned level of borrowing set out above.
- 2.13 The monitoring frequency for each Prudential Indicator is determined individually. Some are monitored daily as treasury management transactions take place and others less frequently. For some indicators e.g. net external borrowing, trigger points will be set within the monitoring process to highlight when the indicator limits could be breached and allow corrective action to be taken
- 2.14 The Section 151 Officer will report to Members on the performance of all Prudential Indicators as part of the Capital Programme monitoring process. Some of the Prudential Indicators may need to be revised during the year and these will require approval by the Overview (Audit) Panel. The indicators will continually change due to factors other than the level of borrowing e.g. – capital expenditure will change when additional grant resources are received.

3. NEED TO BORROW

- 3.1 The Council's long term borrowing requirement in any year depends on the following factors:-
- (a) Existing loans which are due to mature during the year. These will include external loans, and any reduction of internal resources that are temporarily being used to finance capital expenditure.

- (b) The amount of capital expenditure that the Council has determined should be financed by borrowing. Under the Prudential Code on Borrowing the Council may determine its own levels of borrowing and is set by the Council as part of the main budget process. The Council is able to borrow in advance of its requirements, when it is considered beneficial to do so.
- (c) The amount of outstanding debt required to be repaid during the year, including the "Minimum Revenue Provision" (MRP) and additional voluntary MRP to repay prudential borrowing.

3.2 The Council has some flexibility to borrow funds for use in future years. The Section 151 Officer may do this under delegated power where, for instance, a sharp rise in interest rates is expected, and so borrowing early at fixed interest rates will be economically beneficial or meet budgetary constraints.

3.3 Any borrowing in advance undertaken will be made within the constraints of the Prudential Code. Risks associated with any advance borrowing activity will be subject to appraisal in advance and subsequent reporting through the annual reporting mechanism (the operational limit). The Council may also borrow on a short term basis to finance temporary shortfalls in cash flow.

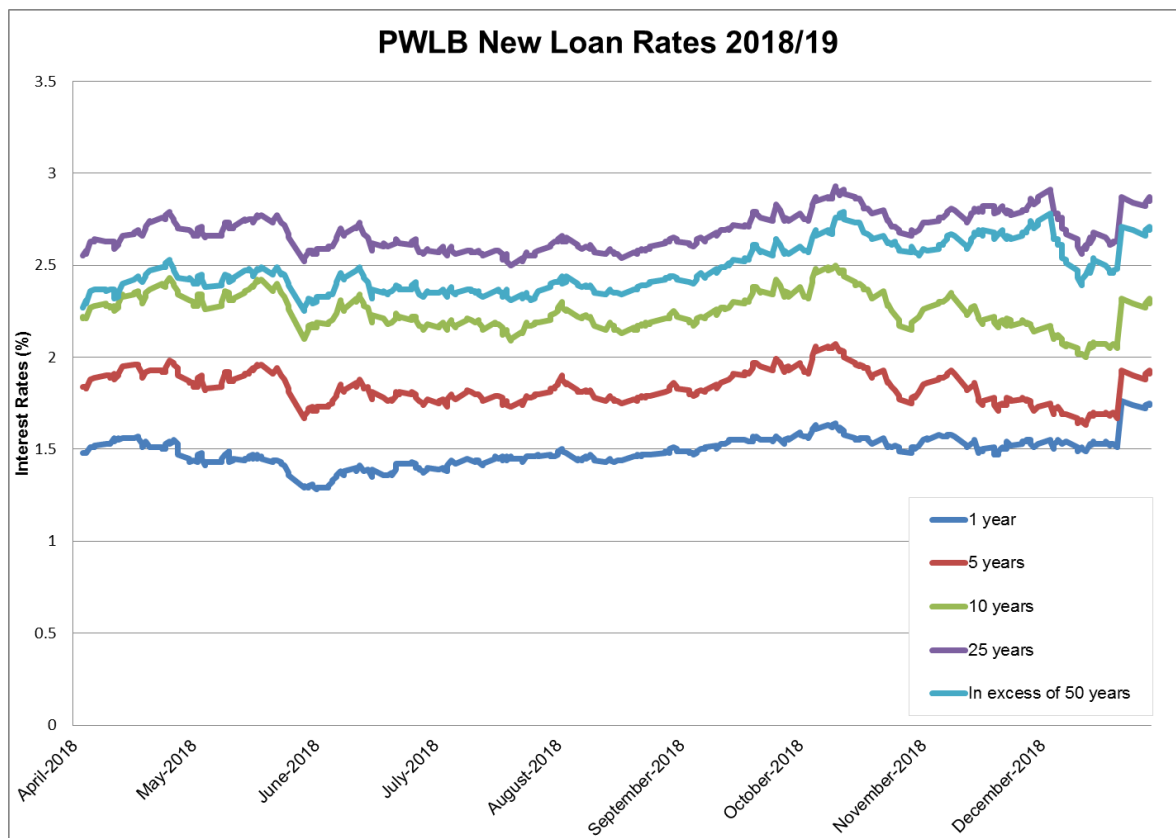
3.4 In addition to this, the Council can fund capital expenditure by using internal cash balances. Although borrowing is not undertaken to meet this expenditure, it has the effect of reducing the Council's investments, and therefore changing the net interest payable.

4. TYPES AND DURATION OF LOANS

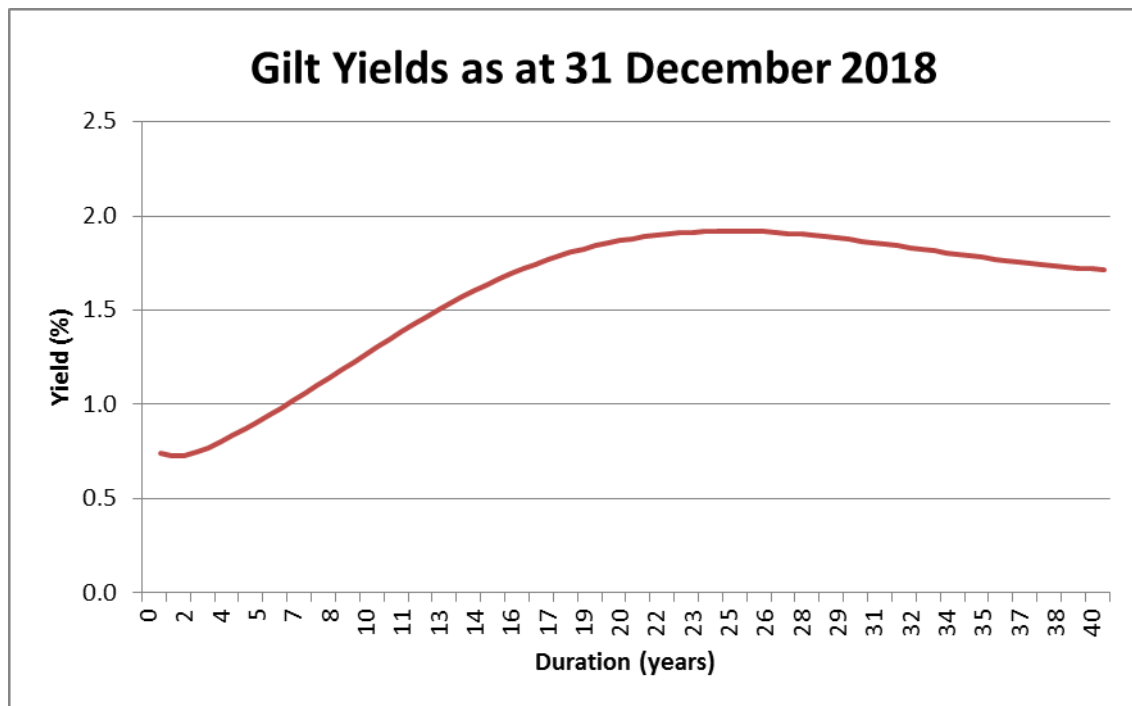
4.1 There are various types of loan available:-

- (a) Short term fixed.
These are loans of less than one year duration where the interest rate is agreed at the start of the loan and remains the same until the loan matures. The duration may last from 1 day to 364 days.
- (b) Short term variable.
Less than one year, but the interest rate may change during the life of the loan, usually in line with the market.
- (c) Long term fixed
As (a), but greater than one year (may be up to 50 years).
- (d) Long term variable
As (b), but life normally between 1 and 10 years.
- (e) LOBOs (Lender's Option Borrower's Option)
These are bank loans where the interest rate is fixed for a number of years (often with an automatic increase built in). At the end of this fixed rate period, the bank may (at pre-set anniversaries) take up an option to change the interest rate. The borrower (Tameside) then has the option to repay the loan if it does not want to pay the new interest rate. The Council can only repay the loan prior to the maturity date without penalty if the lender has taken up their option.

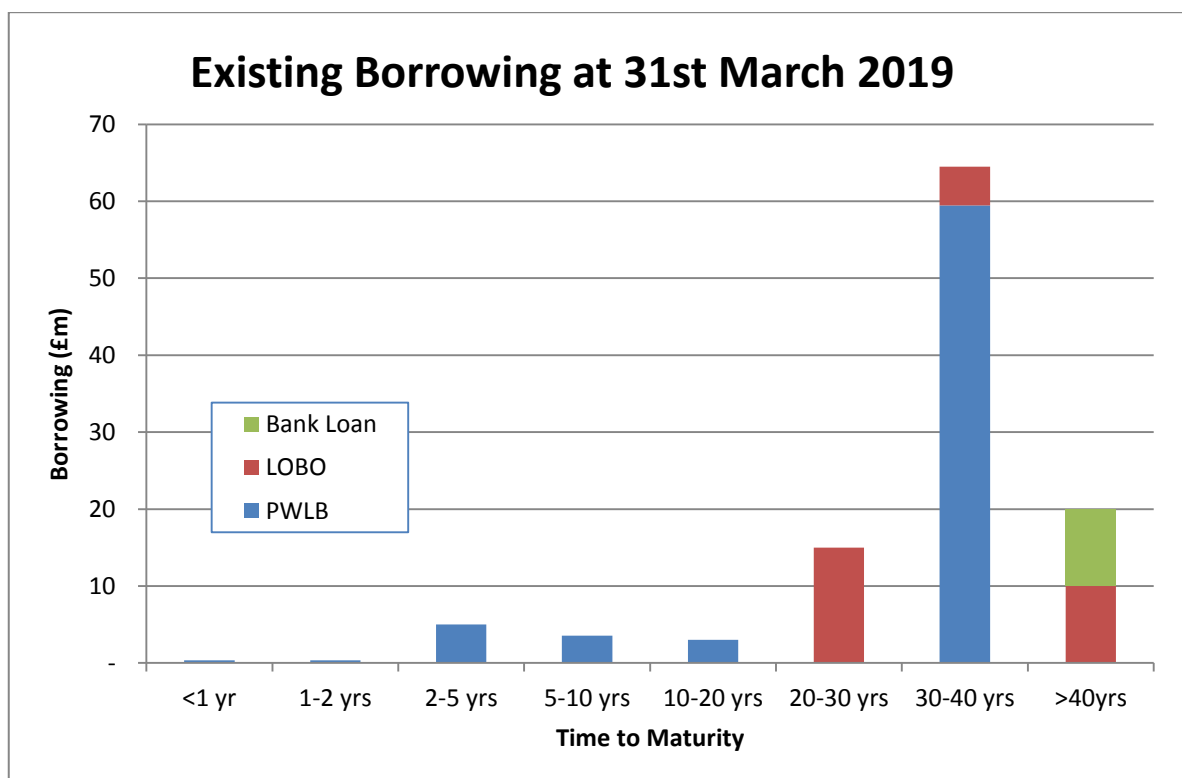
- 4.2 Interest rates are continually changing and are determined by economic and market conditions. Short term variable rates tend to reflect the current Bank of England Minimum Lending Rate (Bank Rate), but can vary (sometimes by more than 1%) due to market conditions. The on-going uncertainty in the financial markets has caused considerable volatility.



- 4.3 Long term fixed rates are based on Government Gilts (Bonds issued by the Government which pay a fixed rate of interest) and reflect the future expectations of base rates, inflation and risks within the general economy. They may be markedly different from short term rates, and they may also be volatile. At present interest rates on longer term loans are higher than short term rates due to the relatively low Base Rate, implemented by the Monetary Policy Committee of the Bank of England. The programme of “quantitative easing” undertaken by the Bank of England and the “safe haven” status of the UK continues to restrict gilt interest rates.



- 4.4 Tameside's loan portfolio as at 31st March 2019, assuming no new borrowing is taken, will contain £72m of long term fixed loans from the PWLB, £10m long term fixed bank loans and £30m of LOBOs. The following graph outlines the maturity profile, which shows that there is currently no refinancing risk borne by the Council, whereby it would have to repay any of its existing loans:



5. SOURCES OF BORROWING

- 5.1 Loans to fund the borrowing requirement may be raised from any source approved by the Local Government Act 2003.

The main sources currently available to Tameside are:-

- a. The Public Works Loan Board (PWLB) (£72m at 31st March 2019)
- b. European Investment Bank (EIB) (no current borrowing)
- c. Banks, Building Societies and other financial institutions (£40m at 31st March 2019)
- d. Internal cash funds and balances (£70m at 31st March 2019).

Of these, by far the greatest proportion of borrowing taken up is normally obtained from the PWLB.

- 5.2 The PWLB is, in effect, the Government, and loans raised from this source are generally the cheapest available for their type and duration. Although loans from the PWLB may be obtained at a variable rate of interest, Tameside has normally borrowed at fixed rates.
- 5.3 Whilst the Public Works Loan Board, part of HM Treasury, is the primary lender to local authorities, the European Investment Bank (EIB) will also provide support for funding infrastructure projects throughout the EU. This source of funding is priced in a similar way to the PWLB, but requires applications for specific projects. These projects must further EU policy requirements and be financially, technically and environmentally viable. They are particularly aimed at regional development issues. The Association of Greater Manchester Authorities (AGMA) has negotiated a borrowing facility with the EIB, which could be available to the council in due course if appropriate.
- 5.4 Borrowing for fixed periods means that the average rate payable is not subject to large year on year volatility which could occur if rates were linked to the base rate of interest.
- 5.5 Internal funds, such as the Insurance Fund, are paid interest in line with short term rates.
- 5.6 Traditionally the strategy employed by Tameside and most other Local Authorities is to borrow long term at fixed rates of interest.
- 5.7 Where appropriate the Council may undertake borrowing for external organisations for policy reasons, and this will be on the basis that the revenue costs are fully reimbursed.

6. RESCHEDULING OF LONG TERM DEBT

- 6.1 Rescheduling involves the early repayment and re-borrowing of different term PWLB loans, or converting fixed rate loans to variable and vice versa. This can involve paying a premium or receiving a discount, but is intended to reduce the overall interest burden, since the replacement loan (or reduction of investment) is normally borrowed at a lower interest rate.
- 6.2 The use of rescheduling has traditionally been a valuable tool for the Council, but its success depends on the frequent movement of interest rates, and therefore it cannot be easily estimated for. It will continue to be used when suitable opportunities arise, in consultation with our treasury management advisors, although such opportunities may not occur.
- 6.3 However, the changes made by the PWLB in 2010 to introduce separate rates for the premature repayment of debt and the increase in the cost of new PWLB borrowing by approximately 1%, has significantly reduced the ability to re-schedule debt. No re-scheduling has been undertaken by the Council since these changes occurred.

- 6.4 However, the PWLB has continued a scheme to allow a 0.20% reduction on the published borrowing rates, known as the “certainty rate”, for Councils that provide indicative borrowing requirements for the next 3 years. The Council has provided this information and has therefore protected its eligibility for the certainty rate. This does not however commit the Council to a particular course of action.
- 6.5 With the current yield curve, debt restructuring is likely to focus on switching from longer term fixed rates to cheaper shorter term debt, although the Section 151 Officer and our treasury management advisors will monitor prevailing rates for any opportunities during the year.
- 6.6 Although a pro-active approach is taken to identify opportunities to re-schedule debt, no such an opportunities have arisen so far in 2018/19, or are foreseen in 2019/20 with the current interest rate climate.
- 6.7 Consideration will also be given to identify if there is any potential for making savings by utilising cash balances to repay debt prematurely, as short term rates on investments are likely to be lower than rates paid on current debt.

7. CURRENT POSITION – 2018/19

- 7.1 The original estimate of interest payable for the 2018/19 financial year was £6.552m. Of this £6.377m will be paid externally and the remainder will be paid to various Council funds such as the Insurance Fund. It is anticipated that the outturn position for the year will be slightly below this budget.

8. TAMESIDE MBC’S ESTIMATED NET DEBT POSITION AT 31 MARCH 2019

- 8.1 Following transactions and activity expected prior to the financial year end it is anticipated that at the end of the current financial year, the Council's net borrowing position will be:-

	£m
PWLB	71.962
Market Loans (incl LOBOs)	<u>40.000</u>
Total External Borrowing	111.962
Less Sports Trust Debt	-1.642
Less Airport Debt	-0.550
Less Trust Funds, Contractor Deposits etc	-0.147
Less Investments	<u>-98.016</u>
Net Debt Outstanding	11.337

- 8.2 The estimated position assumes the Council will not take up any borrowing during 2018/19, to meet the forecast outstanding borrowing requirement as at 31 March 2019 (£70.184m) and no advanced borrowing for 2019/20 or future years. By postponing borrowing and utilising cash balances, the Council reduces counterparty risk and the financial impact of the current low level of investment returns.
- 8.3 Prudential borrowing of £4.280m was taken up on 25 July 2008 from the PWLB on behalf of the Tameside Sports Trust, to enable facility improvements. The costs related to this borrowing are met by reducing the annual Council's grant paid to the Sports Trust by an equal amount. The outstanding amount at 31 March 2019 will be £1.642m.
- 8.4 The Council's total net debt is £11.337m

9. 2019/20 BORROWING REQUIREMENT

9.1 As stated earlier the authorised limits for debt under the Prudential Code allow for borrowing in advance. This will only be done if interest rates for longer term loans are advantageous to the Council and the counterparty risk to the Council on investments is acceptable, or such borrowing will afford an opportunity for debt rescheduling.

9.2 During 2019/20 it is estimated that the following requirement will be needed in respect of the general fund:-

	£m
Capital expenditure (financed by loan)	12.207
Loans maturing	<u>0.333</u>
	12.540
Less MRP repayments	<u>-4.060</u>
Total potential borrowing requirement	<u>8.480</u>

9.3 Therefore the additional outstanding capital borrowing need of the Council will be £8.480m (capital expenditure less debt repayments) during 2019/20.

9.4 The budget for 2019/20 shows that loans and investments outstanding during the year will generate estimated gross interest charges of £6.317m, of this £6.187m will be paid externally and the remainder will be paid to various Council funds. Under current Local Government accountancy rules no interest is payable in respect of the Council's capital receipts and revenue balances. This has no net effect on the overall finances of the Council.

10. GREATER MANCHESTER METROPOLITAN DEBT ADMINISTRATION FUND (GMMDAF) REQUIREMENT

10.1 Unlike Tameside MBC the GMMDAF incurs no capital expenditure, and therefore the total debt outstanding reduces annually by the amount of debt repaid by the constituent authorities. However, loans are raised to replace those maturing during the year and also for cash-flow purposes.

10.2 At 31 March 2019 it is expected that the fund will have the following outstanding debt:

	£m
PWLB	48.963
Transferred Debt	0.121
Temporary Borrowing	8.619
Creditors	<u>1.103</u>
Total Debt	<u>58.806</u>

10.3 The fund's borrowing requirement for 2019/20 is estimated to be:

Long term debt maturing	£m
PWLB	10.000
Other	<u>0.036</u>
	10.036
Less principal repayments	<u>-18.554</u>
Deficit/(Surplus)	<u>-8.518</u>

- 10.4 During 2019/20 it is estimated that the total interest payments will be £3.294m at an average interest rate of 5.60%. This compares with 5.22% in 2018/19 and 4.74% in 2017/18.
- 10.5 Further loans may be taken up for either re-scheduling or borrowing early for future years, if prevailing rates are considered attractive.
- 10.6 GMMDAF is scheduled to come to an end in 2021/22. The remaining payments due from districts are estimated to be as follows:

	Pool Rate %	Principal £m	Interest £m	Debt Outstanding £m
2019/20	5.60	18.556	3.295	40.286
2020/21	6.50	19.509	2.619	20.777
2021/22	6.75	20.777	1.402	nil

11. BORROWING STRATEGY

- 11.1 The Council has the following anticipated borrowing requirement:-

	2018/19 £m	2019/20 £m	2020/21 £m
Opening CFR	181.457	182.611	190.758
Outstanding Borrowing Requirement	68.709	70.184	78.663
Capital Expenditure Financed by Borrowing	5.052	12.207	-
Loans Maturing	0.320	0.333	0.350
MRP	- 3.898	- 4.060	- 4.366
Annual Requirement	1.474	8.480	- 4.016
Total Requirement	70.184	78.663	74.648
Estimated Annual Cost*	1.333	1.495	1.418

*note: Estimated cost is the net of interest charges from PWLB less interest earned on cash balances. This is only incurred if borrowing is undertaken.

- 11.2 As shown above, the Council is currently maintaining an under-borrowed position estimated to be £70.184m at 31st March 2019. This means that the capital borrowing need (the Capital Financing Requirement), has not been fully funded with loan debt as cash has been used. This strategy is prudent as investment returns are low and counterparty risk is high. The Council continues to have a high level of investments, and it is expected that these will continue during the next financial year. The Council will seek to maintain levels of external debt as low as possible, consistent with a consideration of wider risks and benefits. As illustrated in the table above, the Council will save an estimated £1.333m in 2018/19 and £1.495m in 2019/20 as a result of not taking up this borrowing.

- 11.3 The uncertainty over future interest rates and concerns over counterparty credit worthiness increases the risks associated with treasury activity. The Section 151 Officer will monitor interest rates in financial markets and adopt a pragmatic approach in changing circumstances. PWLB loans may be borrowed in order to reschedule debt or meet the outstanding borrowing need as is felt to be appropriate. The possibility of deferring borrowing until later years to reduce our level of investments and associated counterparty risk will be considered.
- 11.4 As a result the Council will take a cautious approach to its borrowing strategy and all opportunities explored in conjunction with our treasury management advisors. Borrowing decisions will be based on the circumstances prevailing at the time.
- 11.5 Long-term fixed interest rates are at risk of being higher over the medium term, and short term rates are expected to rise, although more modestly. The Section 151 Officer, under delegated powers, will take the most appropriate form of borrowing depending on the prevailing interest rates at the time, taking into account the risks outlined above. It is likely that shorter term fixed rates may provide lower cost opportunities in the short/medium term.
- 11.6 The borrowing rules for the PWLB mean that we are able to borrow our full requirement from them. However, if interest rates in respect of LOBOs, or other market loans are sufficiently attractive, these may be used for Tameside. The length of loans required for LOBOs mean they are unsuitable for the GMMDAF.

12. INTEREST RATES

- 12.1 The borrowing and investment strategy outlined in the report is based on the following central view forecast, provided by our treasury management advisors (Link Asset Services), showing the movement in longer term interest rates for borrowing and movement in shorter term interest rates for investments.

