

## **EXECUTIVE CABINET**

**27 November 2019**

**Present:** Councillors Warrington (Chair), Bray, Cooney, Fairfoull, Feeley, Ryan and Wills

<b>In Attendance:</b>	Steven Pleasant	Chief Executive
	Sandra Stewart	Director of Governance and Pensions
	Kathy Roe	Director of Finance
	Ian Saxon	Director of Operations & Neighbourhoods
	Jeanelle De Gruchy	Director of Population Health
	Richard Hancock	Director of Children's Services
	Jayne Traverse	Director of Growth
	Tom Wilkinson	Assistant Director of Finance
	Emma Varnam	Assistant Director, Operations & Neighbourhoods
	Simon Brunet	Head of Policy, Performance and Intelligence
	Ashwin Ramachandra	Co-Chair of NHS CCG Tameside & Glossop
	Asad Ali	Co-Chair of NHS CCG Tameside & Glossop

**Apologies for Absence:** Councillors Gwynne and Kitchen

### **61 DECLARATIONS OF INTEREST**

There were no declarations of interest from Members of Executive Cabinet.

### **62 EXECUTIVE CABINET**

#### **RESOLVED**

**That the minutes of the meeting of the Executive Cabinet meeting held on 23 October 2019 be approved as a correct record and signed by the Chair.**

### **63 STRATEGIC COMMISSIONING BOARD**

#### **RESOLVED**

**That the minutes of the Strategic Commissioning Board held on 23 October 2019 be noted.**

### **64 ENGAGEMENT UPDATE**

Consideration was given to a report of the Executive Leader / CCG Chair / Director of Governance and Pensions providing the Executive Cabinet with an update on the delivery of engagement and consultation activity in the last two years.

Members were informed that much of the work was undertaken jointly, co-ordinated through the Tameside and Glossop Partnership Engagement Network (PEN), by NHS Tameside and Glossop Clinical Commissioning Group, Tameside Council and Tameside and Glossop Integrated Care NHS Foundation Trust. However, it was noted that each of the three agencies had undertaken work individually, where necessary and appropriate for the purposes of specific projects. Engagement was relevant to all aspects of service delivery, all the communities of Tameside and Glossop, and wider multi-agency partnership working. The approach was founded on a multi-agency conversation about 'place shaping' for the future prosperity of the area and its communities.

Members extended their thanks and congratulations to the joint, integrated Policy, Performance and Communications teams for their hard work and support.

## **RESOLVED**

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

## **65 TARGETED NATIONAL LUNG HEALTH CHECKS**

It was explained that NHS T&G CCG working in partnership with NHS Tameside and Glossop Integrated Care Foundation Trust and Manchester University NHS Foundation Trust, would develop a pathway that incorporated a community based Lung Health Check service, delivered on a mobile unit sited within neighbourhoods to an agreed National Standard Protocol. National funding for the provision of a local service, in line with National Standard Protocol would be provided at an estimated cost of £6.3 million plus £55,000 for a project manager.

The intention of the programme was to:

- Increase identification of lung cancer and support early diagnosis (at an earlier stage); and
- Improve outcomes: increased one year survival and reduce the number of preventable deaths from diagnosing cancer at an earlier stage. Survival rates were better the earlier it was diagnosed, so there needed to remain a strong focus on prevention and early better diagnosis.

It was further explained that NHSE England set a challenging timeline for implementation of the local programme which was outlined in the report.

The national protocol did not dictate a specific model for LHC delivery, provided the standards in the protocol were met. Learning and insight from other established LHC services were built in to support a locally designed, delivery model. Key stakeholders (including clinicians within secondary and primary care) and local people were involved in the planning phase to co-design the right delivery model and design principles for NHS T&G CCG.

Members were informed that, following extensive engagement and consultation with key stakeholders and members of the public, the preferred model of delivery for NHS T&G CCG was to provide Lung Health Checks, smoking Cessation and CT scans all in one place (One Stop) on a Mobile Unit based within neighbourhoods.