Link Asset Services Interest Rate View													
	Mar-19	Jun-19	Sep-19	Dec-19	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22
Bank Rate View	0.75%	1.00%	1.00%	1.00%	1.25%	1.25%	1.25%	1.50%	1.50%	1.75%	1.75%	1.75%	2.00%
3 Month LIBID	0.90%	1.00%	1.10%	1.20%	1.30%	1.40%	1.50%	1.50%	1.60%	1.70%	1.80%	1.90%	2.00%
6 Month LIBID	1.00%	1.20%	1.30%	1.40%	1.50%	1.60%	1.70%	1.70%	1.80%	1.90%	2.00%	2.10%	2.20%
12 Month LIBID	1.20%	1.30%	1.40%	1.50%	1.60%	1.70%	1.80%	1.90%	2.00%	2.10%	2.20%	2.30%	2.40%
5yr PWLB Rate	2.10%	2.20%	2.20%	2.30%	2.30%	2.40%	2.50%	2.50%	2.60%	2.60%	2.70%	2.80%	2.80%
10yr PWLB Rate	2.50%	2.60%	2.60%	2.70%	2.80%	2.90%	2.90%	3.00%	3.00%	3.10%	3.10%	3.20%	3.20%
25yr PWLB Rate	2.90%	3.00%	3.10%	3.10%	3.20%	3.30%	3.30%	3.40%	3.40%	3.50%	3.50%	3.60%	3.60%
50yr PWLB Rate	2.70%	2.80%	2.90%	2.90%	3.00%	3.10%	3.10%	3.20%	3.20%	3.30%	3.30%	3.40%	3.40%

- 12.2 Link Asset Services have also provided the following economic update:

The flow of generally positive economic statistics after the quarter ended 30 June meant that it came as no surprise that the MPC came to a decision on 2 August to make the first increase in Bank Rate above 0.5% since the financial crash, from 0.5% to 0.75%. Growth became increasingly strong during 2018 until slowing significantly during the last quarter. At their November quarterly Inflation Report meeting, the MPC left Bank Rate unchanged, but expressed some concern at the Chancellor's fiscal stimulus in his Budget, which could increase inflationary pressures. However, it is unlikely that the MPC would increase Bank Rate in February 2019, ahead of the deadline in March for Brexit. On a major assumption that Parliament and the EU agree a Brexit deal in the first quarter of 2019, then the next increase in Bank Rate is forecast to be in May 2019, followed by increases in February and November 2020, before ending up at 2.0% in February 2022.

The overall longer run future trend is for gilt yields, and consequently PWLB rates, to rise, albeit gently. However, over about the last 25 years, we have been through a period of falling bond yields as inflation subsided to, and then stabilised at, much lower levels than before, and supported by central banks implementing substantial quantitative easing purchases of government and other debt after the financial crash of 2008. Quantitative easing, conversely, also caused a rise in equity values as investors searched for higher returns and purchased riskier assets. In 2016, we saw the start of a reversal of this trend with a sharp rise in bond yields after the US Presidential election in November 2016, with yields then rising further as a result of the big increase in the US government deficit aimed at stimulating even stronger economic growth. That policy change also created concerns around a significant rise in inflationary pressures in an economy which was already running at remarkably low levels of unemployment. Unsurprisingly, the Fed has continued on its series of robust responses to combat its perception of rising inflationary pressures by repeatedly increasing the Fed rate to reach 2.25 – 2.50% in December 2018. It has also continued its policy of not fully reinvesting proceeds from bonds that it holds as a result of quantitative easing, when they mature. We therefore saw US 10 year bond Treasury yields rise above 3.2% during October 2018 and also investors causing a sharp fall in equity prices as they sold out of holding riskier assets. However, by early January 2019, US 10 year bond yields had fallen back considerably on fears that the Fed was being too aggressive in raising interest rates and was going to cause a recession. Equity prices have been very volatile on alternating good and bad news during this period.

From time to time, gilt yields, and therefore PWLB rates, can be subject to exceptional levels of volatility due to geo-political, sovereign debt crisis, emerging market developments and sharp changes in investor sentiment. Such volatility could occur at any time during the forecast period.

Economic and interest rate forecasting remains difficult with so many external influences weighing on the UK. The above forecasts, (and MPC decisions), will be liable to further amendment depending on how economic data and developments in financial markets transpire over the next year. Geopolitical developments, especially in the EU, could also have a major impact. Forecasts for average investment earnings beyond the three-year time horizon will be heavily dependent on economic and political developments.

Investment and borrowing rates

- *Investment returns are likely to remain low during 2019/20 but to be on a gently rising trend over the next few years.*
- *Borrowing interest rates have been volatile so far in 2018-19 and while they were on a rising trend during the first half of the year, they have backtracked since then until early January. The policy of avoiding new borrowing by running down spare cash balances has served well over the last few years. However, this needs to be carefully reviewed to avoid incurring higher borrowing costs in the future when authorities may not be able to avoid new borrowing to finance capital expenditure and/or the refinancing of maturing debt;*
- *There will remain a cost of carry, (the difference between higher borrowing costs and lower investment returns), to any new long-term borrowing that causes a temporary increase in cash balances as this position will, most likely, incur a revenue cost.*

13. INVESTMENTS

- 13.1 The primary objectives of the Council's investment strategy are safeguarding the repayment of the principal and interest of its investments on time, then ensuring adequate

liquidity, with the investment rate of return being the final consideration. The current investment climate continues to have one over-riding risk, counterparty risk. As a result of these underlying concerns officers are implementing a risk averse operational investment strategy.

13.2 The 2017 revised CIPFA Treasury Management Code and the DCLG Investment Guidance requires the consideration and approval of security and liquidity benchmarks. Yield benchmarks are currently widely used to assess investment performance. Discrete security and liquidity benchmarks are a requirement to Member reporting, although the application of these is more subjective in nature. Additional background on the approach taken is attached at **Appendix 19C**.

13.3 These benchmarks are not limits and so may be breached from time to time, depending on movements in interest rates and counterparty criteria. The purpose of the benchmark is that officers will monitor the current and trend position and amend the operational strategy depending on any changes. Any breach of the benchmarks will be reported, with supporting reasons in the Annual Report.

Security - The Council's maximum security risk benchmark for the current portfolio, when compared to these historic default tables, is:

- 0.03% historic risk of default when compared to the whole portfolio.

Liquidity – In respect of this area the Council seeks to maintain:

- Bank overdraft - £1.60m
- Liquid short term deposits of at least £5m available with a week's notice.
- Weighted Average Life benchmark is expected to be 0.25 years, with a maximum of 0.625 years

Yield - Local measures of yield benchmark is:

- Investments – Internal returns above the 7 day LIBID rate
- And in addition that the security benchmark for each individual year is:

	1 year	2 years	3 years	4 years	5 years
Maximum	0.05%	0.15%	0.28%	0.42%	0.59%

Note: This benchmark is an average risk of default measure, and would not constitute an expectation of loss against a particular investment.

13.4 Normally when the Council has surplus cash, this is invested to try to ensure that interest earned is optimised with minimal risk of capital loss. Higher interest rates are earned by investing any large amounts on the London money markets, rather than by leaving such sums with the Council's own bank. The Investment Strategy sets out the type of institutions with which the Council may deposit funds for this purpose. The list has been compiled to reflect the creditworthiness of these banks and building societies, rather than the rates of interest payable, as the safety of the asset is the most important consideration. Nonetheless, the interest received from these institutions is competitive.

13.5 The ongoing financial uncertainty has reinforced the need for the Council to ensure it adopts a security based approach to investment strategy.

- 13.6 The policy allows strategic investments up to £30m for more than 12 months, as reported in **Appendix 19E**. Although this policy has not changed, the Council has made efforts to use more of this allocation in order to increase returns.
- 13.7 In recent years the Council has had a high level of investments and therefore the investment strategy has been aligned with our debt strategy. The strategy for repayment of debt has been dependent on the movement of long term interest rates, and in favourable circumstances this could mean the repayment of tranches of debt. Investments have therefore been managed in-house in order to finance any repayments if necessary. It is expected that this strategy will continue.
- 13.8 As established in the Mid-Year Treasury Management Activities Report, the Council applies the creditworthiness service provided by its advisors, Link Asset Services. This service employs a sophisticated modelling approach utilising credit ratings from the three main credit rating agencies - Fitch, Moody's and Standard and Poor's. The credit ratings of counterparties are supplemented with the following overlays:
- Credit watches and credit outlooks from credit rating agencies;
 - CDS spreads to give early warning of likely changes in credit ratings;
 - Sovereign ratings to select counterparties from only the most creditworthy countries.
- 13.9 The Council also holds investments in Money Market Funds (MMFs) which are AAA rated and act, in a similar way to unit trusts, to spread the risk of default across a number of underlying institutions. This type of fund is tightly regulated and viewed as a safe investment.
- 13.10 EU reform means that the current class of MMF used by the Council - Constant Net Asset Value (CNAV) - will be replaced by a new Low Volatility Net Asset Value (LVNAV) class of fund from 21 January 2019. LVNAV funds operate under stricter conditions than the existing CNAV funds, meaning the underlying investments must be valued within a smaller "collar" than with CNAV funds, and also have shorter liquidity limits. This should have no impact on how the Council uses such funds, and no negative impact on their security.
- 13.11 The Council has a deposit account with the Government Debt Management Office (DMO). As this facility is underwritten by the government, the rates of interest offered by the DMO are substantially below the current market rates. This facility has not been used in 2018/19.
- 13.12 If concerns over counterparty risk reduce and market conditions are judged suitable, long term borrowing may be taken up by the Council in advance of when it is required for capital purposes. In these circumstances the excess cash will be invested in line with the Council's prudent investment objectives, with security of the asset the highest priority. However, the Council is not allowed to borrow for the express purpose of reinvesting this cash in money market investments to make a return.
- 13.13 Although security and liquidity are both given priority over yield, the Council still manages to achieve a higher rate of return than the 7 day LIBOR benchmark. In 2017/18 the Council achieved a return of 0.43% versus a LIBID of 0.23%. In 2018/19 to December 31, a return of 0.83% has been earned against a LIBID of 0.49%. This is a yield of £652k and a gain of £267k.

14 INVESTMENTS – PROPOSED CHANGES

- 14.1 There are no proposed changes to the Council's investment strategy for 2019/20.

15 TREASURY MANAGEMENT ADVISORS

- 15.1 The Council uses Link Asset Services as its treasury management advisors. Link provides a range of services which include:
- Technical support on treasury matters and capital finance issues;
 - Economic and interest rate analysis;
 - Debt services which includes advice on the timing of borrowing;
 - Debt rescheduling advice surrounding the existing portfolio;
 - Generic investment advice on interest rates, timing and investment instruments; and
 - Credit ratings/market information service comprising the three main credit rating agencies.
- 15.2 Whilst the advisers provide support to the internal treasury function, under current market rules and the CIPFA Code of Practice, the final decision on treasury matters remains with the Council. This service is subject to regular review.
- 15.3 Link Asset Services are currently engaged on a 4 year contract which runs to September 2019. A reprocurement exercise will therefore take place during 2019/20.

16. Greater Manchester Pension Fund

- 16.1 The Council also carries out treasury management activities on behalf of Greater Manchester Pension Fund (GMPF). GMPF holds cash in accordance with its strategic asset allocation as determined by the GMPF Management Panel which may be increased or decreased on a tactical basis by the external investment managers within risk parameters also set by the Panel. As at 31st December 2018 the Pension Fund cash totalled around £589m.
- 16.2 The GMPF counterparty list mirrors that of Tameside MBC, along with the following operating constraints:
- a) The maximum duration for an investment is 1 year.
 - b) The maximum investment per counterparty is £75m
- 16.4 Along with these limits, further constraints are in place for the different categories of cash. The bulk of the fund managers' allocations must be available at short notice; therefore the following constraints are enforced:
- a) 35% must be available within one week
 - b) 70% must be available within two weeks
- 16.5 Additionally, the strategic allocation to in-house cash must be kept entirely liquid and immediately available.

17. RECOMMENDATIONS

- 17.1 That the Treasury Management Strategy be noted and the proposed borrowing strategy be supported.
- 17.2 That the Annual Investment Strategy (Appendix 19A) be recommended for approval by the full Council
- 17.3 That the amendments to the MRP policy (Appendix 19D) be recommended for approval by full Council.

APPENDIX 19A

ANNUAL INVESTMENT STRATEGY: FINANCIAL YEAR 2019/20

The Council's investment policy has regard to the CLG's Guidance on Local Government Investments ("the Guidance") and the revised CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes ("the CIPFA TM Code"). The Council's investment priorities will be security first, liquidity second, and then return.

In accordance with the above guidance from the CLG and CIPFA, and in order to minimise the risk to investments, the Council applies minimum acceptable credit criteria in order to generate a list of highly creditworthy counterparties which also enables diversification and thus avoidance of concentration risk. The key ratings used to monitor counterparties are the Short Term and Long Term ratings.

Ratings will not be the sole determinant of the quality of an institution; it is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate. The assessment will also take account of information that reflects the opinion of the markets. To this end the Council will engage with its advisors to maintain a monitor on market pricing such as "credit default swaps" and overlay that information on top of the credit ratings.

Other information sources used will include the financial press, share price and other such information pertaining to the banking sector in order to establish the most robust scrutiny process on the suitability of potential investment counterparties.

Investment Objectives:

The aim of the strategy is to generate a list of highly creditworthy counterparties which will also enable diversification and thus avoidance of concentration risk.

All investments will be in sterling. The general policy objective for this Council is the prudent investment of its treasury balances. This includes monies borrowed for the purposes of expenditure in the reasonably near future (i.e. borrowed 12-18 months in advance of need). The Council's investment priorities are

- (a) the **security** of capital and
- (b) **liquidity** of its investments.
- (c) **optimum return** on its investments commensurate with (a) and (b).

The former Office of the Deputy Prime Minister regulations stated that the borrowing of monies purely to invest or on-lend and make a return is unlawful, and therefore this Council will not engage in such activity.

Creditworthiness policy

This Council applies the creditworthiness service provided by Link Asset Services. This service employs a sophisticated modelling approach utilising credit ratings from the three main credit rating agencies - Fitch, Moody's and Standard and Poor's. The credit ratings of counterparties are supplemented with the following overlays:

- credit watches and credit outlooks from credit rating agencies;
- CDS spreads to give early warning of likely changes in credit ratings;
- sovereign ratings to select counterparties from only the most creditworthy countries.

This modelling approach combines credit ratings, credit Watches and credit Outlooks in a weighted scoring system which is then combined with an overlay of CDS spreads for which the end product is a series of colour coded bands which indicate the relative creditworthiness of counterparties. These colour codes are used by the Council to determine the suggested duration for investments. The Council will therefore use counterparties within the following durational bands:

- Yellow 5 years (UK Government debt or equivalent).
- Dark pink 5 years for Enhanced money market funds (EMMFs) with a credit score of 1.25
- Light pink 5 years for Enhanced money market funds (EMMFs) with a credit score of 1.5
- Purple 2 years
- Blue 1 year (only applies to nationalised or semi nationalised UK Banks)
- Orange 1 year
- Red 6 months
- Green 100 days
- No colour not to be used

Y	Pi1	Pi2	P	B	O	R	G	N/C
1	1.25	1.5	2	3	4	5	6	7
Up to 5yrs	Up to 5yrs	Up to 5yrs	Up to 2yrs	Up to 1yr	Up to 1yr	Up to 6mths	Up to 100days	No Colour

The Link Asset Services' creditworthiness service uses a wider array of information than just primary ratings. Furthermore, by using a risk weighted scoring system, it does not give undue preponderance to just one agency's ratings.

Typically the minimum credit ratings criteria the Council use will be a Short Term rating (Fitch or equivalents) of F1 and a Long Term rating of A-. There may be occasions when the counterparty ratings from one rating agency are marginally lower than these ratings but may still be used. In these instances consideration will be given to the whole range of ratings available, or other topical market information, to support their use.

All credit ratings will be monitored regularly. The Council is alerted to changes to ratings of all three agencies through its use of the Link Asset Services' creditworthiness service.

- if a downgrade results in the counterparty / investment scheme no longer meeting the Council's minimum criteria, its further use as a new investment will be withdrawn immediately.
- in addition to the use of credit ratings the Council will be advised of information in movements in credit default swap spreads against the iTraxx benchmark and other market data on a daily basis via its Passport website, provided exclusively to it by Link Asset Services. Extreme market movements may result in downgrade of an institution or removal from the Council's lending list.

Sole reliance will not be placed on the use of this external service. In addition this Council will also use market data and market information, information on any external support for banks to help support its decision making process.

All institutions which meet the criteria **may** be included on our lending list at the discretion of the Section 151 Officer, although meeting the criteria does not guarantee this.

The criteria may only be changed by the Executive Cabinet.

Monitoring of credit ratings and other market information:

All credit ratings will be monitored regularly. The Council is alerted to changes to ratings of all three agencies through its use of Link Asset Services' creditworthiness service.

If a counterparty or investment scheme's rating is downgraded with the result that it no longer meets the Council's minimum criteria or other market information leads the concerns over the credit quality of that entity, then the further use of that counterparty/investment scheme as a new investment will be withdrawn immediately (however, existing fixed investments must remain in place until they mature).

If a counterparty is upgraded so that it fulfils the Council's criteria, its inclusion may be considered by the Section 151 Officer for approval.

Institutional Limits for Investments:

The Council has previously set limits on investments with individual institutions. These have been set for the Council and the Pension Fund combined. These limits (which will remain in force unless changed by the Executive Cabinet) are:

Currently the overall limit invested by Tameside, the GM Pension Fund and the GMMDAF in one institution should not exceed a combined amount of £95m. Of this £95m, a maximum of £75m may be invested by the Pension Fund, £15m by Tameside and £5m by the GMMDAF.

At any time the maximum should not exceed 20% of the total amount available for investment (at the time of the investment - individually for the Council and the Pension Fund), or the above limits, whichever is less. However, where total investments are less than £100m for the Pension Fund and £25m for Tameside, the upper limits will be £20m and £5m respectively.

The counterparty limit for UK Government bodies (e.g. local authorities and other similar bodies) is £50m. Any such investment would still be highly secure due to the Government-backed nature of these entities.

Investments defined as capital expenditure:

The acquisition of share capital in any body corporate is defined as capital expenditure under Section 16(2) of the Local Government Act 2003. Such investments will have to be funded out of capital or revenue resources and will be classified as 'non-specified investments'. The acquisition of loan capital in a body corporate has recently been relaxed so that it is not treated as capital expenditure and can be used for treasury management activities.

A loan or grant by this Council to another body for capital expenditure by that body is also deemed by regulation to be capital expenditure by this Council. It is therefore important for this Council to clearly identify if the loan has made for policy reasons (e.g. to a registered social landlord for the construction/improvement of dwellings) or an investment for treasury management purposes. The latter will be governed by the framework set by the Council for 'specified' and 'non-specified' investments.

The Council provided a loan of £4.280m (funded by Prudential Borrowing) to the Tameside Sports Trust in 2008/09, to invest in the refurbishment of three existing Leisure Centres within the Borough. This loan was for policy reasons and not for treasury management purposes. The Council also has an investment in Manchester Airport shares of £10.215m. These investments were not part of the Treasury Management strategy.

During 2009/10, Manchester Airport re-negotiated the terms of its loan arrangement with the 10 Greater Manchester Districts; as a result of this agreement the 10 Districts have taken responsibility to service the former Manchester Airport share of the GMMDAF and Terminal 2 Loan Debt. The Airport pays the Districts an annual fixed interest of 12% on the outstanding balance at 9 February 2010. The Airport has agreed to repay the loan to the Council by the end of the agreement in 2055. The re-negotiated loan arrangement was not for treasury management purposes. In 2017/18 the Council granted an additional £11.3m shareholder loan to Manchester Airport Group. This is to be repaid over 40 years at an interest rate of 10%

Manchester Airport

Tameside MBC holds a 3.22% equity share in Manchester Airports Group (MAG). The fair value of the Council's 3.22% shareholding at 31 March 2018 has been estimated at £51.9m (£43.7m as at 31 March 2017).

Dividends of £5.6m have been received in 2018/19 from the Council's investment in MAG. This represents a 17% year on year increase from the previous year's dividend. Whilst this revenue is important to the Council, dividends are not guaranteed, and if financial performance reduces then the dividend is also likely to reduce. The Council therefore includes a prudent amount of income in its Medium Term Financial Strategy, but does not assume it will receive an increasing dividend each year.

Provisions for Credit-related losses

If any of the Council's investments appeared at risk of loss due to default (i.e. a credit-related loss, and not one resulting from a fall in price due to movements in interest rates) the Council will make revenue provision of an appropriate amount.

Investment Strategy to be followed:

Based on its cash flow forecasts, the Council anticipates its fund balances in 2019/20 to range between £60m and £150m.

Use of investments for rescheduling purposes, or deferring borrowing could substantially reduce these holdings, whereas borrowing earlier than required could increase them.

The minimum percentage of its overall investments that the Council will hold in short-term investments is 50%.

The current financial climate provides operational difficulties. Ideally investments would be invested longer to secure better returns, however uncertainty over counterparty creditworthiness suggest shorter dated investments would provide better security.

The money market interest rates will be constantly monitored, and with the advice of our treasury advisors, the length of investments will be determined in accordance with our own views of future rate movements. In this way we would hope to optimise our investment returns.

Use of Specified and Non-Specified Investments during the Financial Year

There are a number of types of investments which the Council could use. These are outlined in the following tables

Specified investments:

All such investments shall be in sterling with a maximum maturity of 1 year with institutions of high credit quality.

	Minimum Credit Criteria
Term Deposits (including bank cancellable deposits and certificates of deposit) with credit – rated deposit takers (banks and building societies) *	Per Link Asset Services
Term Deposits with the UK Government including Treasury Bills or other Local Authorities	N/A
Money Market Funds	AAA
Debt Management Agency Deposit Facility	N/A

*If forward deposits are made, these will be for a maximum of 1 year from the date of the deal.

Bank cancellable deposits cover a variety of bank deposits where the bank holding the deposit, has the option of repaying at pre-specified times. Such investments normally attract a higher original interest rate.

Non – Specified Investments:

A maximum of 50% (at the time the investments are made) will be held in aggregate in non – specified investments. The only types of non-specified investments, with high credit quality, that the Council may use during 2019/20 are:

	Minimum Credit Criteria
Term Deposits exceeding 1 year (including bank cancellable deposits) with credit – rated deposit takers (banks and building societies)	Per Link Asset Services
Term Deposits with the UK Government or other Local Authorities exceeding 1 year	N/A
UK nationalised and part nationalised banks (currently Lloyds Banking Group and Royal Bank of Scotland Group) – investments will be limited to a maximum period of 12 months	N/A
The Council's own bankers if they fail to meet the basic credit criteria.	N/A
Alternative (asset backed) Investments	N/A

Investments of this nature will only be made with the approval of the Section 151 Officer and in line with our treasury management advisors' investment recommendations.

Alternative Investments

A new class of "alternative investments" was added to the Council's list of non-specified investment instruments.

The motivation for this is increased diversification from the current concentration of credit risk on financial institutions, along with the potential for increased returns in the current low interest rate environment whilst still meeting the DCLG requirements regarding security, liquidity, and yield.

A variety of products are available that are secured against real assets such as green energy, timber, leisure, commercial property and private real estate. Thorough due diligence will need to be undertaken on any such products before any investment is made.

The available products fall within two categories; asset backed securities and asset backed pooled investment funds.

Asset backed securities are typically bespoke structures and can be unrated. This increases the need for due diligence, which will likely involve legal advice and also that of external auditors. Asset backed pooled investment funds involve the purchase of shares in a pooled fund or "fund of funds". These are less bespoke and require less due diligence.

APPENDIX 19B

Credit and Counterparty Risk Management

Specified Investments:

All such investments will be sterling denominated, with maturities up to maximum of 1 year, meeting the minimum 'high' quality criteria where applicable.

Non-Specified Investments:

These are any investments which do not meet the specified investment criteria or exceeding one year, as outlined in the body of the report. A maximum of 50% will be held in aggregate in non-specified investment

A variety of investment instruments will be used, subject to the credit quality of the institution, and depending on the type of investment made it will fall into one of the above categories.

The criteria, time limits and monetary limits applying to institutions or investment vehicles are:

	-Minimum credit criteria / colour band	Max. maturity period
DMADF – UK Government	N/A	6 months
UK Government gilts	UK sovereign rating	12 months
UK Government Treasury bills	UK sovereign rating	12 months
Bonds issued by multilateral development banks	AAA	6 months
Money market funds	AAA	Liquid
Enhanced money market funds with a credit score of 1.25	AAA	Liquid
Enhanced money market funds with a credit score of 1.5	AAA	Liquid
Local authorities	N/A	12 months
Term deposits with banks and building societies	Blue Orange Red Green No Colour	12 months 12 months 6 months 100 days Not for use
CDs or corporate bonds with banks and building societies	Blue Orange Red Green No Colour	12 months 12 months 6 months 100 days Not for use
Gilt funds	UK sovereign rating	

APPENDIX 19C

Security, Liquidity and Yield Benchmarking

These benchmarks are targets and so may be breached from time to time. Any breach will be reported, with supporting reasons in the Annual Treasury Report.

Yield – This benchmark is currently widely used to assess investment performance.

- Investments – Internal returns above the 7 day LIBID rate

Security and liquidity benchmarks are already intrinsic to the approved treasury strategy through the counterparty selection criteria and some of the prudential indicators.

Liquidity – This is defined as “having adequate, though not excessive cash resources, borrowing arrangements, overdrafts or standby facilities to enable it at all times to have the level of funds available to it which are necessary for the achievement of its business/service objectives” (CIPFA Treasury Management Code of Practice). In respect of this area the Council seeks to maintain:

- Bank overdraft - £1.600m
- Liquid short term deposits of at least £5m available with a week's notice.

The availability of liquidity and the term risk in the portfolio can be benchmarked by the monitoring of the Weighted Average Life (WAL) of the portfolio – shorter WAL would generally embody less risk.

- WAL benchmark is expected to be 0.25 years, with a maximum of 0.625 years.

Security of the investments – In context of benchmarking, assessing security is a much more subjective area to assess. Security is currently evidenced by the application of minimum credit quality criteria to investment counterparties, primarily through the use of credit ratings supplied by the three main credit rating agencies (Fitch, Moody's and Standard and Poors). Whilst this approach embodies security considerations, benchmarking levels of risk is more problematic. One method to benchmark security risk is to assess the historic level of default against the minimum criteria used in the Council's investment strategy. The table beneath shows average defaults for differing periods of investment grade products for each Fitch/Moody's Standard and Poor's long term rating category within each year according to the maturity of the investment.

Years	1	2	3	4	5
AAA	0.04%	0.10%	0.18%	0.27%	0.36%
AA	0.02%	0.04%	0.10%	0.17%	0.24%
A	0.05%	0.15%	0.28%	0.42%	0.59%

As set out earlier, the Council's minimum long term rating will typically be “A-” meaning the average expectation of default for a one year investment in a counterparty with a “A” long term rating would be 0.05% of the total investment (e.g. for a £1m investment the average loss would be £500). This is only an average - any specific counterparty loss is likely to be higher - but these figures do act as a proxy benchmark for risk across the portfolio.

Minimum Revenue Position (MRP) Policy

The Council is required to pay off an element of the accumulated General Fund capital spend each year through a revenue charge (the Minimum Revenue Provision - MRP), although it is also allowed to undertake additional voluntary payments (VRP).

Regulations require Full Council to approve an MRP Statement in advance of each year. The Council is recommended to approve the following MRP Statement. *Additions to the previous policy are in italics.*

Borrowing taken up prior to 1 April 2015 will be provided for using a straight-line method of calculating MRP. £185.215m will be provided for in equal instalments over 50 years, which will result in an annual charge of £3.704m. The debt will be extinguished in full by 31 March 2065. If the Council elects to make additional voluntary MRP then the annual charge will be adjusted accordingly.

For borrowing taken up on or after 1 April 2015, MRP is to be provided for based upon the average expected useful life of the assets funded by borrowing in the previous year. The debt will be repaid on a straight-line basis over the average useful life calculated, meaning the debt will be fully extinguished at the end of period. If the Council elects to make additional voluntary MRP then the annual charge will be adjusted accordingly.

For certain investment projects it may be deemed more prudent to use the asset life annuity method in order to calculate MRP. In this case the Council will use the annuity method, with the MRP based on the prevailing PWLB interest rate for a loan with a term equal to the estimated life of the project. If the Council uses capital receipts to repay borrowing for the year then the value of MRP which would have otherwise been set aside to repay borrowing will be reduced by this amount. The level of capital receipts to be applied to redeem borrowing will be determined annually by the Section 151 Officer, taking into account forecasts for future expenditure and the generation of further receipts.

For any finance leases and any on-balance sheet Public Finance Initiative (PFI) schemes, the MRP charge will be equal to the principle repayment during the year, calculated in accordance with proper practices.

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

The Council has considered the Statutory Guidance, which recommends a 25 year repayment charge for loans to third parties, and concluded that this provision is not necessary where there is a realistic expectation that the loan will be repaid. The Council considers an MRP charge is not necessary in respect of any loans made to third parties as the debt liability is covered by the existence of a debtor; typically long term depending on the life of the loan. The only expenditure consequence of a loan for an authority is the interest on its cash shortfall whilst the loan is outstanding, so provision for the principal amount would be over-prudent until such time as the assumption has to be made that the loan will not be repaid.

For any Equity Investment or other investments not specified above, the Council will have regard to the MHCLG Statutory Guidance on Minimum Revenue Provision.

APPENDIX 19E

Prudential Indicators

1. Ratio of Financing Costs to Net Revenue Stream

Limit/Indicator	2019/20 %	2020/21 %	2021/22 %
Ratio of financing costs to net revenue stream	4.9	5.1	5.1

This ratio represents the total of all financing costs e.g. interest payable and minimum revenue provision (MRP) that are charged to the revenue budget as a percentage of the amount to be met from Government grants and taxpayers (net revenue stream).

This ratio has been calculated based on the future year's level of borrowing.

2. Capital Financing Requirement (CFR)

Limit/Indicator	2019/20 £000	2020/21 £000	2021/22 £000
Core Capital Financing Requirement	182,611	190,758	186,392
Other long term liabilities (e.g. PFI and finance leases)	99,565	96,874	94,059
Total Capital Financing Requirement	282,176	287,632	280,451

The Capital Financing Requirement is aimed to represent the underlying need to borrow for a capital purpose and is calculated from the aggregate of specified items on the balance sheet. The opening balance at the 01/04/19 has been estimated together with the movement in the Capital Financing Requirement for future years.

Following accounting changes the Capital Financing Requirement now includes any other long term liabilities (e.g. PFI schemes and finance leases) brought onto the balance sheet. Whilst this increases the Capital Financing Requirement, and therefore the Council's borrowing requirement, these types of scheme include a borrowing facility and so the Council is not required to separately borrow for these schemes.

The CFR increases by the value of capital expenditure not immediately financed (i.e. borrowing) and is reduced by the annual MRP repayment.

3. Capital Expenditure

Limit/Indicator	2019/20 £000	2020/21 £000	2021/22 £000
Capital expenditure	93,255	8,486	0

This is the estimate of the total capital expenditure to be incurred (from all funding sources) for future years and recommended for approval.

This estimate will continue to be updated as part of the monitoring process as new resources are subsequently notified.

4. Incremental Impact of Capital Investment Decisions

Limit/indicator	2019/20 £	2020/21 £	2021/22 £
For the Band D Council Tax	16	22	27

This is the estimate of the net incremental impact of the capital investment decisions, based on the level of borrowing set out in the report and reflects the total cost of this additional borrowing (interest payments and minimum revenue provision), as a cost on Council Tax. The actual cost will depend on final funding. For every £1 increase on Band D properties, approximately £0.062m would be raised.

5. Operational Boundary and Authorised Limit on External Debt and Other Long Term Liabilities

Limit/indicator	2019/20 £000	2020/21 £000	2021/22 £000
Operational Boundary for external debt	200,356	206,007	211,660
Authorised Limit for external debt	220,356	226,007	231,660

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

The limits are made up as follows:

Limit/indicator	2019/20 £000	2020/21 £000	2021/22 £000
Estimated Gross Outstanding Debt 31 March 2019	111,692		
Previous year Operational Boundary		220,356	206,007
Add debt maturing in year	333	350	369
Add borrowing for 2019/20 and previous years requirement not taken up	82,391		
Add borrowing in advance for 2020/21 and future years	10,000	10,000	10,000
Less already borrowed in advance for future years			
Less previous year maturing fall out		(333)	(350)
Less MRP	(4,060)	(4,366)	(4,366)
Operational Boundary - borrowing	200,356	206,007	211,660
Add allowances for cash flow etc.	20,000	20,000	20,000
Authorised Limit - borrowing	220,356	226,007	231,660

The allowance for cash flow is made up of 2 elements. (a). it is possible that a rescheduling exercise where we borrow prior to repayment could take place. We have allowed £10 million for this. (b). Normally the amount of investments that we currently hold would mean that there would be no need to borrow, however, an allowance of £10 million has been made for liquidity purposes.

We are also required to set operational boundaries and authorised limits for Other Long Term Liabilities (e.g. PFI schemes and finance leases), which are now shown on balance sheet, following recent accounting changes. The table below includes all current PFI schemes and finance leases in place, with an allowance of £1 million for any new agreements that may arise.

Limit/indicator	2019/20 £000	2020/21 £000	2021/22 £000
Operational Boundary for other long term liabilities	99,565	96,874	94,059
Add allowance for new agreements	1,000	1,000	1,000
Authorised Limit for other long term liabilities	100,565	97,874	95,059

The total authorised limit of £321 million (including both external borrowing and other long term liabilities should be set as the Council's affordable borrowing limit for 2018/19) as required under the provisions of the Local Government Act 2003.

6. Gross Debt and the Capital Financing Requirement.

Limit/indicator	2019/20 £000	2020/21 £000	2021/22 £000
Core capital financing requirement	182,611	190,758	186,362
Gross borrowing	182,611	190,758	186,362

To ensure that medium term debt will only be for a capital purposes, the Council will ensure that the gross external borrowing does not, except in the short term, exceed the highest forecast capital financing requirement (CFR) in any one year.

7. Upper and lower limits on Interest Rate Exposures

Limit/indicator	2019/20 £000	2020/21 £000	2021/22 £000
Upper limit for fixed interest rate exposure	182,611	190,758	186,362
Upper limit for variable interest rate exposure	60,870	63,586	62,131

These limits are in respect of our exposure to the effects of changes in interest rates.

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

8. Maturity Structure of Borrowing for the Forthcoming Financial Year

These limits set out the amount of projected borrowing that is fixed rate maturing in each period expressed as a percentage of total projected borrowing that is fixed rate.

		Upper %	Lower %
Upper/lower limit for maturity structure	Under 12 months	15	0
	12 months and within 24 months	15	0
	24 months and within 5 years	30	0
	5 years and within 10 years	40	0
	10 years and above	100	50

Future fixed rate borrowing will normally be for periods in excess of 10 years, although if longer term interest rates become excessive, shorter term borrowing may be used. Given the low current long term interest rates, we feel that it is acceptable to have a long maturity debt profile.

9. Limit for Total Principal Sums Invested for Periods Longer than 364 days

2019/20 £m	2020/21 £m	2021/22 £m
30	30	30

The Council can invest for periods greater than one year providing the counterparty is of sufficient credit quality as per the Link Asset Services credit methodology. It is felt that the amounts shown above should be the limits maturing in future years.

10. Borrowing Limits in Respect of GMMDAF

Operational Boundaries and authorised Limits must also be set for the Greater Manchester Debt Fund. The recommended limits are:

	2019/20 £000	2020/21 £000	2021/22 £000
Operational Boundary – borrowing	58,842	40,286	20,777
Authorised Limit – borrowing	73,842	55,286	35,777

The difference between the operational boundary and authorised limit allows for temporary cash flow shortages and debt rescheduling where loans are borrowed in advance. The authorised limit of £73.842 million should be set as the affordable borrowing limit for the GMMDAF for 2019/20 as required under the Local Government Act 2003.

The Code also requires compliance with the CIPFA Code of Practice for Treasury Management in the Public Services. The Council has adopted and adheres to this Code.

APPENDIX 20 – CAPITAL STRATEGY 2019-20

1 Introduction

- 1.1. The CIPFA Prudential Code (revised 2017) requires that the Council produces an annual Capital Strategy. The Strategy provides a long term context in which capital decisions are made, the approach for governance for those decisions, and also information on the Council's approach towards treasury management and other investments.
- 1.2. The Capital Strategy is the Council's framework for the allocation and management of capital resources within the authority, which takes account of the Council's key priorities in the Corporate Plan. It forms a key part of the Council's integrated revenue, capital, and balance sheet planning with a view towards deliverability, affordability, and risk.
- 1.3. The Capital Strategy identifies the current capital programme and the processes that are carried out to maintain an ongoing investment plan together with the links between its objectives and that of the Corporate Plan. It also gives an insight into how the strategy might develop in terms of achieving the priority outcomes in the next 5-10 years and beyond.

2 Capital Strategy Objectives

- 2.1. The main objectives of the Council's Capital Strategy are as follows:
 - Maintain and effectively monitor the capital programme.
 - Provide a clear process with which to evaluate proposals for new capital expenditure in line with the Council's priorities.
 - Maximise capital resources available to the Council and spend these in accordance with corporate objectives as outlined in the Corporate Plan.
 - Ensure the affordability of the approved capital programme.
 - Identify and bid for external resources of capital finance on a co-ordinated basis.
 - Determine transparent schemes of option appraisal to assess new internal bids and post contract evaluation.
 - Explore alternative procurement and financing options.
 - Maximise the efficient use of assets via the Asset Management Plan.
 - Identify and monitor benchmarking and performance measures for all aspects of the capital investment process.
 - Ensure that Prudential Guidelines are identified in determining the capital programme and these are kept under continuous review.
 - Utilise opportunities under the Prudential Guideline regime to maximise capital development opportunities.
 - Ensure that the developments in capital processes keep pace with securing an unqualified value for money conclusion in the annual audit letter.
- 2.2. These objectives are kept under regular review and progress monitored by the Strategic Planning and Capital Monitoring Panel.

3 Council Key Objectives

- 3.1. The Council's Corporate Plan represents a long term vision for the borough and is based around the three themes of Starting Well, Living Well, and Ageing Well.

3.2. These themes are identified below along with the key priorities used to evaluate the Council's performance against them and some examples of projects within the current Capital Programme which support them

3.3. **Starting Well**

3.3.1. The Council wants to give residents the very best start in life by focusing resources on the following priorities:

- Ensuring children are ready to learn and encouraged to thrive and develop
- Creating aspiration and hope through learning
- Maintaining resilient families and support networks to protect and grow young people

3.3.2. Within these areas, some of the current key capital projects include:

- Alder Community High School
- Aldwyn Primary School
- Hyde Community College
- Investment in Children's homes

3.4. **Living Well**

3.4.1. The Council believes Tameside is a great place to live and work and we will strive to make it even better by focusing resources on the following priorities:

- Generating opportunities for people to fulfil their potential through work, skills and enterprise
- Providing modern infrastructure and a sustainable environment that works for all current and future generations
- Nurturing our communities and having pride in our people, our place, and our shared heritage

3.4.2. Within these areas, some of the current key capital projects include:

- Vision Tameside
- LED street lighting project
- Tameside Highways Asset Management Plan
- Ashton Interchange
- Denton Wellness Centre
- Hyde Pool

3.5. **Ageing Well**

3.5.1. The Council aims to provide the best quality of life for older generations through the following priorities:

- Longer and healthier lives with good mental health through better choices and reduced inequalities
- Independence and activity in older age, and dignity and choice at end of life

3.5.2. Within this area, some of the current key capital projects and proposals include:

- Oxford Park

- Disabled Facilities Grants
 - Denton Health Hub
 - Union Street Health Hub
- 3.6. In order to ensure that these priorities are met, the capital programme is co-ordinated by the corporate section within the Financial Management team. The team work closely with representatives from within the service areas of the council, project managers and sponsors, the Strategic Planning and Capital Monitoring Panel (SPCMP) and senior officers to ensure the planned capital programme is achieved, through a programme of effective planning and monitoring. Responsibility for the achievement of the programme lies with Portfolio Holders and Directors together with Project Sponsors and Managers.
- 3.7. The Council has in place a solid platform for collating information on both the financial and physical progress of capital schemes. Detailed capital updates are submitted to Strategic Planning and Capital Monitoring Panel (SPCMP) and the minutes of these meetings are sent to Executive Cabinet.
- 3.8. Monitoring of the Capital Programme, both in financial and physical terms, takes place 3 times a year in July, September and December, and also at year end when actual outturn figures are reported. The monitoring report goes through several stages of review and approval; firstly to Senior Leadership Team (SLT), then on to Executive Cabinet and Strategic Planning and Capital Monitoring Panel. The reports show details of actual against planned spend, a forecast of outturn figures and in the case of schemes with a projected variation above £100,000, more detailed information on progress and the scheme's current status. All changes to the Capital Programme and any necessary changes to the Prudential Indicator limits are approved through the monitoring reports.
- 3.9. Monitoring is supported by regular meetings between financial management staff, Executive Directors and Project Sponsors/Managers. Details of major variations are determined and reported on, as a minimum, at the corporate monitoring points. Individual officers will sometimes attend the SPCMP to give reasons for delays and/or an understanding of progress on schemes.
- 3.10. A capital officers group has been set up to review and challenge the capital spend and strategy. It will also assist in the delivery of the Capital Strategy, and is aligned to support the work of the Strategic Capital Planning and Monitoring Panel.

4 Capital Programme and Resources

- 4.1. The Council maintains a three year Capital Programme which currently covers the period 2018/19 to 2020/21. This is updated annually during the budget process in February and quarterly during the year.
- 4.2. Following the December 2018 monitoring process the Programme has a total value of £159m. A summary of the Programme is included in this report as **Appendix 20A**.
- 4.3. A major source of capital funding available to the Council is via grants from Central Government. Such grants are often obtained alongside conditions that they are allocated to specific schemes or programmes.

- 4.4. The Council is also actively seeking further investment to fund the capital programme, such as capital receipts from asset sales, or joint funding opportunities on a wide range of projects.
- 4.5. The strategy is intended to consider all potential funding options available to the Council and maximise the available resources for capital investment in line with the priorities set out within.
- 4.6. The main areas of funding available are set out below:

- 4.6.1. **Borrowing** - Under the Prudential Guidelines the Council is able to determine its own level of unsupported borrowing provided it is affordable, prudent and sustainable. The majority of borrowing taken up is from the Public Works Loan Board (PWLb) which is, in effect, the government.

The additional cost of any prudential borrowing undertaken must be met through the Council's revenue budget, and therefore has a direct link to the local taxpayer. The impact of this must be considered when seeking approval for any schemes funded through borrowing. The Council can only normally borrow to fund capital expenditure.

- 4.6.2. **Grants** - Capital grants mainly come from a variety of government funded departments or agencies. Grants currently make up £32m (20%) of the approved capital programme. Grants can be either ringfenced to particular areas or schemes, or non-ringfenced and therefore available for use on any project. The majority of Government grants are now non-ringfenced, although there is usually a bidding process to go through to obtain approval for capital grants.

- 4.6.3. **Revenue Financing** – Revenue financing, paying for capital expenditure from the revenue budget, is not a major element of capital financing and due to ever increasing pressures on revenue budgets this has been reduced over time and in the current financial environment is unlikely to increase.

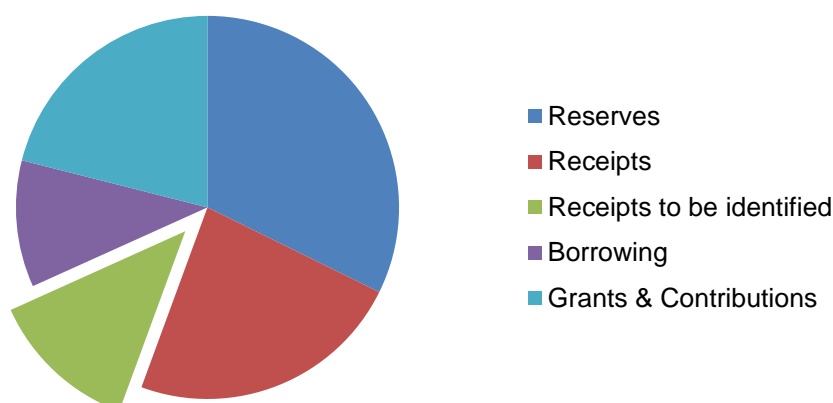
- 4.6.4. **Capital Reserves** – Use of the Council's reserves will be determined by the reserve strategy. In 2017, an earmarked reserve of just under £70m was created to fund Capital Investment in the borough. Further use of reserves to fund Capital Investment will require approval in accordance with the reserves strategy.

- 4.6.5. **Leasing** – Under the Prudential Guidelines the amount of leasing will depend on the cost compared to borrowing. In recent years it has often been more attractive to finance schemes using prudential borrowing rather than leasing. Where appropriate, appraisals will be undertaken in order to ensure the most appropriate funding source is used.

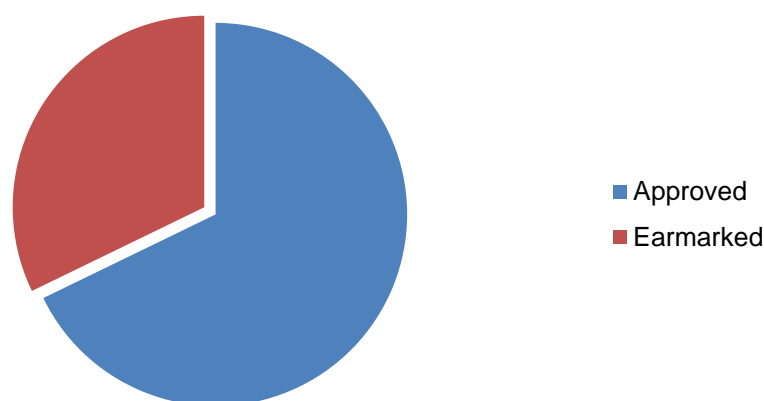
- 4.6.6. **Capital receipts** – Capital receipts are actively being pursued as the Council seeks to rationalise its asset base. Receipts are earmarked as a corporate resource unless a case is made to reinvest them towards a specific project. Capital receipts can only be used for capital expenditure, or the repayment of borrowing.

- 4.7. The below graphs demonstrate the current three year programme split by funding source and also by approved and earmarked schemes:

Full Capital Programme by Funding



Split of Approved and Earmarked Schemes



4.8. A financing exercise is completed at the end of every year to determine the final allocation of funding. Generally grants and external contributions will be used first, before then considering the allocation of capital receipts, reserves, and prudential borrowing. This is, however, at the discretion of the Section 151 Officer.

5 Bidding Process for New Projects

5.1. The Council currently operates a six stage process when bidding for capital investment. The stages are as follows:

- **Application for Investment** – This is the first step and should be a brief outline of the project and its financing.
- **Business Case Brief** – This should be a two page outline of the required project with a summary business case
- **Scoping, Design, and Costing** – This stage will involve seeking external support and carrying out feasibility work.

- **Full Business Case** – This is a full case for the project including the strategic, economic, commercial, financial, and management cases for proceeding. Once approved this will be presented to SPCMP.
- **Project Delivery and Monitoring** – Following approval of the business case, key milestones should be identified and monitored.
- **Project Evaluation** – Following completion, a post implementation evaluation should be completed in order to assess the success of the project.

5.2. A flow chart illustrating this process can be seen in **Appendix 20B**.

6 Prioritisation of Allocation of Resources

6.1 A prioritisation process has been developed in order to aid the decision making process when new investment is required. For proposed schemes, officers will undertake an assessment against a number of criteria including:

- **Strategic Context** – What is the purpose of the scheme and how does it fit with the Council's priorities, and the local and national context.
- **Mandatory or discretionary investment** – Is the scheme intended to address Health and Safety, Legal or Statutory obligations? Is it a cost-avoidance or invest to save scheme? Is the planned scheme to address regeneration, improvement and development or transformation of services?
- **Objectives and benefits of the scheme** – What is the scheme expected to deliver for the Council, service users and residents?
- **Financial implications and options for delivery** – to consider whether alternative options can be considered, what financial investment is required and whether any external funding is available.

6.2 It is proposed that this prioritisation methodology is adopted in supporting future capital investment decisions and ensuring that scarce capital resources are allocated in the most efficient, effective and sustainable way and thus ensuring value for money.

7 Future Years

7.1 An exercise has been carried out with service areas in order to determine the likely levels of investment required over a longer-term horizon than the usual three year Capital Programme.

7.2 This work has identified a total of £116m of investment is potentially required for the five year period from 2019/20 to 2023/24, which is in addition to the approved and earmarked schemes currently on the Capital Programme. The results of this are included in **Appendix 20C**. It is important to note that no funding for this capital aspiration has been secured, and that it is intended to act as an earlier indicator of capital requirements over the longer term.

8 Asset Management

8.1. The Council maintains a fairly typical local authority property portfolio. As at 31 March 2018 this consisted of:

Asset Class	£m
Land and Buildings	240
Vehicles, Plant and Equipment	15
Infrastructure	111
Community Assets	15
Surplus Assets	5
Assets Under Construction	48
Investment Properties	31
Total	465

- 8.2. The Council's land and property estate is its largest resource after its staff. Therefore it is crucial that this resource is managed, maintained, and used effectively and efficiently in order to obtain the greatest possible benefit in terms of meeting its aims and priorities for the borough. Due to the continued pressure on local authority finances there is more importance than ever on ensuring that there is a robust strategic approach and the correct decisions are made regarding the effective use and management of the Council's asset base.
- 8.3. It is vital that the Council's assets are fit for purpose, provide value for money, and help meet the needs of the borough and its residents. Decisions to invest in (or dispose of) assets should be based upon these factors and follow a robust and transparent process driven by the Council's statutory duties and corporate objectives.
- 8.4. The Council uses a corporate landlord approach and will endeavour, through its programme of capital investment to maintain its assets to such a standard that they remain fit for purpose and enable service delivery towards meeting Council priorities. Regular surveys of buildings and structures should be ongoing in order to determine their state of repair and inform decisions over what level of remedial works are required. Any service reviews across the organisation should also be taken into consideration, with the service driving its asset needs. For example, new ways of working or service restructures could result in some assets becoming surplus to requirements.
- 8.5. It is therefore important that the Council's capital strategy considers the other corporate plans and strategies to ensure that its capital resources are appropriately deployed to enable the delivery of services.
- 8.6. As is outlined in section 4 of this report, capital receipts form a significant part of the Council's available funding for capital investments. Therefore opportunities for disposals should be investigated wherever possible. Assets should only be retained when they;
- Support the objectives of the Corporate Plan
 - Contribute towards service delivery
 - Provide value for money (in terms of the above for operational properties, or in terms of income generation or growth of capital value for investment properties)
- 8.7. In addition to the above, the responsibilities of the estates and corporate landlord functions include:
- Considering alternative property solutions for service delivery
 - Negotiating agreements for the occupation or purchase of property

- Advise on proposals relating to property
 - Carry out scheduled repairs and maintenance and also make business cases where appropriate for additional repairs and maintenance
 - Assist with the rationalisation of the asset base
 - Appraise options for the portfolio
 - Manage the safety and security of the portfolio
 - Arrange and administer facilities management
 - Manage property related budgets
- 8.8 A key priority for 2019/20 is the development of the Strategic Asset Management Plan and associated estates strategy, which supports the delivery of investment. Through a more effective asset management plan the Council aims to deliver One Public Estate, generate income, realise recyclable capital receipts and provide a strategic approach to our capital programme and major projects, realising opportunities for integrated health hubs, new housing and local jobs for local people.

9 Procurement Strategy

- 9.1. Tameside recognises that procurement is a critical mechanism for delivering value for money and achieving sustainable outcomes for local communities. Effective procurement will assist the council in achieving its ambitions by realising value for money from the way it procures and delivers its services, and uses its resources in an effective way allowing savings to be redirected into front line services. It is essential that innovative methods to improve procurement practices and to deliver savings are adopted where appropriate.
- 9.2. The Council entered into a strategic partnering arrangement with Carillion as part of the Building Schools for the Future programme in 2009. This partnering arrangement was delivered through a Local Education Partnership (LEP) and is a limited company. The original arrangement ran for ten years with an option to extend by a further five years. The Council's relationship with the LEP is currently being reviewed in light of the collapse of Carillion and the end of the initial ten year period. The majority of the Council's capital expenditure has been delivered by the LEP.
- 9.3. In September 2018, the Council formally joined the STAR procurement shared service, a partnership arrangement between Stockport, Trafford and Rochdale. This will provide the Council with much needed capacity and expertise in an area that previously had limited resources. The STAR Business Plan and STAR Procurement Strategy set out five objectives that help to deliver a successful procurement service. These objectives are commercial, communities, collaboration, compliance and champions. Further detail can be found at www.star-procurement.gov.uk

10 Links to Partners

- 10.1. Tameside Council works with a wide range of partners to deliver the vision and priorities set out in the Council's Corporate Plan. Some of the ways we work together are listed below, along with links to the relevant web pages:
- Tameside and Glossop Clinical Commissioning Group (CCG)
<https://www.tamesideandglossopccg.org/>
 - Greater Manchester Combined Authority
<https://www.greatermanchester-ca.gov.uk/>

- Tameside Integrated Care Organisation (Care Together) - <http://www.caretogether.org.uk/>
- Tameside Health and Wellbeing Board - <http://www.tameside.gov.uk/healthwellbeingboard>
- Tameside Safeguarding Children's Board - <https://www.tamesidesafeguardingchildren.org.uk/>
- Tameside Adult Safeguarding Partnership Board - <http://www.tameside.gov.uk/AdultServices/Tameside-Adults-Safeguarding-Partnership-Board>

10.2. Other partners that the Council works with include; Job Centre Plus, Stockport Foundation Trust, Pennine Care, Tameside College, New Charter Housing, to name but a few.

11 Investments and Liabilities

11.1. The Council's capital programme and balance sheet consists of investments made by the Council to support strategic aims. A key part of the capital process is monitoring and reviewing such investments once they are made. Traditionally, the Council has focused the Capital Programme on the delivery of capital schemes; however, with the increasing national focus on broader investment activities undertaken by local authorities, the Capital Strategy has been expanded in order to take a wider overview of other relevant investments and liabilities.

11.2. As at 31 March 2018, the Council had the following investments on its balance sheet:

	£000
Investment Properties	30,700
Long Term Debtors	17,581
Long Term Investments	60,270
Total	108,551

11.3. The long term debtors figure includes loan stock held by the Council in Inspiredspaces Tameside (Holdings 1) Ltd (£1.8m), loan stock held in Inspiredspaces Tameside (Holdings 2) Ltd (£3.2m), the Council's share of loan debt to Manchester Airport (£8.7m), and loans to Active Tameside (£3.8m) along with some other minor amounts.

11.4. The long term investments held by the Council include investments in Manchester Airport Group (£51.9m) and Inspiredspaces (£2.4m) along with £6m of fixed term treasury management investments. These long term investments are valued on an annual basis.

11.5. The Council has an investment property portfolio of around 200 assets. These are revalued annually. The largest of these assets are Manchester Airport Land (£9.1m), Ashton Market Hall (£4.1m) and a shopping centre in Hyde town centre (£1.5m).

12 Treasury Management

12.1. Treasury Management is a key component of the Council's capital planning, largely as the Council has the ability to borrow in order to finance capital projects. A separate Treasury Management Strategy is produced annually, but what follows are some of the key issues.

- 12.2. At 31 March 2018 the Council had £127m of investments which need to be safeguarded, and £112m of long term debt, which has been accrued over the years to help to fund the Council's capital investment programmes. The Council is also the lead authority responsible for the administration of the debt of the former Greater Manchester County Council on behalf of all ten Greater Manchester Metropolitan Authorities. As at 31 March 2018, this represented a further £77m of debt. The significant size of these amounts requires careful management to ensure that the Council meets its balanced budget requirement under the Local Government Finance Act 1992.
- 12.3. The Council's treasury activities are strictly regulated by statutory requirements and a professional code of practice (the CIPFA Code of Practice on Treasury Management – revised 2017) and the Prudential Code. The Council has adopted the CIPFA Code of Practice on Treasury Management. Part of this code is for the Council to set out Treasury Management Practices (TMPs). These are in place and are being adhered to.
- 12.4. The key objectives of the Prudential Code are to ensure, within a clear framework, that the capital plans of local authorities are affordable, prudent and sustainable and to ensure that treasury management decisions are taken in accordance with good professional practice and in a manner that supports these objectives.
- 12.5. The Council's long term borrowing requirement in any year depends on the following factors:-
- (a) Existing loans which are due to mature during the year. These will include external loans, and any reduction of internal resources that are temporarily being used to finance capital expenditure.
 - (b) The amount of capital expenditure that the Council has determined should be financed by borrowing. Under the Prudential Code on Borrowing the Council may determine its own levels of borrowing and is set by the Council as part of the main budget process. The Council is able to borrow in advance of its requirements, when it is considered beneficial to do so.
 - (c) The amount of outstanding debt required to be repaid during the year, including the "Minimum Revenue Provision" (MRP) and additional voluntary MRP to repay prudential borrowing.
- 12.6. The primary objectives of the Council's investment strategy are safeguarding the repayment of the principal and interest of its investments on time, then ensuring adequate liquidity, with the investment rate of return being the final consideration. The current investment climate continues to have one over-riding risk, counterparty risk.
- 12.7. As a result of these underlying concerns officers are implementing a risk averse operational investment strategy. This is adhered to using the following benchmarks:

Security - The Council's maximum security risk benchmark for the current portfolio, when compared to these historic default tables, is:

- 0.03% historic risk of default when compared to the whole portfolio.

Liquidity – In respect of this area the Council seeks to maintain:

- Bank overdraft - £1.60m
- Liquid short term deposits of at least £5m available with a week's notice.
- Weighted Average Life benchmark is expected to be 0.25 years, with a maximum of 0.625 years

Yield - Local measures of yield benchmark is:

- Investments – Internal returns above the 7 day LIBID rate
- And in addition that the security benchmark for each individual year is:

	1 year	2 years	3 years	4 years	5 years
Maximum	0.05%	0.15%	0.28%	0.42%	0.59%

Note: This benchmark is an average risk of default measure, and would not constitute an expectation of loss against a particular investment.

12.8. Normally when the Council has surplus cash, this is invested to try to ensure that interest earned is optimised with minimal risk of capital loss. Higher interest rates are earned by investing any large amounts on the London money markets, rather than by leaving such sums with the Council's own bank. The Investment Strategy sets out the type of institutions with which the Council may deposit funds for this purpose. The list has been compiled to reflect the creditworthiness of these banks and building societies, rather than the rates of interest payable, as the safety of the asset is the most important consideration. Nonetheless, the interest received from these institutions is competitive.

13 Risk

13.1. The Council faces a broad range of risks. Examples include:

- Financial risk – related to the Council's investments
- Credit and Counterparty risk – related to investments and loans
- Interest rate risk – the risk that interest rates move in a manner that is adverse to the Council's investments or borrowings.
- Reputational risk – that any adverse outcomes could affect the Council's reputation and public perception
- Environmental risks – due to the Council's investments or capital projects
- Governance risks – ensuring that appropriate decision making procedures are adhered to

13.2. The Council has a low risk appetite and this is reflected in the Treasury Management Strategy and outlined above.

14 Skills and Knowledge

14.1. The Financial Management team responsible for Treasury Management and Capital contains several professionally qualified accountants with extensive relevant experience. The team regularly attend various training courses in order to keep up to date with the latest developments. The Council also have a contract with Link Asset Services, who provide up to date specialist advice and technical services.

- 14.2. Capital investment proposals, the quarterly capital monitoring reports, and capital update papers, and their associated minutes, are submitted to a number of meetings including SLT, Executive Board and Cabinet, and SPCMP. In addition to these groups there is also a Capital Officers Group, including members from senior management and financial management, which meets regularly in order to support the effective prioritisation, management and monitoring of the Capital Programme.
- 14.3. In January 2018 a new treasury management directive, Markets in Financial Instruments Directive II (MiFID II) came into force. This required the Council to pass a number of qualitative and quantitative tests in order to maintain its status as a “professional” investor. Part of this involved demonstrating that the treasury management team had sufficient skills and experience to be classified in this fashion. Tameside successfully opted up to professional status with all counterparties that required it.

15 Summary

- 15.1. The Council in conjunction with its partners has identified a clear set of priorities. The Capital Strategy gives clear guidance as to where capital resources should be directed in achievement of those priorities over the length of the current capital programme and over the longer term.
- 15.2. The Strategy also demonstrates that the Council does and will continue to work closely with a variety of partners to obtain quality projects and maximise potential resources in the achievement of its aims. The Council also encourages the continued exploration of securing external funding, the examination of different forms of procurement and maintaining current levels of innovation.
- 15.3. The Council has a good framework in place to achieve its strategy and will strive to achieve continual improvement on a number of its processes as set out in its main objectives in and this will be monitored and reviewed by the Strategic Planning and Capital Monitoring Panel.
- 15.4. The Capital Strategy will be reviewed on an ongoing basis and revised annually.

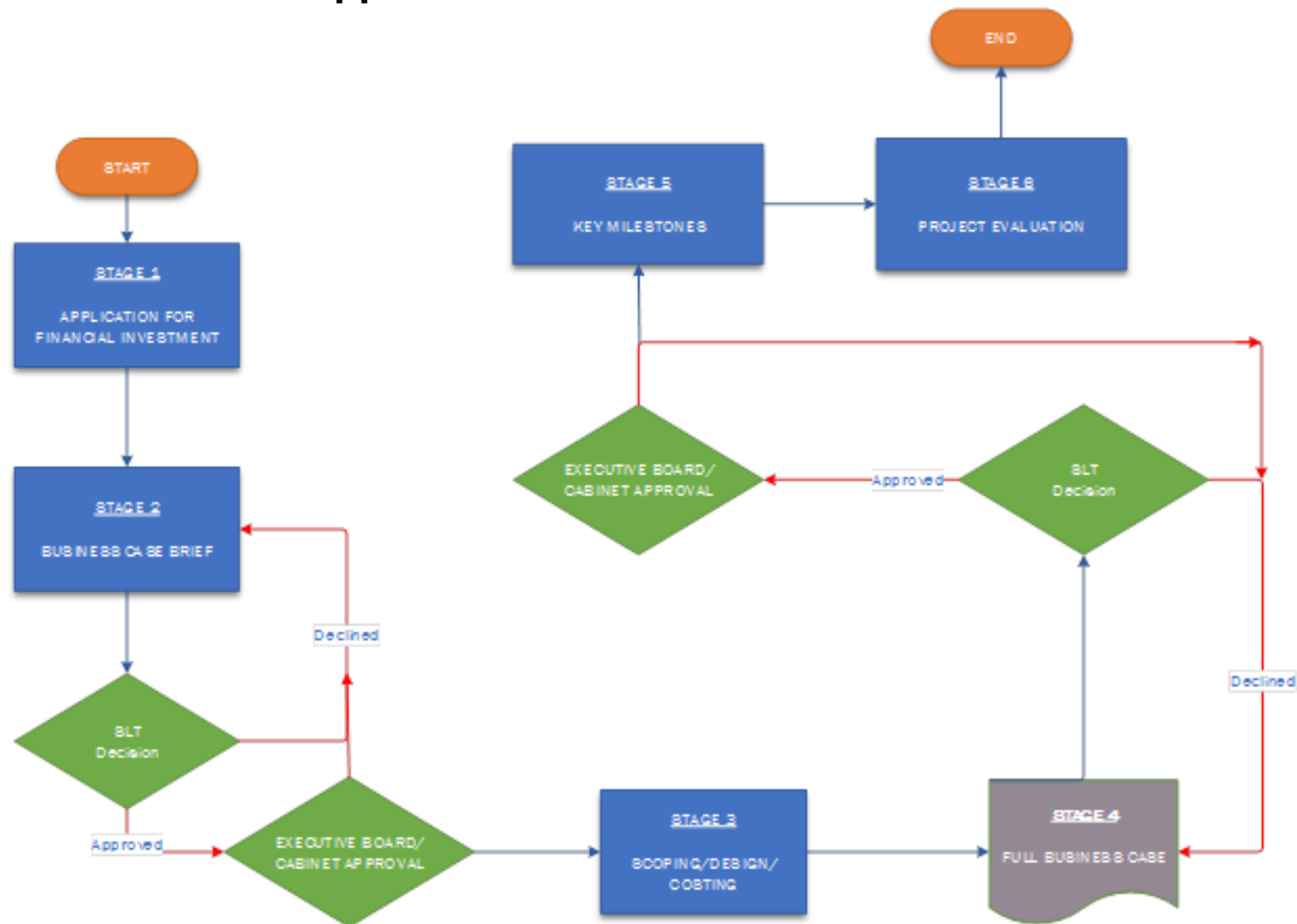
16 Recommendations

- 16.1. The Capital Strategy is approved and is reviewed and revised annually.

TOTAL CAPITAL PROGRAMME 2018/19 – 2020/21

TOTAL APPROVED AND EARMARKED CAPITAL PROGRAMME- DECEMBER 2018						
	2018/19 Budget	2019/20 Budget (Approved)	2019/20 Budget (Earmarked)	2020/21 Budget (Approved)	2020/21 Budget (Earmarked)	Total Budget
	£000	£000	£000	£000	£000	£000
Growth						
Vision Tameside	17,473	4,942	0	0	0	22,415
Investment & Development	2,875	6,051	10,000	275	0	19,201
Estates	624	92	1,400	0	0	2,116
Operations and Neighbourhoods						
Engineering Services	11,166	5,645	6,895	2,000	6,000	31,706
Environmental Services	340	3,605	1,300	0	0	5,245
Transport	362	260	0	0	0	622
Corporate Landlord	167	78	8,153	0	0	8,398
Stronger Communities	35	0	200	0	0	235
Children's						
Education	4,685	10,600	0	211	0	15,496
Children	50	0	950	0	0	1,000
Finance & IT						
Finance	11,300	0	500	0	0	11,800
Digital Tameside	3,345	1,382	3,000	0	0	7,727
Population Health						
Active Tameside	4,350	15,097	0	0	0	19,447
Adults						
Adults	200	405	12,700	0	0	13,305
Governance						
Exchequer	10	0	0	0	0	10
Total	56,982	48,157	45,098	2,486	6,000	158,723

Business Case Approval Process



Indicative Five Year Plan

Service Area	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Total £000
Vision Tameside	-	-	-	-	-	-
Investment & Development Estates	10,815	16,050	11,500	9,000	5,000	52,365
Total Growth	10,815	16,050	11,500	9,000	5,000	52,365
Engineering Services	400	3,150	3,050	3,550	-	10,150
Environmental Services	200	850	300	250	200	1,800
Transport	2,750	1,150	-	170	101	4,171
Corporate Landlord	-	-	-	-	-	-
Stronger Communities	150	55	-	-	-	205
Total Operations and Neighbourhoods	3,500	5,205	3,350	3,970	301	16,325
Education	5,053	211	-	-	-	5,264
Children	-	-	-	-	-	-
Total Children's	5,053	211	-	-	-	5,264
Finance	-	-	-	-	-	-
Digital Tameside	270	340	485	340	785	2,220
Total Finance & IT	270	340	485	340	785	2,220
Active Tameside	-	-	-	-	-	-
Total Population Health	-	-	-	-	-	-
Adults	-	-	-	-	-	-
Adult Social Care - Estate	-	-	-	-	-	-
Community Health - Estate	-	10,000	25,000	2,500	2,500	40,000
Total Adults	-	10,000	25,000	2,500	2,500	40,000
Exchequer	-	-	-	-	-	-
Total Governance	-	-	-	-	-	-
Total	19,638	31,806	40,335	15,810	8,585	116,174

This plan is indicative about the capital requirements of the Council, there is currently no funding allocated to the delivery of this spend

APPENDIX 21 - FEES & CHARGES SCHEDULE

Description of Fee	2018/19 £	2019/20 £	Increase %	Increase (£)
Operations and Neighbourhoods				
Libraries				
INTERNET – Library members for first hour		No fee		
INTERNET – Library members per half hour thereafter	0.76	0.76	0.0%	0.00
INTERNET – Non members per half hour	1.50	1.50	0.0%	0.00
NON-INTERNET USE OF PCs		No fee		
COMPACT DISCS - for 3 weeks	1.45	1.45	0.0%	0.00
TALKING BOOKS - for 3 weeks		No fee		
LANGUAGE COURSES - for 3 weeks		No fee		
RESERVATIONS (IN STOCK)	0.00	0.00		0.00
ITEMS BORROWED FROM OUTSIDE TAMESIDE - per Item	5.00	5.00	0.0%	0.00
OVERDUE CHARGES - Books per day	0.20	0.20	0.0%	0.00
OVERDUE CHARGES - Books per day for concessions	0.10	0.10	0.0%	0.00
OVERDUE CHARGES - Sound Recordings per day	0.20	0.20	0.0%	0.00
OVERDUE CHARGES - Sound Recordings per day for concessions	0.10	0.10	0.0%	0.00
ADMINISTRATION CHARGE – very overdue books - Adults	20.00	20.00	0.0%	0.00
ADMINISTRATION CHARGE – very overdue books - Children	10.00	10.00	0.0%	0.00
LOST KEY CARDS – replacement - Adults	2.00	2.00	0.0%	0.00
LOST KEY CARDS – replacement - Children	1.00	1.00	0.0%	0.00
FAX - to send first sheet	1.70	1.70	0.0%	0.00
FAX - to send subsequent sheets	0.60	0.60	0.0%	0.00
FAX – to receive per sheet	0.50	0.50	0.0%	0.00
PHOTOCOPYING - per A4 sheet black and white	0.10	0.10	0.0%	0.00
PHOTOCOPYING - per A4 sheet colour	0.60	0.60	0.0%	0.00
PHOTOCOPYING - per A3 sheet black and white	0.20	0.20	0.0%	0.00
PHOTOCOPYING - per A4 sheet colour	1.20	1.20	0.0%	0.00
PRINTING FROM THE COMPUTER - Black and White per A4 sheet	0.08	0.08	0.0%	0.00
PRINTING FROM THE COMPUTER - Colour per A4 sheet	0.60	0.60	0.0%	0.00
Museums				
Education Workshop TMBC - per 1.5hr session	70.00	70.00	0.0%	0.00
Education Workshop TMBC - per full day	140.00	140.00	0.0%	0.00
Education Workshop (not TMBC) - per 1.5hr session	80.00	80.00	0.0%	0.00
Education Workshop (not TMBC) - per 2 sessions	160.00	160.00	0.0%	0.00
Loan Box Hire - Schools - per week	35.00	35.00	0.0%	0.00
Loan Box Hire Community Groups - per day	5.50	5.50	0.0%	0.00
Art Sale Commission - per art work		25% commission		
Adult study day - per day	35.00	35.00	0.0%	0.00
Adult study day - per day for concessions	30.00	30.00	0.0%	0.00
Outreach - per half day	155.00	155.00	0.0%	0.00
Outreach - per full day	310.00	310.00	0.0%	0.00
Teacher Inset Training Days - per training day per person (TBC)	55.00	55.00	0.0%	0.00
Reminiscence Sessions 1.5 hour session in TMBC	65.00	65.00	0.0%	0.00
Reminiscence Sessions 1.5 hour session not in TMBC	75.00	75.00	0.0%	0.00
Off-Site Talks (Museum Of Manchester Regiment) - per talk	60.00	60.00	0.0%	0.00
Craft Activities (drop in) - per child	1.00	1.00	0.0%	0.00
Portland Basin Museum Christmas event	4.00	5.00	25.0%	1.00
Events				
LITTLE HANDS EVENT	2.00	2.00	0.0%	0.00
SCHOOL OUTDOOR ACTIVITY SESSIONS CLASS 30 - FULL DAY	180.00	180.00	0.0%	0.00
SCHOOL OUTDOOR ACTIVITY SESSIONS CLASS 45 - FULL DAY	240.00	240.00	0.0%	0.00
SCHOOL OUTDOOR ACTIVITY SESSIONS CLASS 60 - FULL DAY	360.00	360.00	0.0%	0.00
SCHOOL OUTDOOR ACTIVITY SESSIONS CLASS 30 - HALF DAY	120.00	120.00	0.0%	0.00
SCHOOL OUTREACH AT SCHOOL FULL DAY	250.00	250.00	0.0%	0.00
SCHOOL OUTDOOR ACTIVITY SESSIONS CLASS FULL DAY 30 NOT TMBC	200.00	200.00	0.0%	0.00
SCHOOL OUTDOOR ACTIVITY SESSIONS CLASS 45 FULL DAY NOT TMBC	200.00	200.00	0.0%	0.00
SCHOOL OUTDOOR ACTIVITY SESSIONS CLASS 60 FULL DAY NOT TMBC	400.00	400.00	0.0%	0.00
SCHOOL OUTDOOR ACTIVITY SESSIONS CLASS HALF DAY 30 NOT TMBC	130.00	130.00	0.0%	0.00
SCHOOL OUTREACH AT SCHOOL FULL DAY NOT TMBC	300.00	300.00	0.0%	0.00
ARTS AWARD DISCOVER PER LOG	4.00	4.00	0.0%	0.00
ARTS AWARD EXPLORE PER LOG	8.75	8.75	0.0%	0.00

Description of Fee	2018/19 £	2019/20 £	Increase %	Increase (£)
Local Studies				
Photocopying - Black and White per A4 sheet	0.10	0.10	0.0%	0.00
Photocopying - Black and White per A3 sheet	0.20	0.20	0.0%	0.00
Computer Print Out - Black and White per A4 sheet	0.10	0.10	0.0%	0.00
Computer Print Out Colour - Colour per A3 sheet	0.50	0.50	0.0%	0.00
Copies Microfilm or Microfiche - per A4 sheet	0.70	0.70	0.0%	0.00
Digital Camera - per 1 Click		No fee		
Digital Camera - per half day	5.00	5.00	0.0%	0.00
Digital Camera - per full day	10.00	10.00	0.0%	0.00
Digital Camera - Commercial Rate	50.00	50.00	0.0%	0.00
Enquiry basic Look Up inc 2 x A4 copies	5.00	5.00	0.0%	0.00
Image Archive - per digital copy	2.00	2.00	0.0%	0.00
Manchester Regiment Image Archive - per printed photo	10.00	10.00	0.0%	0.00
Reproduction Charges Front Cover - UK Rights	60.00	60.00	0.0%	0.00
Reproduction Charges Front Cover - World Rights	120.00	120.00	0.0%	0.00
Reproduction Interior - UK Rights	30.00	30.00	0.0%	0.00
Reproduction Interior - World Rights	60.00	60.00	0.0%	0.00
Reproduction Leaflets/Brochures - World Rights	120.00	120.00	0.0%	0.00
Presentations and Internal Reports - UK Rights	60.00	60.00	0.0%	0.00
Presentations and Internal Reports - World Rights	120.00	120.00	0.0%	0.00
Advertising in Newspapers/Periodicals - UK Rights	60.00	60.00	0.0%	0.00
Advertising in Newspapers/Periodicals - World Rights	120.00	120.00	0.0%	0.00
TV per Transmission - UK Rights	60.00	60.00	0.0%	0.00
TV per Transmission (Five Year unlimited transmission (excluding video and DVD) - World Rights	120.00	120.00	0.0%	0.00
TV per Transmission (Five Year unlimited transmission (excluding video and DVD) - UK Rights	350.00	350.00	0.0%	0.00
TV per Transmission (Five Year unlimited transmission (excluding video and DVD) - World Rights	700.00	700.00	0.0%	0.00
Videos, DVDs Films - UK Rights	120.00	120.00	0.0%	0.00
Videos, DVDs Films - World Rights	240.00	240.00	0.0%	0.00
Exhibitions - UK Rights	60.00	60.00	0.0%	0.00
Exhibitions - World Rights	80.00	80.00	0.0%	0.00
Interior Decoration of Commercial Premises - UK Rights	60.00	60.00	0.0%	0.00
Interior Decoration of Commercial Premises - World Rights	60.00	60.00	0.0%	0.00
Web Use - UK Rights	60.00	60.00	0.0%	0.00
Web Use - World Rights	60.00	60.00	0.0%	0.00
Images: Internal commercial decoration [Price per image]	60.00	60.00	0.0%	0.00
Customer Contact				
Disabled Parking Blue Badges	10.00	10.00	0.0%	0.00
Operations & Greenspace				
Land Train	2,500.00	2,500.00	0.0%	0.00
Bouncy Castle and Inflatables	2,000.00	2,000.00	0.0%	0.00
Boating Lake	2,500.00	2,500.00	0.0%	0.00
Ice cream concession	15,000.00	15,000.00	0.0%	0.00
Fairgrounds				
Grazing rights				
Football pitch hire - Senior Grade A pitch per season	487.00	506.48	4.0%	19.48
Football pitch hire - Junior Grade A pitch per season	281.00	292.24	4.0%	11.24
Bowling Green hire for matches per season	34.00	34.00	0.0%	0.00
Allotments	108.00	110.16	2.0%	2.16
Waste Services				
Commercial Waste Collections				
1100 litre bin	809.08	841.44	4.0%	32.36
770 litre bin	701.92	730.00	4.0%	28.08
660 litre bin	618.33	643.06	4.0%	24.73
500 litre bin	582.97	606.29	4.0%	23.32
240 litre bin	312.92	325.44	4.0%	12.52
Bag (50 Sacks)				
1/2 hour waste removal	118.00	122.50	3.8%	4.50
1 hour waste removal	236.00	245.00	3.8%	9.00
Bulky Collection 5 items	30.00	31.00	3.3%	1.00
Replacement Bin	25.00	25.00	0.0%	0.00

Description of Fee	2018/19 £	2019/20 £	Increase %	Increase (£)
Bereavement				
Exclusive Right of Burial (Resident)	755.00	850.00	12.6%	95.00
Exclusive Right of Burial (Non-Resident)	1,495.00	1,590.00	6.4%	95.00
Interment Fee (Resident) (17 & over)	870.00	900.00	3.4%	30.00
Interment Fee (Non-Resident) (17 & over)	1,725.00	1,725.00	0.0%	0.00
Interment Fee (Aged 16 yrs & under)		No fee		
Widening of Grave	135.00	140.00	3.7%	5.00
Use of Chapel	90.00	120.00	33.3%	30.00
Interment of Cremated remains (Resident)	195.00	205.00	5.1%	10.00
Interment of Cremated remains (Non-Resident)	385.00	395.00	2.6%	10.00
Burial/Cremation of body parts or blocks & slides	70.00	75.00	7.1%	5.00
Double Chamber Vault	3,300.00	3,350.00	1.5%	50.00
Bricking of semi-vaults	550.00	600.00	9.1%	50.00
Timbering of graves	360.00	400.00	11.1%	40.00
Muslim Burial Chamber - New Facility	550.00	600.00	9.1%	50.00
Temporary Grave Marker for New Graves	85.00	85.00	0.0%	0.00
Right to erect a Headstone	165.00	165.00	0.0%	0.00
Inscription Fee (on headstone or kerbs)	55.00	55.00	0.0%	0.00
Foundation fee for Headstone	165.00	165.00	0.0%	0.00
Removal of kerbs for purpose of burial	85.00	85.00	0.0%	0.00
Right to retrofit kerbs to headstone	55.00	55.00	0.0%	0.00
Removal of Unauthorised railings/edgings etc for purpose of burial	85.00	85.00	0.0%	0.00
Right to place a vase	20.00	20.00	0.0%	0.00
Searching register per grave	20.00	25.00	25.0%	5.00
Wooden Casket for cremated remains	75.00	75.00	0.0%	0.00
Use of Organ	26.00	26.00	0.0%	0.00
Duplicate Grave Deed or Cremation Certificate	25.00	25.00	0.0%	0.00
Transfer of Ownership	75.00	75.00	0.0%	0.00
Selection of Grave	45.00	45.00	0.0%	0.00
Statutory Declaration of Ownership	75.00	80.00	6.7%	5.00
Weekend/Bank Holiday on cost (Out of Hours Interments)	460.00	490.00	6.5%	30.00
Renewal of plaques for 10 yr period	80.00	100.00	25.0%	20.00
Transfer plaque fee	30.00	35.00	16.7%	5.00
Cremation fee (17 yrs & over) inc Cremation, Med Ref Fee & Env Fee	690.00	715.00	3.6%	25.00
Additional fee for Out of district Cremation	45.00	45.00	0.0%	0.00
Cremation Fee (16 yrs & under)		No fee		
Cremation Fee (Municipal) inc Cremation, Med Ref Fee & Env Fee	655.00	680.00	3.8%	25.00
Special time (Additional Fee) 12 Noon 12.30, 13.00, 16.00	40.00	40.00	0.0%	0.00
Webcast of service	55.00	60.00	9.1%	4.17
DVD recording of service	42.00	45.00	7.1%	2.50
CD recording of service	42.00	45.00	7.1%	2.50
Book of Remembrance Entry or card 2 Line entry	160.00	165.00	3.1%	4.17
Book of Remembrance Entry or card 5 line entry	195.00	200.00	2.6%	4.17
Book of Remembrance Entry or card 8 line entry	240.00	245.00	2.1%	4.17
Book of Remembrance Entry or card 5 line entry with emblem or crest	295.00	300.00	1.7%	4.17
Book of Remembrance Entry or card 8 line entry with emblem or crest	325.00	330.00	1.5%	4.17
Perspex memorial plaque for 10 years	380.00	380.00	0.0%	0.00
Boutonnaire Plaques for 10 years	460.00	460.00	0.0%	0.00
Granite Vase & Plaque for 10 years	500.00	510.00	2.0%	8.33
Stone look commemorative plaques for 10 years	390.00	390.00	0.0%	0.00
Motif Black outline - Additional Fee	55.00	55.00	0.0%	0.00
Motif Coloured - Additional Fee	65.00	65.00	0.0%	0.00
Photograph	105.00	105.00	0.0%	0.00
Baby Memorial - Natural Stone	240.00	240.00	0.0%	0.00
Baby Memorial - Black Granite	355.00	360.00	1.4%	4.17
Motif on Baby memorial - Additional Fee	95.00	95.00	0.0%	0.00
Additional letters to be inscribed over 70 (per letter)	2.00	2.00	0.0%	0.00
Brass Plaques for 10 years	185.00	190.00	2.7%	4.16
Scatter remains (at Cemeteries apart from Dukinfield & those cremated elsewhere)	60.00	60.00	0.0%	0.00
Scatter Cremated remains at Dukinfield (if family to witness)	30.00	30.00	0.0%	0.00
Stone Tablet for Garden of Rest	275.00	285.00	3.6%	8.33
Additional fee for Granite Tablet	35.00	50.00	42.9%	12.50
Memorial Bench (inc one plaque & fixing)	595.00	610.00	2.5%	12.50
Additional plaque on bench	295.00	305.00	3.4%	8.34
Columbarium at Dukinfield Crematorium (New Memorial Option)	650.00	650.00	0.0%	0.00
Sanctum (New Memorial Option)	850.00	850.00	0.0%	0.00
Duplicate Grave Deeds or more than one issued (per deed)	25.00	25.00	0.0%	0.00

Description of Fee	2018/19 £	2019/20 £	Increase %	Increase (£)
Pest Control				
Trap Hire (Squirrels) 28 day hire	70.00	85.00	21.4%	12.50
Wasps	50.00	50.00	0.0%	0.00
Bedbugs	120.00	140.00	16.7%	16.67
Cockroaches	120.00	140.00	16.7%	16.67
Rats , Mice, Fleas & stored product pests etc	70.00	85.00	21.4%	12.50
Subsequent visit to squirrel Trap	35.00	35.00	0.0%	0.00
Feral Pigeon Treatment (Internal) Daytime	70.00	85.00	21.4%	12.50
Feral Pigeon Treatment (Internal) Evening	160.00	160.00	0.0%	0.00
Treatment when keys are picked up - additional fee	35.00	35.00	0.0%	0.00
Investigate roof space noise	120.00	140.00	16.7%	16.67
Commercial - Rodent Control Treatments 3 visits	150.00	160.00	6.7%	8.33
Commercial - Rodent Control Contracts 8 visits per annum	240.00	260.00	8.3%	16.67
Commercial - Insect treatments	150.00	160.00	6.7%	8.33
Commercial Feral Pigeon Treatments Daytime	150.00	160.00	6.7%	8.33
Commercial Feral Pigeon Treatments Evening	250.00	260.00	4.0%	8.34
Markets				
Market Grounds - Stalls and associated space per day	£10 - £50	£10 - £50		
Concession Management Space – Market Grounds per week	£350-£500	£350-£500		
Kiosks - Ashton Outdoor Market per sqm	240.00	240.00	0.0%	0.00
Toy Set (Roundabout) - Ashton Outdoor Market per year	6,000.00	6,000.00	0.0%	0.00
Toy Set (Roundabout) - Hyde Outdoor Market	1,976.00	1,976.00	0.0%	0.00
Public Liability Insurance – One day cover	5.00	5.00	0.0%	0.00
Fairs	500.00	500.00	0.0%	0.00
Ashton Market Hall - Rent	247.87	247.87	0.0%	0.00
Ashton Market Market Hall - Service Charge	232.90	232.90	0.0%	0.00
Electric per kwh	0.15	0.15	0.0%	0.00
Hyde Market Hall - Rent - annual cost per sq ft	16.97	16.97	0.0%	0.00
Hyde Market Market Hall - Service Charge annual cost per sq ft				
Market Halls - Event Space	25.00	25.00	0.0%	0.00
Market Halls - Concession Rides and Toy Dispensers - % of generated income		25% of generated income		
Ashton Market Hall - Storage	1,200.00	1,200.00	0.0%	0.00
Ashton Ice Cream Pitch	0.00	0.00		0.00
Hyde Market Hall - Storage - Annual cost per sq ft	25.00	25.00	0.0%	0.00
Highways				
Skip Registration Fee	94.00	98.00	4.3%	4.00
Scaffolding Registration Fee	94.00	98.00	4.3%	4.00
Skip Non Permit Fee (Registered Companies)	62.00	64.00	3.2%	2.00
Skip Non Permit Fee (Unregistered Companies)	125.00	130.00	4.0%	5.00
Skips Placed in Restricted Areas	47.00	49.00	4.3%	2.00
Scaffolding Non Permit Fee (Registered Companies)	177.00	184.00	4.0%	7.00
Scaffolding Non Permit Fee (Unregistered Companies)	239.00	249.00	4.2%	10.00
Street Naming amendments(1 plots)	47.00	49.00	4.3%	2.00
Street Naming amendments(2-10)	78.00	81.00	3.8%	3.00
Street Naming amendments(11-49)	130.00	135.00	3.8%	5.00
Street Naming amendments(50+)	208.00	216.00	3.8%	8.00
Street Naming (confirmation address)	21.00	22.00	4.8%	1.00
Street Naming (+ re-naming process)	22.00	23.00	4.5%	1.00
Sending Info to Non-Statutory Organisations	16.00	17.00	6.3%	1.00
Skip Registration Fee	94.00	98.00	4.3%	4.00
Scaffolding Registration Fee	94.00	98.00	4.3%	4.00
Skip Non Permit Fee (Registered Companies)	62.00	64.00	3.2%	2.00
Skip Non Permit Fee (Unregistered Companies)	125.00	130.00	4.0%	5.00
Skips Placed in Restricted Areas	47.00	49.00	4.3%	2.00
Scaffolding Non Permit Fee (Registered Companies)	177.00	184.00	4.0%	7.00
Scaffolding Non Permit Fee (Unregistered Companies)	239.00	249.00	4.2%	10.00
Administration Charges (min hourly rate)	36.00	37.00	2.8%	1.00
Housing Development Signs Admin	68.00	71.00	4.4%	3.00
Highway Search Letter (Per Question)	10.00	10.00	0.0%	0.00

Description of Fee	2018/19 £	2019/20 £	Increase %	Increase (£)
Highways & Transport				
Transport - Class IV MOT Test	40.00	42.00	5.0%	2.00
Transport -Class V MOT Test	55.00	57.00	3.6%	2.00
Transport -LOLER test	45.00	47.00	4.4%	2.00
Transport - Workshop Hourly Rate (External)	45.00	47.00	4.4%	2.00
Skip Scaffolding removal admin fee	52.00	54.00	3.8%	2.00
Cabin Permits - 4 Weeks	81.00	84.00	3.7%	3.00
Hoarding Permits - 4 Weeks	81.00	84.00	3.7%	3.00
High Access Apparatus Permits - 4 Weeks	81.00	84.00	3.7%	3.00
Building Materials on Highway - 4 Week permit)	81.00	84.00	3.7%	3.00
Private Builders / (Sct 50) (Sct 171) - Existing Apparatus				
	270.00	281.00	4.1%	11.00
Private Builders / (Sct 50) (Sct 171) - New Apparatus	487.00	506.00	3.9%	19.00
Fixed Penalty Notices (Sct 50) If started before 36 days	86.00	89.00	3.5%	3.00
Indirect Commercial Banners	140.00	146.00	4.3%	6.00
Commercial Banners	281.00	292.00	3.9%	11.00
Banner removal (if req'd per banner)	57.00	59.00	3.5%	2.00
Signs (Temp adverts)	140.00	146.00	4.3%	6.00
A board/Estate Agent Sign removal (if req'd per sign)	68.00	71.00	4.4%	3.00
Housing Development Signs (per sign)	26.00	27.00	3.8%	1.00
Removal of Non Compliant / Old Housing Development Signs (per sign)	62.00	64.00	3.2%	2.00
Flood & Water Management Act 2010				
Water Course Consent - National Fee	50.00	52.00	4.0%	2.00
Private Drainage (notice serving)	88.00	92.00	4.5%	4.00
Call Out Charges (minimum administration)	73.00	76.00	4.1%	3.00
Public Path Orders	1,815.00	1,888.00	4.0%	73.00
Public Path Orders (Objections withdrawn)	1,955.00	2,033.00	4.0%	78.00
Public Path Orders (Objections withdrawn but requires readvertising)	2,506.00	2,606.00	4.0%	100.00
Section 257 Extinguishments or Diversion	1,357.00	1,411.00	4.0%	54.00
Gating Order	629.00	654.00	4.0%	25.00
Road markings (H) bar	213.00	222.00	4.2%	9.00
Road markings (Advisory bays)	104.00	108.00	3.8%	4.00
Temporary Notices	468.00	487.00	4.1%	19.00
Temporary Orders	1,352.00	1,406.00	4.0%	54.00
Permanent Orders (typical example)	2,080.00	2,163.00	4.0%	83.00
Vehicle Crossing Construction (Stnd - new)	738.00	768.00	4.1%	30.00
NRASWA Sample inspection	50.00	52.00	4.0%	2.00
NRASWA Third Party Inspections	71.00	74.00	4.2%	3.00
NRASWA Defect inspection	48.00	50.00	4.2%	2.00
Make safe Iron works(non TMBC)	213.00	222.00	4.2%	9.00
Temporary pitches for highway slaes (pop up shops) Per Day upto 6 weeks	135.00	140.00	3.7%	5.00
Temporary pitches for highway slaes (pop up shops) Per Day 6 weeks onwards	94.00	98.00	4.3%	4.00
Parking				
Contract Parking passes				
Car Parks Pay and display				
Car Parks Excess Fee Notice				
Bus Lane Enforcement notices				
Environmental Protection				
HMO licence Fee	500.00	500.00	0.0%	0.00
HMO licence fee - additional amount per habitable room		35.00		
Housing Act 2004 Notice Charges (per notice)	400.00	420.00	5.0%	20.00
Immigration Inspection - Normal Time	144.00	154.00	6.9%	10.00
Immigration Inspection - Fast Tracked	180.00	190.00	5.6%	10.00
CLS - Whether a property will be considered as Part 2a of the EPA 1990 in the future	25.00	40.00	60.0%	15.00
Landfill search	50.00	68.00	36.0%	18.00
General Environmental Search	80.00	110.00	37.5%	30.00
CLS - Planning record information relating to contamination issues	50.00	68.00	36.0%	18.00
CLS - Copies of contaminated land files and/or information relating to contaminated land conditions attached to planning consent	50.00	68.00	36.0%	18.00
New Charter Gas Safety Works:		0.00		0.00
Section 80 EPA90 Abatement Notice & Covering letter - cost per	25.00	40.00	60.0%	15.00
Failed Entry Letters, Info for Warrants, Warrants, Time in Court, Time Executing Warrant - per hour	50.00	68.00	36.0%	18.00

Description of Fee	2018/19 £	2019/20 £	Increase %	Increase (£)
Licencing				
Animal Boarding Premise Application	143.00	149.00	4.2%	6.00
Animal Boarding 1 Year Grant	203.00	211.00	3.9%	8.00
Animal Boarding 2 Year Grant	252.00	262.00	4.0%	10.00
Animal Boarding 3 Year Grant	286.00	297.00	3.8%	11.00
Home Boarding of Dogs (including Day Care) Application	143.00	149.00	4.2%	6.00
Home Boarding of Dogs (including Day Care) 1 Year Grant	169.00	176.00	4.1%	7.00
Home Boarding of Dogs (including Day Care) 2 Year Grant	203.00	211.00	3.9%	8.00
Home Boarding of Dogs (including Day Care) 3 Year Grant	236.00	245.00	3.8%	9.00
Dangerous Wild Animals Premise Application	143.00	149.00	4.2%	6.00
Dog Breeding Premise Application	143.00	149.00	4.2%	6.00
Dog Breeding Licence 1 Year Grant	226.00	176.00	-22.1%	-50.00
Dog Breeding Licence 2 Year Grant	266.00	211.00	-20.7%	-55.00
Dog Breeding Licence 3 Year Grant	308.00	245.00	-20.5%	-63.00
Hairdresser / Barber Premise Application	118.00	123.00	4.2%	5.00
Marriage Act Premise	1,632.00	1,697.00	4.0%	65.00
Marriage Act Renewal	561.00	583.00	3.9%	22.00
Marriage Act/Civil Partnerships (non-profit or non-commercial organisations)	510.00	530.00	3.9%	20.00
Marriage Act/Civil Partnerships (non-profit or non-commercial organisations) Renewal	510.00	530.00	3.9%	20.00
Pavement Café Application (up to 5 tables)	194.00	202.00	4.1%	8.00
Pavement Café Application (over 5 tables)	245.00	255.00	4.1%	10.00
Selling Animals as Pets Application	143.00	149.00	4.2%	6.00
Selling Animals as Pets 1 Year Grant	184.00	191.00	3.8%	7.00
Selling Animals as Pets 2 Year Grant	200.00	208.00	4.0%	8.00
Selling Animals as Pets 3 Year Grant	217.00	226.00	4.1%	9.00
Performing Animals Premise Application	143.00	149.00	4.2%	6.00
Performing Animals 3 Year Grant	169.00	176.00	4.1%	7.00
Hiring out Horses Application	143.00	149.00	4.2%	6.00
Hiring out Horses 1 Year Grant	235.00	244.00	3.8%	9.00
Hiring out Horses 2 Year Grant	286.00	297.00	3.8%	11.00
Hiring out Horses 3 Year Grant	337.00	350.00	3.9%	13.00
Scrap Metal Dealer Application (Collector)	373.00	388.00	4.0%	15.00
Scrap Metal Dealer Application (Site)	913.00	950.00	4.1%	37.00
Sex Shop Premise Application	2,244.00	2,334.00	4.0%	90.00
Skin Colouring/Piercing/Electrolysis/Acupuncture Premises Application	150.00	159.00	6.0%	9.00
Skin Colouring/Piercing/Electrolysis/Acupuncture Personal Application	90.00	96.00	6.7%	6.00
Street Trader Application	796.00	828.00	4.0%	32.00
Street Trader Application (Day Rate)	80.00	83.00	3.8%	3.00
New Application - Either Badge 1YR	255.00	265.00	3.9%	10.00
New Application - Either Badge 3YR Fee	406.00	422.00	3.9%	16.00
New Application - Both Badges 1YR	275.00	286.00	4.0%	11.00
New Application - Both Badges 3YR	426.00	443.00	4.0%	17.00
Renewal 1 Badge	108.00	112.00	3.7%	4.00
Renewal 1 Badge with DBS	154.00	160.00	3.9%	6.00
Renewal 2 Badges	128.00	133.00	3.9%	5.00
New Vehicle - Under 3 years old	271.00	282.00	4.1%	11.00
New Vehicle - Over 3 years old	182.00	189.00	3.8%	7.00
Renewal of Plate - Under 3 years old	255.00	265.00	3.9%	10.00
Renewal of plate - Over 3 years old	171.00	178.00	4.1%	7.00
Operator 1-2 Vehicles	484.00	503.00	3.9%	19.00
Operator 3-10	548.00	570.00	4.0%	22.00
Operator 11-30	806.00	838.00	4.0%	32.00
Operator 31-49	1,092.00	1,136.00	4.0%	44.00
Operator 50-69	1,311.00	1,363.00	4.0%	52.00
Operator 70+	1,377.00	1,432.00	4.0%	55.00

Description of Fee	2018/19 £	2019/20 £	Increase %	Increase (£)
Licencing Act				
Application Fee Band A	100.00	100.00	0.0%	0.00
Annual Fee Band A	70.00	70.00	0.0%	0.00
Application Fee Band B	190.00	190.00	0.0%	0.00
Annual fee Band B	180.00	180.00	0.0%	0.00
App fee Band C	315.00	315.00	0.0%	0.00
annual fee C	295.00	295.00	0.0%	0.00
app fee band D	450.00	450.00	0.0%	0.00
annual fee D	320.00	320.00	0.0%	0.00
App Fee E	635.00	635.00	0.0%	0.00
annual fee E	350.00	350.00	0.0%	0.00
Application for the grant or renewal of a personal licence	37.00	37.00	0.0%	0.00
Temporary event notice	21.00	21.00	0.0%	0.00
Theft, loss etc. of premises licence or summary	10.00	10.00	0.0%	0.00
Application for a provisional statement (where premises are being built)	315.00	315.00	0.0%	0.00
Notification of change of name or address	10.50	10.50	0.0%	0.00
Application to vary licence to specify individual as premises supervisor	23.00	23.00	0.0%	0.00
Application for transfer of premises licence	23.00	23.00	0.0%	0.00
Interim authority notice following death etc. of licence holder	23.00	23.00	0.0%	0.00
Theft, loss etc. of certificate or summary	10.50	10.50	0.0%	0.00
Notice of change of name or alteration of rules of club	10.50	10.50	0.0%	0.00
Change of relevant registered address of club	10.50	10.50	0.0%	0.00
Theft, loss etc. of temporary event notice	10.50	10.50	0.0%	0.00
Theft, loss etc. of personal licence	10.50	10.50	0.0%	0.00
Duty to notify change of name or address	10.50	10.50	0.0%	0.00
Right of freeholder etc. to be notified of licensing matters	10.50	10.50	0.0%	0.00
Minor Variation	89.00	89.00	0.0%	0.00
Gambling Act				
Adult Gaming Centre				
Application Fee: New Application	2,000.00	2,000.00	0.0%	0.00
Annual/ Renewal Fee: Annual Fee	1,000.00	1,000.00	0.0%	0.00
Application to vary	1,000.00	1,000.00	0.0%	0.00
Application to transfer	1,200.00	1,200.00	0.0%	0.00
Application for reinstatement of licence	1,200.00	1,200.00	0.0%	0.00
Application for provisional statement	2,000.00	2,000.00	0.0%	0.00
Application for a premises licence which already has a provisional statement	1,076.00	1,076.00	0.0%	0.00
Licensed FECs (Cat C&D machines)				
Application Fee: New Application	2,000.00	2,000.00	0.0%	0.00
Annual/Renewal Fee: Annual Fee	750.00	750.00	0.0%	0.00
Application to vary	1,000.00	1,000.00	0.0%	0.00
Application to transfer	950.00	950.00	0.0%	0.00
Application for reinstatement of a licence	950.00	950.00	0.0%	0.00
Application for provisional statement	2,000.00	2,000.00	0.0%	0.00
Application for a premises licence which already has a provisional statement	950.00	950.00	0.0%	0.00
Betting Premises (other) (off-course i.e. Betting shops) (equiv. Betting Office Licence, Bookmakers Permits)				
Application Fee: New Application	3,000.00	3,000.00	0.0%	0.00
Annual/Renewal Fee: Annual Fee	600.00	600.00	0.0%	0.00
Application to vary	1,500.00	1,500.00	0.0%	0.00
Application to transfer	1,200.00	1,200.00	0.0%	0.00
Application for reinstatement of a licence	1,200.00	1,200.00	0.0%	0.00
Application for provisional statement	3,000.00	3,000.00	0.0%	0.00
Application for a premises licence which already has a provisional statement	1,200.00	1,200.00	0.0%	0.00
Betting Premises (tracks) (equiv. Bookmakers Permits)				
Application Fee: New Application	2,500.00	2,500.00	0.0%	0.00
Annual/Renewal Fee: Annual Fee	1,000.00	1,000.00	0.0%	0.00
Application to vary	1,250.00	1,250.00	0.0%	0.00
Application to transfer	950.00	950.00	0.0%	0.00
Application for reinstatement of a licence	950.00	950.00	0.0%	0.00
Application for provisional statement	2,500.00	2,500.00	0.0%	0.00
Application for a premises licence which already has a provisional statement	950.00	950.00	0.0%	0.00
Bingo Premises (Bingo Licence)				
Application Fee: New Application	3,500.00	3,500.00	0.0%	0.00
Annual/Renewal Fee: Annual Fee	1,000.00	1,000.00	0.0%	0.00
Application to vary	1,750.00	1,750.00	0.0%	0.00
Application to transfer	1,200.00	1,200.00	0.0%	0.00
Application for reinstatement of a licence	1,200.00	1,200.00	0.0%	0.00
Application for provisional statement	3,500.00	3,500.00	0.0%	0.00
Application for a premises licence which already has a provisional statement	1,200.00	1,200.00	0.0%	0.00

Description of Fee	2018/19 £	2019/20 £	Increase %	Increase (£)
New Casinos				
Regional Casino				
Application Fee	15,000.00	15,000.00	0.0%	0.00
Annual Fee	15,000.00	15,000.00	0.0%	0.00
Application to vary	7,500.00	7,500.00	0.0%	0.00
Application to transfer	6,500.00	6,500.00	0.0%	0.00
Application for reinstatement of licence	6,500.00	6,500.00	0.0%	0.00
Application for provisional statement	15,000.00	15,000.00	0.0%	0.00
Application for a premises licence which already has a provisional statement	8,000.00	8,000.00	0.0%	0.00
Large Casinos				
Application Fee	15,000.00	15,000.00	0.0%	0.00
Annual Fee	15,000.00	15,000.00	0.0%	0.00
Application to vary	7,500.00	7,500.00	0.0%	0.00
Application to transfer	6,500.00	6,500.00	0.0%	0.00
Application for reinstatement of licence	6,500.00	6,500.00	0.0%	0.00
Application for provisional statement	15,000.00	15,000.00	0.0%	0.00
Application for a premises licence already with provisional statement	8,000.00	8,000.00	0.0%	0.00
Application Fee	8,000.00	8,000.00	0.0%	0.00
Annual Fee	5,000.00	5,000.00	0.0%	0.00
Application to vary	4,000.00	4,000.00	0.0%	0.00
Application to transfer	1,800.00	1,800.00	0.0%	0.00
Application for reinstatement of licence	1,800.00	1,800.00	0.0%	0.00
Application for provisional statement	8,000.00	8,000.00	0.0%	0.00
Application for a premises licence which already has a provisional statement	3,000.00	3,000.00	0.0%	0.00
Application for FEC Gaming Machine Permit	300.00	300.00	0.0%	0.00
Renewal Fee every 10 years	300.00	300.00	0.0%	0.00
Fee for Change of Name	25.00	25.00	0.0%	0.00
Fee for Copy of Permit	15.00	15.00	0.0%	0.00
Temporary Use Notice	470.00	470.00	0.0%	0.00
Replacement of Endorsed copy of Notice	25.00	25.00	0.0%	0.00
Copy of the Premises Licence	25.00	25.00	0.0%	0.00
Notification of change of circumstances for premises Licence	50.00	50.00	0.0%	0.00
Application for Prize Gaming Permit	300.00	300.00	0.0%	0.00
Application for Prize Gaming Permit (existing operator)	100.00	100.00	0.0%	0.00
Renewal of Prize gaming Permit	300.00	300.00	0.0%	0.00
Change of name on Prize Gaming Permit	25.00	25.00	0.0%	0.00
Copy of Prize gaming Permit	15.00	15.00	0.0%	0.00
Application for Club Gaming or Machine Permit	200.00	200.00	0.0%	0.00
Application for Club Gaming or Machine Permit (existing holder)	100.00	100.00	0.0%	0.00
Application for Club Gaming or Machine Permit (who holds a Club Premises Certificate under Licensing Act 2003)	100.00	100.00	0.0%	0.00
Renewal of a Club Gaming or Machine Permit	200.00	200.00	0.0%	0.00
Renewal of a Club Gaming or Machine Permit (who holds a Club Premises Certificate under Licensing Act 2003)	100.00	100.00	0.0%	0.00
Annual fee for Club Gaming or Machine Permit	50.00	50.00	0.0%	0.00
Application to vary club Gaming or Machine Permit	100.00	100.00	0.0%	0.00
Copy of Club Gaming or Machine Permit	15.00	15.00	0.0%	0.00
Notification of intention by licence holder to make available up to 2 gaming machines on premises which hold on-premises alcohol licence	50.00	50.00	0.0%	0.00
Application for a Gaming Machine Permit (more than 2 machines) on premises which hold on-premises alcohol licence (existing holder of permit)	100.00	100.00	0.0%	0.00
Application for a Gaming Machine Permit (more than 2 machines) on premises which hold on-premises alcohol licence (new application)	150.00	150.00	0.0%	0.00
Annual fee for a Gaming Machine Permit (more than 2 machines) on premises which hold on-premises alcohol licence	50.00	50.00	0.0%	0.00
Application to vary a Gaming Machine Permit (more than 2 machines) on premises which hold on-premises alcohol licence	100.00	100.00	0.0%	0.00
Application to transfer a Gaming Machine Permit (more than 2 machines) on premises which hold on-premises alcohol licence	25.00	25.00	0.0%	0.00
Change of name on a Gaming Machine Permit (more than 2 machines) on premises which hold on-premises alcohol licence	25.00	25.00	0.0%	0.00
Copy of a Gaming Machine Permit (more than 2 machines) on premises which hold on-premises alcohol licence	15.00	15.00	0.0%	0.00
Registration	40.00	40.00	0.0%	0.00
Renewal	20.00	20.00	0.0%	0.00

Description of Fee	2018/19 £	2019/20 £	Increase %	Increase (£)
Business Compliance				
Buy with Confidence - No. of Employees 1-5	100.00	100.00	0.0%	0.00
Buy with Confidence - No. of Employees 6-20	200.00	200.00	0.0%	0.00
Buy with Confidence - No. of Employees 21-49	300.00	300.00	0.0%	0.00
Export Certificates (per hour)	50.00	79.00	58.0%	29.00
FHRS Re-rating Inspection	0.00	179.00		179.00
Food Safety Advice (per hour)	0.00	79.00		79.00
Primary Authority Partnership (per hour)	95.00	95.00	0.0%	0.00
Food Safety and Health and Safety Training (per person)	45.00	45.00	0.0%	0.00
Weights and Measures Verification and Testing (per hour)	75.24	79.00	5.0%	3.76
Trading Standards Advice (per hour)	0.00	79.00		79.00
Fixed Penalty Notices				
Dog Fouling Fixed Penalty Notice	80.00	80.00	0.0%	0.00
Dog Exclusion Fixed Penalty Notice	80.00	80.00	0.0%	0.00
Dog off Lead Fixed Penalty Notice	80.00	80.00	0.0%	0.00
Fly Tipping Fixed Penalty Notice	80.00	80.00	0.0%	0.00
Litter Fixed Penalty Notice	80.00	80.00	0.0%	0.00

Description of Fee	2018/19 £	2019/20 £	Increase %	Increase (£)
Environmental Permitting Regulations - set by DEFRA				
Part B Permits				
Application Fee - Standard Process	1,650.00			
Additional Fee for Operating without a permit	1,188.00			
Application Fee - PVRI & Dry Cleaners	155.00			
Application Fee - PVR I & II combined	257.00			
Application Fee - VRs and other Reduced Fee Activities	362.00			
Reduced Fee Activities - Additional Fee for Operating without a permit	99.00			
Application Fee - Mobile Plant - not simplified permit	1,650.00			
Application Fee - Mobile Plant - for 3rd to 7th applications - not simplified permit	985.00			
Application fee - Mobile Plant - for 8th and subsequent applications - not simplified permit	498.00			
Where an application for any of the above is for a combined Part B and waste application, add an extra £310 to the above amounts	808.00			
Annual Subsistence Charge - Standard Process - Low*	772.00			
* additional amounts must be charged where a permit is for a combined Part B and waste installation	103.00			
Annual Subsistence Charge - Standard Process - Medium*	1,161.00			
* additional amounts must be charged where a permit is for a combined Part B and waste installation	156.00			
Annual Subsistence Charge - Standard Process - High*	1,747.00			
* additional amounts must be charged where a permit is for a combined Part B and waste installation	207.00			
Annual Subsistence Charge - PVRI & Dry Cleaners - Low	79.00			
Annual Subsistence Charge - PVRI & Dry Cleaners - Medium	158.00			
Annual Subsistence Charge - PVRI & Dry Cleaners - High	237.00			
Annual Subsistence Charge - PVRI & II Combined - Low	113.00			
Annual Subsistence Charge - PVRI & II Combined - Medium	226.00			
Annual Subsistence Charge - PVRI & II Combined - High	341.00			
Annual Subsistence Charge - VRs and other Reduced Fees Activities - Low	228.00			
Annual Subsistence Charge - VRs and other Reduced Fees Activities - Medium	365.00			
Annual Subsistence Charge - VRs and other Reduced Fees Activities - High	548.00			
Annual Subsistence Charge - Mobile Plant - 1st & 2nd Permits - Low - not simplified Permits	646.00			
Annual Subsistence Charge - Mobile Plant - 1st & 2nd Permits - Medium - not simplified Permits	1,034.00			
Annual Subsistence Charge - Mobile Plant - 1st & 2nd Permits - High - not simplified Permits	1,506.00			
Annual Subsistence Charge - Mobile Plant - 3rd & 7th Permits - Low - not simplified Permits	385.00			
Annual Subsistence Charge - Mobile Plant - 3rd & 7th Permits - Medium - not simplified Permits	617.00			
Annual Subsistence Charge - Mobile Plant - 3rd & 7th Permits - High - not simplified Permits	924.00			
Annual Subsistence Charge - Mobile Plant - 8th & above permits - Low - not simplified Permits	198.00			
Annual Subsistence Charge - Mobile Plant - 8th & above permits - Medium - not simplified Permits	316.00			
Annual Subsistence Charge - Mobile Plant - 8th & above permits - High - not simplified Permits	473.00			
Annual Subsistence Charge - Late Payment Fee	52.00			
* additional amounts in brackets must be charged where a permit is for a combined Part B and waste installation				
Transfer and Surrender - Standard Process Transfer	169.00			
Transfer and Surrender - Standard Process Partial Transfer	497.00			
Transfer and Surrender - New operator at low risk reduced fee activity (extra one-off subsistence charge)	78.00			
Transfer and Surrender - All Part B activities	0.00			
Transfer and Surrender - Reduced Fee Activities - transfer	0.00			
Transfer and Surrender - Reduced Fee Activities - partial transfer	47.00			
Temporary Transfer for Mobile Plant - First Transfer	53.00			
Temporary Transfer for Mobile Plant - Repeat following enforcement or warning	53.00			
Substantial Change - Standard Process	1,050.00			
Substantial Change - Standard Process where the substantial change results in a new PPC activity	1,650.00			
Substantial Change - Reduced Fee Activity	102.00			
Part A2 Permits				
Application Fee	3,363.00			
Application Fee for operating without a permit	1,188.00			
Annual Subsistence Charge - Low	1,446.00			
Annual Subsistence Charge - Medium	1,610.00			
Annual Subsistence Charge - High	2,333.00			
Late Payment Fee	52.00			
Substantial Variation	202.00			
Transfer	235.00			
Partial Transfer	698.00			
Surrender	698.00			

*Fees set by Department for Environment, Food & Rural Affairs
2019/20 rates not yet available*

Description of Fee	2018/19 £	2019/20 £	Increase %	Increase (£)
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Growth

Planning and Building Control				
Planning Decision Notices, Listed Building Approvals, Enforcement Notices. Order Copies and Pay Online.	20.00	20.00	0.0%	0.00
Copies of Tree Preservation Orders - Whole Document. Order Copies and Pay Online.	20.00	20.00	0.0%	0.00
Building Regulation Approval Notices and Completion Certificates. Order Copies and Pay Online.	20.00	20.00	0.0%	0.00
We can supply photocopies of letters/reports etc. per page. However we cannot supply copies of submitted architects drawings or building plans. Nor can we supply copies of Ordnance Survey Plans. Both these items are the copyright property of the originator.	1.00	1.00	0.0%	0.00
We can undertake an informal search of our records for your property and copy certain documents but there will be a charge for this service. You can Request a search of the Planning records or order a list of documents.	20.00	20.00	0.0%	0.00
A manual search of the Building Regulations records This service will take approximately 1 week.	20.00	20.00	0.0%	0.00
Urgently required information will be provided within 3 working days from receipt of the request. More complicated or multiple record searches these will be subject to the minimum charge and additional hourly rate to be agreed before the search commences, depending upon the search complexity.	35.00	35.00	0.0%	0.00
	agreed on job by job basis			
Provision of late completion inspections and issue of completion certificates – please refer to the restrictions on the main Building Control pages in respect of Completion Certification. Note: Completion Certificates were not and cannot be issued on projects prior to 1st January 2000.	75.00	75.00	0.0%	0.00
Administration fee for building control refunds and adjustment of paperwork	35.00	35.00	0.0%	0.00
Dangerous building callout rates as each case has an individual set of circumstances and actions taken - individual charges will be due based upon the amount of time spent on the callout. All costs incurred by the council and its contractors will recovered off the building owner:	based on time			
minimum callout rate (allows for up to 1hr spent on the call out) and our standard hourly rate there - after. Additional charges for contractors used to make safe the situation will also be charged				
Callout during normal working week hours Minimum callout rate (allows for up to 1hr spent on the callout) and our standard out of hours hourly rate there-after.	75.00	75.00	0.0%	0.00
out of hours callouts. Additional charges for contractors used to make safe the situation will also be charged	150.00	150.00	0.0%	0.00
For the processing of Demolition Notices under Section 80 of the Building Act 1984	New charge	90.00		
For providing letter of Confirmation of exemption status under Building Regulations for proposed works	New charge	42.00		
Pre-planning application advice				
The following charges will apply in respect of the different types of development outlined below;				
<u>MAJOR DEVELOPMENT SERVICE (A)</u>				
· Over 9,999 square metres of commercial floorspace				
· Over 49 dwellings				
· 1,000 - 2,500 square metres retail floorspace				
· Major infrastructure projects				
· Sites in excess of 1.5 hectares				
· Drilling Operations and Wind Turbines				
Meeting and written advice	New charge	1,000.00		
Follow up meetings	New charge	500.00		
Written advice only	New charge	600.00		
<u>MAJOR DEVELOPMENT SERVICE (B)</u>				
· 1,000 - 9,999 square metres of commercial floorspace				
· 100 - 999 square metres retail floorspace				
· 10 - 49 dwellings				
· Sites between 1 - 1.5ha				
Meeting and written advice	New charge	750.00		
Follow up meetings	New charge	375.00		
Written advice only	New charge	400.00		

Description of Fee	2018/19 £	2019/20 £	Increase %	Increase (£)
MINOR ADVICE SERVICE				
· 100 - 999 square metres of commercial floorspace				
· Upto 100 square metres of retail floorspace				
· 1 - 9 dwellings				
· Telecommunications developments				
· s73 -Variation of conditions (excluding retail with floorspace over 1000 square metres)				
· Public realm / engineering works				
· Minerals, waste and energy projects (on sites up to 1 hectare)				
· Small scale proposals not within above categories				
Meeting and written advice	New charge	250.00		
Follow up meetings	New charge	125.00		
Written advice only	New charge	150.00		
HOUSEHOLDER SERVICE				
· Alterations and extensions to houses				
Meeting and written advice	New charge	75.00		
Follow up meetings	New charge	25.00		
Written advice only	New charge	50.00		
Planning Performance Agreements				
Arranged on a bespoke basis when deemed appropriate with the agreement of developers with planning officer time charged at hourly rate of £100 for a Principal Planning Officer involvement.	New charge	100.00		
Where such agreements exist to recover costs of required external consultancy fees (such as Retail Impact Assessment specialists) plus an admin fee of 10%.	New charge	agreed on job by job basis		
Planning Applications				
Operations				
The erection of dwelling-houses (other than development in category 6):				
where the application is for outline planning permission and the site does not exceed 2.5 hectares, for each 0.1 hectare of the site area	462.00	462.00	0.0%	0.00
where the application is for outline planning permission and the site area exceeds 2.5 hectares,	11,432.00	11,432.00	0.0%	0.00
additional 0.1 hectare in excess of 2.5 hectares subject to a maximum £125,000	138.00	138.00	0.0%	0.00
In other cases where the number of dwelling-houses to be created by the development is 50 or fewer, for each dwelling house	462.00	462.00	0.0%	0.00
In other cases where the number of dwelling-houses to be created by the development exceeds 50	22,859.00	22,859.00	0.0%	0.00
additional for each dwelling house in excess of 50 dwelling house subject to a maximum total of £250k	138.00	138.00	0.0%	0.00
The erection of buildings (other than buildings in categories 1,3,4,5 or 7)				
where the application is for outline planning permission, and the site area does not exceed 2.5 hectares, for each 0.1 hectare of the site area	462.00	462.00	0.0%	0.00
where the application is for outline planning permission, and the site area exceeds 2.5 hectares, additional 0.1 hectare in excess of 2.5 hectares subject to a maximum £125,000	138.00	138.00	0.0%	0.00
In other cases where no floor space is to be created by the development				
In other cases where the area of gross floor space to be created by the development exceeds 40 sq metres	234.00	234.00	0.0%	0.00
where the area of the gross floor space to be created by the development exceed 40 sq metres, but does not exceed 75 sq meters	462.00	462.00	0.0%	0.00
where the area of the gross floor space to be created by the development exceed 75 sq metres, but does not exceed 3750 sq meters, for each 75 sq metres of that area	462.00	462.00	0.0%	0.00
where the area of the gross floor space to be created by the development exceed 3750 sq metres	22,859.00	22,859.00	0.0%	0.00
additional for each 75 square metres in excess of 3750 sq metres subject to a maximum in total of £250k	138.00	138.00	0.0%	0.00
The erection, on land used for the purposes of agriculture, of buildings to be used for agricultural purposes (other than buildings in category 4)				
where the application is for outline planning permission, and the site area does not exceed 2.5 hectares, for each 0.1 hectare of the site area	462.00	462.00	0.0%	0.00
where the application is for outline planning permission, and the site area exceeds 2.5 hectares, additional for each additional 0.1 hectare in excess of 2.5 hectares, subject to a maximum in total of £125k	11,432.00	11,432.00	0.0%	0.00
in other cases where the area of gross floor space to be created by the development does not exceed 465 sq metres	138.00	138.00	0.0%	0.00
in other cases where the area of gross floor space to be created by the development does not exceed 465 sq metres does not exceed 540 sq metres	96.00	96.00	0.0%	0.00
in other cases where the area of the gross floor space to be created by the development exceeds 540 sq metres but does not exceed 4215 sq metres, for the first 540 sq metres	462.00	462.00	0.0%	0.00
additional 75 square metres in excess of 540 sq metres	462.00	462.00	0.0%	0.00
in other cases where the area of gross floor space to be created by the development exceeds 4215 sq metres	22,859.00	22,859.00	0.0%	0.00
additional for each 75 square metres in excess of 4215 sq metres subject to a maximum in total of £250k	138.00	138.00	0.0%	0.00
The erection of glasshouses on land used for the purpose of agriculture				
where the area of gross floor space to be created by the development does not exceed 465 sq metres	96.00	96.00	0.0%	0.00
where the area of gross floor space to be created by the development exceeds 465 sq metres	2,580.00	2,580.00	0.0%	0.00

Description of Fee	2018/19 £	2019/20 £	Increase %	Increase (£)
The erection, alteration or replacement of plant or machinery				
where the site area does not exceed 5 hectares, for each 0.1 hectare of the site area	462.00	462.00	0.0%	0.00
where the site area exceeds 5 hectares	22,589.00	22,589.00	0.0%	0.00
additional for each 0.1 hectare in excess of 5 hectares subject to maximum in total of £250k	138.00	138.00	0.0%	0.00
The enlargement, alteration or replacement of plant or machinery				
where the site area does not exceed 5 hectares, 0.1 hectare of the site area	462.00	462.00	0.0%	0.00
where the site exceeds 5 hectares	22,859.00	22,859.00	0.0%	0.00
an additional for each 0.1 hectare in excess of 5 hectares subject to a maximum in total of £250k	138.00	138.00	0.0%	0.00
The enlargement, improvement or other alteration of existing dwelling houses				
where the application relates to one dwelling-house	206.00	206.00	0.0%	0.00
where the application relates to 2 or more dwelling houses	407.00	407.00	0.0%	0.00
The enlargement, improvement or other alteration of existing dwelling houses				
the carrying out of operations (including the erection of a building) within the curtilage of an existing dwelling-house for purposes ancillary to the enjoyment of the dwelling - house as such, the erection or construction of gates, fences, walls or other mean of enclosure along a boundary of the curtilage for an existing dwelling- house including construction of a new vehicular access to a dwelling house	206.00	206.00	0.0%	0.00
Access, car park etc for existing uses				
the construction of car parks, service roads and other means of accesss on land used for the purposes of a single undertaking, where the development is required for a purpose incidental to the existing use of the land (not householder)	234.00	234.00	0.0%	0.00
The carrying out of any operations connected with explanatory drilling for oil or natural gas				
where the site area does not exceed 7.5 hectares, 0.1 hectare of the site area	508.00	508.00	0.0%	0.00
where the site area exceeds 7.5 hectares	38,070.00	38,070.00	0.0%	0.00
additional for each 0.1 hectare in excess of 7.5 hectares, subject to a maximum in total of £250k	151.00	151.00	0.0%	0.00
The carrying out of any operations not coming within any of the above categories				
in the case of the operations for the winning and working of minerals where the site area does not exceed 15 hectares for each 0.1 hectare of the site area	257.00	257.00	0.0%	0.00
in the case of the operations for the winning and working of minerals where the site area exceeds 15 hectares	38,520.00	38,520.00	0.0%	0.00
additional for each 0.1 hectare in excess of 15 hectares, subject to a maximum in total of £65k	151.00	151.00	0.0%	0.00
in any other case for each 0.1 hectare of the site area, subject to a maximum of £1690	234.00	234.00	0.0%	0.00

Description of Fee	2018/19 £	2019/20 £	Increase %	Increase (£)
Uses of Land				
The change of use of a building to use as one or more separate dwelling - houses where the change of use is from a previous use as a single dwelling-house to use as two or more single dwelling houses- where the change of use as 50 or fewer dwelling-houses	462.00	462.00	0.0%	0.00
where the change of use is from a previous use as a single dwelling-house to use as two or more single dwelling houses- where the change of use is to use as more than 50 dwelling houses	22,859.00	22,859.00	0.0%	0.00
additional for each dwelling house in excess of 50 dwelling house subject to a maximum total of £250k	138.00	138.00	0.0%	0.00
In all other cases where the change of use is to use as 50 or fewer dwelling-houses- each dwelling house	462.00	462.00	0.0%	0.00
In all other cases where the change of use is to use as more than 50 dwelling-houses additional for each dwelling-house in excess of 50 dwelling-houses subject to a maximum in total of £250k	22,859.00	22,859.00	0.0%	0.00
	138.00	138.00	0.0%	0.00
Waste disposal, and deposit and storage of minerals				
a) the use of land for the disposal of refuse or waste materials				
b) the deposit of material remaining after minerals have been extracted from land;or				
c) the storage of minerals in the open:				
where the site area does not exceed 15 hectares each 0.1 hectare of the site area	234.00	234.00	0.0%	0.00
where the site area exceeds 15 hectares	34,934.00	34,934.00	0.0%	0.00
additional for 0.1 hectare in excess of 15 hectares, subject to a maximum in total of £65k	138.00	138.00	0.0%	0.00
The making of a material change in the use of building or land (other than a material change of use coming within any of the above categories)	462.00	462.00	0.0%	0.00
ADVERTISEMENTS				
a) advertisements displayed externally on business premises, the forecourt of business premises or other land within the curtilage of business premises, wholly with reference to all or any of the following matters:				
i) the nature of the business or other activity carried on the premises				
ii) the goods sold or the services provided on the premises				
iii) the name and qualifications of the person carrying on such business or activity or supplying such goods or services	132.00	132.00	0.0%	0.00
b)advertisements for the purpose of directing members of the public to, or otherwise drawing attention to the existence of business premises which are in the same locality as the site on which the advertisement is to be displayed but which are not visible from that site	132.00	132.00	0.0%	0.00
c) all other advertisements	462.00	462.00	0.0%	0.00
ALL OTHER APPLICATIONS				
Lawful Development Certificates				
a) application relating to an existing use or development. The fee is the amount that would be payable in respect of an application for planning permission	462.00	462.00	0.0%	0.00
b) application relating to a proposed use or development. Half the amount that would be payable in respect of an application for planning permission	231.00	231.00	0.0%	0.00
c) application relating to failure to comply with any condition or limitation attached to a planning permission	234.00	234.00	0.0%	0.00
d) where an existing use specified in an application (section 191(1)(a) is used as one or more dwellings. The fee payable shall be for each dwelling subject to a maximum of £250k	462.00	462.00	0.0%	0.00
Prior Approval Applications				
a) Part 3, change of use of buildings or land	96.00	96.00	0.0%	0.00
b) part 6, agricultural buildings and operations	96.00	96.00	0.0%	0.00
c) part 7, forestry buildings and operations	96.00	96.00	0.0%	0.00
d) part 31, demolition of buildings	96.00	96.00	0.0%	0.00
e) part 24, development by telecommunications code system operators	462.00	462.00	0.0%	0.00
Variation of condition				
application for removal or variation of a condition following grant of planning permission	234.00	234.00	0.0%	0.00
Discharge of condition				
request for confirmation that one or more planning confirmation that one or more planning conditions have been complied with -				
householder application per request	34.00	34.00	0.0%	0.00
other applications per request	116.00	116.00	0.0%	0.00
Application for a non-material amendment following a grant of planning permission-				
a) if the application is a householder application	34.00	34.00	0.0%	0.00
b) in any other case	234.00	234.00	0.0%	0.00

Description of Fee	2018/19 £	2019/20 £	Increase %	Increase (£)
Building Control				
Plan Charge for - Single storey extension floor area not exceeding 10m2	403.20	483.60	19.9%	67.00
Building Notice Charge for - Single storey extension floor area not exceeding 10m2	475.20	570.00	19.9%	79.00
Plan Charge for - Single storey extension floor area not exceeding 10m2	216.00	259.20	20.0%	36.00
Inspection Charge for - Single storey extension floor area exceeding 10m2 but not exceeding 40m2	345.60	415.20	20.1%	58.00
Building Notice Charge for - Single storey extension floor area exceeding 10m2 but not exceeding 40m2	633.60	760.80	20.1%	106.00
Plan Charge for - Single storey extension floor area not exceeding 10m2	216.00	259.20	20.0%	36.00
Inspection Charge for - Single storey extension floor area exceeding 40m2 but not exceeding 80m2	432.00	518.40	20.0%	72.00
Building Notice Charge for - Single storey extension floor area exceeding 40m2 but not exceeding 80m2	720.00	864.00	20.0%	120.00
Plan Charge for - Single storey extension floor area exceeding 10m2 but not exceeding 40m2	216.00	259.20	20.0%	36.00
Inspection Charge for - Two storey extension floor area not exceeding 40m2	432.00	518.40	20.0%	72.00
Building Notice Charge for - Two storey extension floor area not exceeding 40m2	720.00	864.00	20.0%	120.00
Plan Charge for - Single storey extension floor area exceeding 10m2 but not exceeding 40m2	216.00	259.20	20.0%	36.00
Inspection Charge for - Two storey extension floor area exceeding 40m2 but not exceeding 100m2	482.40	578.40	19.9%	80.00
Building Notice Charge for - Two storey extension floor area exceeding 40m2 but not exceeding 100m2	770.40	924.00	19.9%	128.00
Plan Charge for - Single storey extension floor area exceeding 10m2 but not exceeding 40m2	432.00	518.40	20.0%	72.00
Building Notice Charge for - Loft conversion that does not include the construction of a dormer (max floor area 50m2)	475.20	570.00	19.9%	79.00
Plan Charge for - Single storey extension floor area exceeding 40m2 but not exceeding 80m2	216.00	259.20	20.0%	36.00
Inspection Charge for - Loft conversion that includes the construction of a dormer (max floor area 50m2)	259.20	310.80	19.9%	43.00
Building Notice Charge for - Loft conversion that includes the construction of a dormer (max floor area 50m2)	518.40	621.60	19.9%	86.00
Plan Charge for - Single storey extension floor area exceeding 40m2 but not exceeding 80m2	259.20	310.80	19.9%	43.00
Building Notice Charge for - Erection or extension of a non exempt detached garage or carport up to 100m2	302.40	362.40	19.8%	50.00
Plan Charge for - Single storey extension floor area exceeding 40m2 but not exceeding 80m2	345.60	415.20	20.1%	58.00
Building Notice Charge for - Erection of a non exempt attached single storey extension of a garage or carport up to 100m2	388.80	466.80	20.1%	65.00
Plan Charge for - Two storey extension floor area not exceeding 40m2	259.20	310.80	19.9%	43.00
Building Notice Charge for - Attached Garage Conversion to a create a habitable room / kitchen or utility space	302.40	362.40	19.8%	50.00
Plan Charge for - Two storey extension floor area not exceeding 40m2	345.60	415.20	20.1%	58.00
Building Notice Charge for - Erection of a multi storey detached ancillary building upto 100m2 floor area	388.80	466.80	20.1%	65.00
Plan Charge for - Two storey extension floor area not exceeding 40m2	390.95	469.20	20.0%	65.21
Building Notice Charge for - Creation of a Basement up to 100m2 - add charge when an extension includes a basebent extension there is an additional charge to the extension charge of £200 plus vat	433.85	520.80	20.0%	72.46
Plan Charge for - Two storey extension floor area exceeding 40m2 but not exceeding 100m2	381.60	458.40	20.1%	64.00
Building Notice Charge for - Domestic alterations to a single building: underpinning (up to 20 linear metres)	381.60	458.40	20.1%	64.00
Plan Charge for - Two storey extension floor area exceeding 40m2 but not exceeding 100m2	154.80	186.00	20.2%	26.00
Building Notice Charge for - Domestic alterations to a single building:Renovation of a thermal element to a single dwelling	154.80	186.00	20.2%	26.00
Plan Charge for - Loft conversion that does not include the construction of a dormer (max floor area 50m2)	222.00	266.40	20.0%	37.00
Building Notice Charge for - Estimated cost less than £2,000	222.00	266.40	20.0%	37.00
Plan Charge for - Loft conversion that does not include the construction of a dormer (max floor area 50m2)	298.80	358.80	20.1%	50.00
Building Notice Charge for - Estimated cost over £2,000 up to £5000	298.80	358.80	20.1%	50.00
Plan Charge for - Loft conversion that includes the construction of a dormer (max floor area 50m2)	368.40	441.60	19.9%	61.00
Building Notice Charge for - Estimated cost exceeding £5,000 up to £25,000	368.40	441.60	19.9%	61.00
Plan Charge for - Loft conversion that includes the construction of a dormer (max floor area 50m2)	153.60	184.80	20.3%	26.00
Inspection Charge for - Estimated cost exceeding £25,001 and up to £50,000	337.20	404.40	19.9%	56.00
Building Notice Charge for - Estimated cost exceeding £25,001 and up to £50,000	490.80	589.20	20.0%	82.00
Plan Charge for - Loft conversion that includes the construction of a dormer (max floor area 50m2)	153.60	184.80	20.3%	26.00
Inspection Charge for - Estimated cost exceeding £50,001 and up to £75,000	459.60	552.00	20.1%	77.00
Building Notice Charge for - Estimated cost exceeding £50,001 and up to £75,000	613.20	735.60	20.0%	102.00
Plan Charge for - Erection or extension of a non exempt detached garage or carport up to 100m2	259.20	310.80	19.9%	43.00
Building Notice Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work. Carried out by an electrician not a member of a competent persons scheme, capable of demonstrating upto date qualifications and providing all design information, installation and test certification. - Any electrical works other than rewiring of a dwelling	259.20	310.80	19.9%	43.00
Plan Charge for - Erection or extension of a non exempt detached garage or carport up to 100m2	345.60	415.20	20.1%	58.00
Building Notice Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work. Carried out by an electrician not a member of a competent persons scheme, capable of demonstrating upto date qualifications and providing all design information, installation and test certification. - Rewiring or new installation in a dwelling	345.60	415.20	20.1%	58.00

Description of Fee	2018/19 £	2019/20 £	Increase %	Increase (£)
Plan Charge for - Erection or extension of a non exempt detached garage or carport up to 100m2	216.00	259.20	20.0%	36.00
Building Notice Charge for - Domestic Electrical Works: Additional charge for 'notifiable' electrical works carried out at the same time as the other work categories above. Carried out by an electrician not a member of a competent persons scheme, capable of demonstrating upto date qualifications and providing all design information, installation and test certification.	216.00	259.20	20.0%	36.00
Plan Charge for - Erection of a non exempt attached single storey extension of a garage or carport up to 100m2	367.68	441.60	20.1%	61.60
Building Notice Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work (carried out by a non qualified person) - Any electrical works other than rewiring of a dwelling	367.68	441.60	20.1%	61.60
Plan Charge for - Erection of a non exempt attached single storey extension of a garage or carport up to 100m2	490.22	588.00	19.9%	81.48
Building Notice Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work (carried out by a non qualified person) - Rewiring or new installation in a dwelling	490.22	588.00	19.9%	81.48
Plan Charge for - Erection of a non exempt attached single storey extension of a garage or carport up to 100m2	288.00	345.60	20.0%	48.00
Building Notice Charge for - Domestic Electrical Works: Additional charge for 'notifiable' electrical works carried out at the same time as the other work categories above (carried out by a non qualified person)	288.00	345.60	20.0%	48.00
Plan Charge for - Attached Garage Conversion to a create a habitable room / kitchen or utility space	172.80	207.60	20.1%	29.00
Inspection Charge for - Solid fuel appliances: Installation of a solid fuel appliance by non- competent person scheme member e.g. not HETAS registered	398.30	477.60	19.9%	66.08
Building Notice Charge for - Solid fuel appliances: Installation of a solid fuel appliance by non-competent person scheme member e.g. not HETAS registered	570.24	684.00	19.9%	94.80
Plan Charge for - Attached Garage Conversion to a create a habitable room / kitchen or utility space	129.60	156.00	20.4%	22.00
Building Notice Charge for - Domestic Window Replacements: Window replacements (non competent persons scheme member) - per installation up to 10 windows	129.60	156.00	20.4%	22.00
Plan Charge for - Attached Garage Conversion to a create a habitable room / kitchen or utility space	245.11	294.00	19.9%	40.74
Building Notice Charge for - Domestic Window Replacements: Window replacements (non competent persons scheme member) - per installation upto 11 to 20 windows	245.11	294.00	19.9%	40.74
Plan Charge for - Erection of a multi storey detached ancillary building upto 100m2 floor area	327.60	393.60	20.1%	55.00
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings. - 1 dwelling	468.00	561.60	20.0%	78.00
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 1 dwelling	968.40	1,161.60	20.0%	161.00
Plan Charge for - Erection of a multi storey detached ancillary building upto 100m2 floor area	421.20	505.20	19.9%	70.00
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 2 dwellings	655.20	786.00	20.0%	109.00
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 2 dwellings	1,249.20	1,498.80	20.0%	208.00
Plan Charge for - Erection of a multi storey detached ancillary building upto 100m2 floor area	514.80	618.00	20.0%	86.00
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 3 dwellings	795.60	955.20	20.1%	133.00
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 3 dwellings	1,483.20	1,779.60	20.0%	247.00
Plan Charge for - Creation of a Basement up to 100m2 - add charge when an extension includes a basebent extension there is an additional charge to the extension charge of £200 plus vat	619.20	742.80	20.0%	103.00
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 4 dwellings	936.00	1,123.20	20.0%	156.00
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 4 dwellings	1,728.00	2,073.60	20.0%	288.00
Plan Charge for - Creation of a Basement up to 100m2 - add charge when an extension includes a basebent extension there is an additional charge to the extension charge of £200 plus vat	702.00	842.40	20.0%	117.00
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 5 dwellings	1,076.40	1,291.20	20.0%	179.00
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 5 dwellings	1,951.20	2,341.20	20.0%	325.00
Plan Charge for - Creation of a Basement up to 100m2 - add charge when an extension includes a basebent extension there is an additional charge to the extension charge of £200 plus vat	706.32	847.20	19.9%	117.40
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 6 dwellings	1,257.84	1,509.60	20.0%	209.80
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 6 dwellings	2,136.96	2,564.40	20.0%	356.20
Plan Charge for - Individually determined charges - mainly relates to larger schemes	710.59	853.20	20.1%	118.84
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 7 dwellings	1,285.92	1,543.20	20.0%	214.40
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 7 dwellings	2,169.31	2,602.80	20.0%	361.24
Plan Charge for - Individually determined charges - mainly relates to larger schemes	714.85	858.00	20.0%	119.29
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 8 dwellings	1,477.44	1,772.40	20.0%	245.80
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 8 dwellings	2,365.09	2,838.00	20.0%	394.09
Plan Charge for - Individually determined charges - mainly relates to larger schemes	719.11	862.80	20.0%	119.74

Description of Fee	2018/19 £	2019/20 £	Increase %	Increase (£)
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 9 dwellings	1,681.92	2,018.40	20.0%	280.40
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 9 dwellings	2,573.83	3,088.80	20.0%	429.14
Plan Charge for - Domestic alterations to a single building: underpinning (up to 20 linear metres)	723.37	867.60	19.9%	120.19
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 10 dwellings	1,873.44	2,247.60	20.0%	311.80
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 10 dwellings	2,769.61	3,324.00	20.0%	461.99
Plan Charge for - Domestic alterations to a single building: underpinning (up to 20 linear metres)	727.63	873.60	20.1%	121.64
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 11 dwellings	2,047.68	2,457.60	20.0%	341.60
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 11 dwellings	2,948.11	3,537.60	20.0%	491.24
Plan Charge for - Domestic alterations to a single building: underpinning (up to 20 linear metres)	731.90	878.40	20.0%	122.08
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 12 dwellings	2,229.12	2,674.80	20.0%	371.40
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 12 dwellings	3,133.82	3,760.80	20.0%	522.48
Plan Charge for - Domestic alterations to a single building:Renovation of a thermal element to a single dwelling	736.16	883.20	20.0%	122.53
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings -13 dwellings	2,410.56	2,893.20	20.0%	402.20
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 13 dwellings	3,319.52	3,984.00	20.0%	553.73
Plan Charge for - Domestic alterations to a single building:Renovation of a thermal element to a single dwelling	740.42	888.00	19.9%	122.98
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 14 dwellings	2,592.00	3,110.40	20.0%	432.00
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 14 dwellings	3,505.22	4,206.00	20.0%	583.98
Plan Charge for - Domestic alterations to a single building:Renovation of a thermal element to a single dwelling	744.68	894.00	20.1%	124.43
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 15 dwellings	2,773.44	3,327.60	20.0%	461.80
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 15 dwellings	3,690.92	4,429.20	20.0%	615.23
Plan Charge for - Domestic alterations to a single building: Alterations, installation of fittings (not electrical) and / or, structural alterations:	748.94	898.80	20.0%	124.88
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 16 dwellings	2,954.88	3,546.00	20.0%	492.60
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 16 dwellings	3,876.62	4,652.40	20.0%	646.48
Plan Charge for - Domestic alterations to a single building: Alterations, installation of fittings (not electrical) and / or, structural alterations:	753.22	903.60	20.0%	125.32
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 17 dwellings	3,136.32	3,763.20	20.0%	522.40
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 17 dwellings	4,062.34	4,874.40	20.0%	676.72
Plan Charge for - Domestic alterations to a single building: Alterations, installation of fittings (not electrical) and / or, structural alterations:	757.48	908.40	19.9%	125.77
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 18 dwellings	3,317.76	3,981.60	20.0%	553.20
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 18 dwellings	4,248.04	5,097.60	20.0%	707.97
Plan Charge for - Estimated cost less than £2,000	761.74	914.40	20.0%	127.22
Inspection Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 19 dwellings	3,499.20	4,198.80	20.0%	583.00
Building Notice Charge for - Standard Charges for the creation of, or conversion to Form New Dwellings - 19 dwellings	4,433.74	5,320.80	20.0%	739.22
Plan Charge for - Estimated cost less than £2,000	259.20	310.80	19.9%	43.00
Inspection Charge for - Floor area not exceeding 10m squared: - other residential (institution and Other)	655.20	786.00	20.0%	109.00
Plan Charge for - Estimated cost over £2,000 up to £5000	259.20	310.80	19.9%	43.00
Inspection Charge for - Floor area not exceeding 10m squared: - Assembly and Recreational use	561.60	674.40	20.1%	94.00
Plan Charge for - Estimated cost over £2,000 up to £5000	259.20	310.80	19.9%	43.00
Inspection Charge for - Floor area not exceeding 10m squared: - Industrial and storage usage	374.40	448.80	19.9%	62.00
Plan Charge for - Estimated cost over £2,000 up to £5000	259.20	310.80	19.9%	43.00
Inspection Charge for - Floor area not exceeding 10m squared: - All other use classes	561.60	674.40	20.1%	94.00
Plan Charge for - Estimated cost exceeding £5,000 up to £25,000	345.60	415.20	20.1%	58.00
Inspection Charge for - Floor area exceeding 10m squared but not exceeding 40m squared: - other residential (institution and Other)	748.80	898.80	20.0%	125.00
Plan Charge for - Estimated cost exceeding £5,000 up to £25,000	345.60	415.20	20.1%	58.00
Inspection Charge for - Floor area exceeding 10m squared but not exceeding 40m squared: -Assembly and Recreational use	655.20	786.00	20.0%	109.00
Plan Charge for - Estimated cost exceeding £5,000 up to £25,000	345.60	415.20	20.1%	58.00
Inspection Charge for - Floor area exceeding 10m squared but not exceeding 40m squared: -Industrial and storage usage	468.00	561.60	20.0%	78.00
Plan Charge for - Estimated cost exceeding £25,001 and up to £50,000	345.60	415.20	20.1%	58.00

Description of Fee	2018/19 £	2019/20 £	Increase %	Increase (£)
Inspection Charge for - Floor area exceeding 10m squared but not exceeding 40m squared: -All other use classes	655.20	786.00	20.0%	109.00
Plan Charge for - Estimated cost exceeding £25,001 and up to £50,000	432.00	518.40	20.0%	72.00
Inspection Charge for - Floor area exceeding 40m squared but not exceeding 100m squared: -other residential (institution and Other)	842.40	1,010.40	19.9%	140.00
Plan Charge for - Estimated cost exceeding £25,001 and up to £50,000	345.60	415.20	20.1%	58.00
Inspection Charge for - Floor area exceeding 40m squared but not exceeding 100m squared: - Assembly and Recreational use	748.80	898.80	20.0%	125.00
Plan Charge for - Estimated cost exceeding £50,001 and up to £75,000	345.60	415.20	20.1%	58.00
Inspection Charge for - Floor area exceeding 40m squared but not exceeding 100m squared: -Industrial and storage usage	561.60	674.40	20.1%	94.00
Plan Charge for - Estimated cost exceeding £50,001 and up to £75,000	345.60	415.20	20.1%	58.00
Inspection Charge for - Floor area exceeding 40m squared but not exceeding 100m squared: -All other use classes	748.80	898.80	20.0%	125.00
Plan Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work. Carried out by an electrician not a member of a competent persons scheme, capable of demonstrating upto date qualifications and providing all design information, installation and test certification. - Any electrical works other than rewiring of a dwelling	379.92	456.00	20.0%	63.40
Plan Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work. Carried out by an electrician not a member of a competent persons scheme, capable of demonstrating upto date qualifications and providing all design information, installation and test certification. - Any electrical works other than rewiring of a dwelling	122.54	147.60	20.4%	20.88
Inspection Charge for - Underpinning: -estimated cost exceeding £50k and up to £100k	367.67	441.60	20.1%	61.61
Plan Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work. Carried out by an electrician not a member of a competent persons scheme, capable of demonstrating upto date qualifications and providing all design information, installation and test certification. - Rewiring or new installation in a dwelling	183.84	220.80	20.1%	30.80
Inspection Charge for - Underpinning: -estimated cost exceeding £100k and up to £250k	428.94	514.80	20.0%	71.55
Plan Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work. Carried out by an electrician not a member of a competent persons scheme, capable of demonstrating upto date qualifications and providing all design information, installation and test certification. - Rewiring or new installation in a dwelling	129.60	156.00	20.4%	22.00
Plan Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work. Carried out by an electrician not a member of a competent persons scheme, capable of demonstrating upto date qualifications and providing all design information, installation and test certification. - Rewiring or new installation in a dwelling	245.11	294.00	19.9%	40.74
Plan Charge for - Domestic Electrical Works: Additional charge for 'notifiable' electrical works carried out at the same time as the other work categories above. Carried out by an electrician not a member of a competent persons scheme, capable of demonstrating upto date qualifications and providing all design information, installation and test certification.	208.80	250.80	20.1%	35.00
Plan Charge for - Domestic Electrical Works: Additional charge for 'notifiable' electrical works carried out at the same time as the other work categories above. Carried out by an electrician not a member of a competent persons scheme, capable of demonstrating upto date qualifications and providing all design information, installation and test certification.	252.00	302.40	20.0%	42.00
Plan Charge for - Domestic Electrical Works: Additional charge for 'notifiable' electrical works carried out at the same time as the other work categories above. Carried out by an electrician not a member of a competent persons scheme, capable of demonstrating upto date qualifications and providing all design information, installation and test certification.	367.20	440.40	19.9%	61.00
Plan Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work (carried out by a non qualified person) - Any electrical works other than rewiring of a dwelling	187.20	224.40	19.9%	31.00
Plan Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work (carried out by a non qualified person) - Any electrical works other than rewiring of a dwelling	252.00	302.40	20.0%	42.00
Plan Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work (carried out by a non qualified person) - Any electrical works other than rewiring of a dwelling	208.80	250.80	20.1%	35.00
Inspection Charge for - Alterations not described elsewhere including structural alterations and installation of controlled fittings -estimated cost exceeding £25k and up to £50k	288.00	345.60	20.0%	48.00
Plan Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work (carried out by a non qualified person) - Rewiring or new installation in a dwelling	208.80	250.80	20.1%	35.00
Inspection Charge for - Alterations not described elsewhere including structural alterations and installation of controlled fittings -estimated cost exceeding £50k and up to £100k	381.60	458.40	20.1%	64.00
Plan Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work (carried out by a non qualified person) - Rewiring or new installation in a dwelling	208.80	250.80	20.1%	35.00
Inspection Charge for - Alterations not described elsewhere including structural alterations and installation of controlled fittings -estimated cost exceeding £100k and up to £150k	535.68	643.20	20.1%	89.60
Plan Charge for - Domestic Electrical Works: Standalone electrical work not being carried out in conjunction with any other category of work (carried out by a non qualified person) - Rewiring or new installation in a dwelling	325.20	390.00	19.9%	54.00
Inspection Charge for - Installation of Mezzanine floor up to 250m squared	595.20	714.00	20.0%	99.00
Plan Charge for - Domestic Electrical Works: Additional charge for 'notifiable' electrical works carried out at the same time as the other work categories above (carried out by a non qualified person)	208.80	250.80	20.1%	35.00
Inspection Charge for - office or shop fit out up to 250m squared	411.60	494.40	20.1%	69.00

Description of Fee	2018/19 £	2019/20 £	Increase %	Increase (£)
Plan Charge for - Domestic Electrical Works: Additional charge for 'notifiable' electrical works carried out at the same time as the other work categories above (carried out by a non qualified person)	352.80	423.60	20.1%	59.00
Inspection Charge for - office or shop fit out over 250m squared up to 2000m squared	573.60	688.80	20.1%	96.00
Plan Charge for - Domestic Electrical Works: Additional charge for 'notifiable' electrical works carried out at the same time as the other work categories above (carried out by a non qualified person)	367.67	441.60	20.1%	61.61
Housing Services/Adaptions				
An Agency Service is provided to disabled people in order to assist them with the DFG application process, procurement of works and supervise it on their behalf. The service has recently reviewed its fee structure and a new fee structure was put in place in June 2015. The fee is a percentage based fee and is now 12.5% of the works cost	0.15	0.15	0.0%	0.00
Corporate Landlord				
External Room Hire - Ashton Town Hall - Civic Hall - Weekday	45.00	45.00	0.0%	0.00
External Room Hire - Ashton Town Hall - Civic Hall - Evening/Saturday	60.00	60.00	0.0%	0.00
External Room Hire - Ashton Town Hall - Civic Hall - Sunday	80.00	80.00	0.0%	0.00
External Room Hire - Ashton Town Hall - Medlock Suite - Weekday	30.00	30.00	0.0%	0.00
External Room Hire - Ashton Town Hall - Medlock Suite - Evening/Saturday	50.00	50.00	0.0%	0.00
External Room Hire - Ashton Town Hall - Medlock Suite - Sunday	70.00	70.00	0.0%	0.00
External Room Hire - Ashton Town Hall - Etherow Lounge - Weekday	30.00	30.00	0.0%	0.00
External Room Hire - Ashton Town Hall - Etherow Lounge - Evening/Saturday	45.00	45.00	0.0%	0.00
External Room Hire - Ashton Town Hall - Etherow Lounge - Sunday	65.00	65.00	0.0%	0.00
External Room Hire - Denton Festival Hall - Main Hall - Weekday	35.00	35.00	0.0%	0.00
External Room Hire - Denton Festival Hall - Main Hall - Evening/Saturday	45.00	45.00	0.0%	0.00
External Room Hire - Denton Festival Hall - Main Hall - Sunday	65.00	65.00	0.0%	0.00
External Room Hire - Denton Festival Hall - Community Room - Weekday	25.00	25.00	0.0%	0.00
External Room Hire - Denton Festival Hall - Community Room - Evening/Saturday	35.00	35.00	0.0%	0.00
External Room Hire - Denton Festival Hall - Community Room - Sunday	60.00	60.00	0.0%	0.00
External Room Hire - Denton Festival Hall - Pennine Lounge - Weekday	20.00	20.00	0.0%	0.00
External Room Hire - Denton Festival Hall - Pennine Lounge - Evening/Saturday	30.00	30.00	0.0%	0.00
External Room Hire - Denton Festival Hall - Pennine Lounge - Sunday	60.00	60.00	0.0%	0.00
External Room Hire - Dukinfield Town Hall - Jubilee Hall - Weekday	45.00	45.00	0.0%	0.00
External Room Hire - Dukinfield Town Hall - Jubilee Hall - Evening/Saturday	60.00	60.00	0.0%	0.00
External Room Hire - Dukinfield Town Hall - Jubilee Hall - Sunday	80.00	80.00	0.0%	0.00
External Room Hire - Dukinfield Town Hall - George Hatton or both Lesser Halls (as a single venue) - Weekday	30.00	30.00	0.0%	0.00
External Room Hire - Dukinfield Town Hall - George Hatton or both Lesser Halls (as a single venue) - Evening/Saturday	50.00	50.00	0.0%	0.00
External Room Hire - Dukinfield Town Hall - George Hatton or both Lesser Halls (as a single venue) - Sunday	70.00	70.00	0.0%	0.00
External Room Hire - Dukinfield Town Hall - Lesser Hall 1, Lesser Hall 2 or the Gallery - Weekday	30.00	30.00	0.0%	0.00
External Room Hire - Dukinfield Town Hall - Lesser Hall 1, Lesser Hall 2 or the Gallery - Evening/Saturday	45.00	45.00	0.0%	0.00
External Room Hire - Dukinfield Town Hall - Lesser Hall 1, Lesser Hall 2 or the Gallery - Sunday	65.00	65.00	0.0%	0.00
External Room Hire - Dukinfield Town Hall - Conference Rooms - Weekday	15.00	15.00	0.0%	0.00
External Room Hire - Dukinfield Town Hall - Conference Rooms - Evening/Saturday	30.00	30.00	0.0%	0.00
External Room Hire - Dukinfield Town Hall - Conference Rooms - Sunday	45.00	45.00	0.0%	0.00

Description of Fee	2018/19 £	2019/20 £	Increase %	Increase (£)
External Room Hire - George Lawton Hall - Main Hall - Weekday	40.00	40.00	0.0%	0.00
External Room Hire - George Lawton Hall - Main Hall - Evening/Saturday	60.00	60.00	0.0%	0.00
External Room Hire - George Lawton Hall - Main Hall - Sunday	80.00	80.00	0.0%	0.00
External Room Hire - George Lawton Hall - Community Room - Weekday	25.00	25.00	0.0%	0.00
External Room Hire - George Lawton Hall - Community Room - Evening/Saturday	35.00	35.00	0.0%	0.00
External Room Hire - George Lawton Hall - Community Room - Sunday	45.00	45.00	0.0%	0.00
External Room Hire - Hattersley Hub - Room 2 - Weekday	10.00	10.00	0.0%	0.00
External Room Hire - Hattersley Hub - Room 2 - Evening/Saturday	30.00	30.00	0.0%	0.00
External Room Hire - Hattersley Hub - Room 2 - Sunday	40.00	40.00	0.0%	0.00
External Room Hire - Hattersley Hub - Room 3 - Weekday	15.00	15.00	0.0%	0.00
External Room Hire - Hattersley Hub - Room 3 - Evening/Saturday	30.00	30.00	0.0%	0.00
External Room Hire - Hattersley Hub - Room 3 - Sunday	40.00	40.00	0.0%	0.00
External Room Hire - Hattersley Hub - Youth Room - Weekday	30.00	30.00	0.0%	0.00
External Room Hire - Hattersley Hub - Youth Room - Evening/Saturday	45.00	45.00	0.0%	0.00
External Room Hire - Hattersley Hub - Youth Room - Sunday	65.00	65.00	0.0%	0.00
External Room Hire - Hattersley Hub - Main Hall - Weekday	35.00	35.00	0.0%	0.00
External Room Hire - Hattersley Hub - Main Hall - Evening/Saturday	45.00	45.00	0.0%	0.00
External Room Hire - Hattersley Hub - Main Hall - Sunday	65.00	65.00	0.0%	0.00
External Room Hire - Hattersley Hub - IT Suite - Weekday	15.00	15.00	0.0%	0.00
External Room Hire - Hattersley Hub - Kitchen	15.00	15.00	0.0%	0.00
External Room Hire - Hyde Town Hall - Hyde Hall - Weekday	40.00	40.00	0.0%	0.00
External Room Hire - Hyde Town Hall - Hyde Hall - Evening/Saturday	55.00	55.00	0.0%	0.00
External Room Hire - Hyde Town Hall - Hyde Hall - Sunday	75.00	75.00	0.0%	0.00
External Room Hire - Hyde Town Hall - Rutherford Suite - Weekday	30.00	30.00	0.0%	0.00
External Room Hire - Hyde Town Hall - Rutherford Suite - Evening/Saturday	45.00	45.00	0.0%	0.00
External Room Hire - Hyde Town Hall - Rutherford Suite - Sunday	65.00	65.00	0.0%	0.00
External Room Hire - Hyde Town Hall - Newton Suite - Weekday	30.00	30.00	0.0%	0.00
External Room Hire - Hyde Town Hall - Newton Suite - Evening/Saturday	45.00	45.00	0.0%	0.00
External Room Hire - Hyde Town Hall - Newton Suite - Sunday	65.00	65.00	0.0%	0.00
External Room Hire - Ryecroft Hall - Ball Room - Evening/Saturday/Sunday	50.00	50.00	0.0%	0.00
External Room Hire - Ryecroft Hall - Banquet Room - Evening/Saturday/Sunday	40.00	40.00	0.0%	0.00
External Room Hire - Ryecroft Hall - Lounge - Evening/Saturday/Sunday	40.00	40.00	0.0%	0.00
External Room Hire - Ryecroft Hall - Conference Room (ceremonies) - Evening/Saturday/Sunday	50.00	50.00	0.0%	0.00
External Room Hire - Stalybridge Civic Hall - DA Room - Weekday	30.00	30.00	0.0%	0.00
External Room Hire - Stalybridge Civic Hall - DA Room - Evening/Saturday	45.00	45.00	0.0%	0.00
External Room Hire - Stalybridge Civic Hall - DA Room - Sunday	65.00	65.00	0.0%	0.00
External Room Hire - Stalybridge Civic Hall - Community Rooms - Weekday	30.00	30.00	0.0%	0.00
External Room Hire - Stalybridge Civic Hall - Community Rooms - Evening/Saturday	45.00	45.00	0.0%	0.00
External Room Hire - Stalybridge Civic Hall - Community Rooms - Sunday	65.00	65.00	0.0%	0.00
External Room Hire - Stalybridge Civic Hall - Victoria Market Hall - Weekday	40.00	40.00	0.0%	0.00
External Room Hire - Stalybridge Civic Hall - Victoria Market Hall - Evening/Saturday	55.00	55.00	0.0%	0.00
External Room Hire - Stalybridge Civic Hall - Victoria Market Hall - Sunday	75.00	75.00	0.0%	0.00
External Room Hire - Stamford Park or Dukinfield Park - Function Room - Weekday	25.00	25.00	0.0%	0.00
External Room Hire - Stamford Park or Dukinfield Park - Function Room - Weekend	25.00	25.00	0.0%	0.00
Industrial Estates Rent				
Primary School Catering				
Pupil Meal	2.25	Fee has not been set for the forthcoming school		
Adult Meal	3.92	year		

Description of Fee	2018/19 £	2019/20 £	Increase %	Increase (£)
<u>Governance</u>				
Registrars				
Approved Premises Marriage fees	304.00	311.60	2.5%	7.60
Private Citizenship ceremony	102.50	105.06	2.5%	2.56
Postage	2.00	2.00	0.0%	0.00
S38/S106/S278 Legal Fees	0.00	0.00		0.00
SR certificate	11.00	11.00	0.0%	0.00
Registrar certificate	11.00	11.00	0.0%	0.00
Registrar certificate (after reg)	11.00	11.00	0.0%	0.00
SR fee attend housbound marriage notice	47.00	47.00	0.0%	0.00
SR notice of marriage	35.00	35.00	0.0%	0.00
SR notice for RG licence	3.00	3.00	0.0%	0.00
Attending marriage housbound	84.00	84.00	0.0%	0.00
Attending marriage by Registrar at housebound	84.00	84.00	0.0%	0.00
Attending marriage RO	46.00	46.00	0.0%	0.00
Attending marriage at registered building	84.00	84.00	0.0%	0.00
Certification of place of meeting for religious worship	29.00	29.00	0.0%	0.00
Registration of a building for the solemnization of marriages (man and woman)	123.00	123.00	0.0%	0.00
Registration of a building for the solemnization of marriages - building previously registered(same sex)	64.00	64.00	0.0%	0.00
Registration of a building for the solemnization of marriages of man and woman (building not previously registered for solemnization of marriage between same sex couples)	123.00	123.00	0.0%	0.00
Registration of a building for the solemnization of marriages of man and woman (building previously registered for solemnization of marriage between same sex couples)	64.00	64.00	0.0%	0.00
Consideration by SR of a divorce obtained outside of the British Isles	50.00	50.00	0.0%	0.00
Consideration by RG of a divorce obtained outside of the British Isles (payable to GRO LA % triage fee)	75.00	75.00	0.0%	0.00
Conversion of a CP into a marriage completing declaration	27.00	27.00	0.0%	0.00
Conversion of a CP into a marriage in a religious building registered for the marriage of same sex couples	91.00	91.00	0.0%	0.00
Change forename added within 12 months of registration	40.00	40.00	0.0%	0.00
Consideration fee by Registrar/SR for a correction	75.00	75.00	0.0%	0.00
Consideration fee by RG for a correction payable to GRO LA % triage fee	90.00	90.00	0.0%	0.00
Exchequer				
Cost of Summons/Liability Order - CTAX	81.50	81.50	0.0%	0.00
Cost of Summons/Liability Order - NNDR	123.50	123.50	0.0%	0.00
Deputyship Fee (greater than 16k assets) - Set up fee	775.00	775.00	0.0%	0.00
Deputyship Fee (greater than 16k assets) - annual cost after year one	650.00	650.00	0.0%	0.00
Deputyship Fee - Office of the Public Guardian (OPG) annual report - one off if requested	216.00	216.00	0.0%	0.00
Appointeeship Fee - per quarter	87.82	90.02	2.5%	2.20
County Court Fees				

Description of Fee	2018/19 £	2019/20 £	Increase %	Increase (£)
<u>Adult Services</u>				
DAY CARE MEALS - per day	3.09	3.17	2.5%	0.08
DAYCARE DRINKS - per day	0.96	0.98	2.5%	0.02
DAYCARE ATTENDANCE - per day	2.51	2.57	2.5%	0.06
DAYCARE TRANSPORT - each week	1.76	1.80	2.5%	0.04
COMMUNITY ALARMS - per week	6.33	6.49	2.5%	0.16
RESPIRE CARE – CUMBERLAND ST - per night	11.34	11.62	2.5%	0.28
HEMOCARE - per hour	13.89	14.24	2.5%	0.35
HEMOCARE - sleep in	48.98	50.20	2.5%	1.22
HEMOCARE - Night Sit	83.28	85.36	2.5%	2.08
MAXIMUM CHARGE - Maximum weekly charge for non-residential services	440.21	451.22	2.5%	11.01
STANDARD DISREGARD - per week	13.91	14.26	2.5%	0.35
SHARED LIVES- Long Term care	195.58	200.47	2.5%	4.89
SHARED LIVES - Respite care (per night)	27.94	28.64	2.5%	0.70
SHARED LIVES - Day care (per 5 hour session)	5.82	5.97	2.5%	0.15