Participants would be invited for a LHC via the Manchester University NHS Foundation Trust (MFT) service on GP endorsed letter heads. Practices would provide a list of eligible participants following a data extract from their systems using a Data Quality search template developed by GM Shared Services (Data sharing agreement in place). LHC participants who smoked will receive smoking cessation advice and support from a specialist nurse, while they were on the mobile unit. The LHC service would establish strong links with local services to ensure that participants continued to receive support from local services within the community.

NHS T&G ICFT in partnership with MFT, would proactively manage the service on behalf of NHS T&G CCG to an agreed service specification, a copy of which was appended to the report, and in line with the National Protocol.

## **RESOLVED**

- (i) That the Strategic Commissioning Board endorse and approve the preferred model of delivery for the Targeted Lung Health Checks within the Strategic Commissioning organisation;**
- (ii) That the Strategic Commissioning Board recommend that NHS T&G CCG vary the service specification into NHS T&G ICFT's contract for governance and assurance purposes; and**

- (iii) That the Strategic Commissioning Board recommend that the NHS T&G CCG be accountable to Greater Manchester Cancer Alliance and National Cancer, for delivery of the local service.

## **66 CAPITAL MONITORING PERIOD 6 2019/20**

Consideration was given to a report of the Executive Member, Finance and Economic Growth / CCG Governing Body Chair / Director of Finance, which summarised the capital expenditure monitoring position at 30 September 2019, based on information provided by project managers.

The report showed projected capital investment in 2019/20 of £55,484 million by March 2020, which was £21.280 million less than the current capital budget for the year. It was explained that this was made up of a number of additional costs due to overspend against a number of specific schemes (£1.610 million), less the re-phasing of expenditure in some other areas (£22.890 million). Proposed re-profiling of £22.890 into the next financial year was identified within the individual service area tables, as detailed in appendices to the report.

### **RESOLVED**

**That the following be approved:**

- (i) The re-profiling of £22.890m to reflect up to date investment profiles;
- (ii) The changes to the Capital Programme as set out in Appendix 1 of the submitted report;
- (iii) The updated Prudential Indicator position set out in Appendix 5, which was approved by Council in February 2019;
- (iv) The removal of £0.500m remaining budgets of capital schemes which have come to an end, as set out in Appendix 11 of the submitted report;
- (v) That the current capital budget monitoring position be noted;
- (vi) That the resources currently available to fund the Capital Programme be noted; and
- (vii) That the updated capital receipts position be noted.

## **67 MONTH 6 INTEGRATED FINANCE REPORT**

Consideration was given to a report of the Executive Member, Finance and Economic Growth / CCG Chair / Director of Finance providing an overview on the financial position of the Tameside and Glossop economy in 2019/20. For the year to 31 March 2020 the report forecast that service expenditure would exceed the approved budget in a number of areas, due to a combination of cost pressures, shortfalls in income and non-delivery of savings.

It was explained that for the 2019/20 financial year the Integrated Commissioning Fund was forecast to spend £617.914 million, against an approved net budget of £617.425 million. The forecast overspend at month 6 was now £0.489 million, which was an improved position from the previous month, but masked significant and increased pressures in Children's Services, which was forecasting expenditure to be £6.674 million in excess of budget. Pressures remained in Acute, Mental Health and Growth services, with further pressures emerging in Adults. The forecast position for Operations and Neighbourhoods had improved significantly as a result of a one-off return of reserves from GMCA in respect of the Levies. Further detail on the economy wide position was included in an Appendix to the report.

Members were further advised in respect of changes to mobile phone financing arrangements. Historically, mobile phone handsets had been purchased by service areas outright at the beginning of the contract, with line rental/call costs paid monthly over a period of 2 or 3 years. Whilst it was generally more cost effective to buy the handsets up front, outright purchase by services resulted in uneven spend across financial years.

Purchasing options for mobile phones had recently been reviewed as part of the current replacement programme and it had been identified that significant cost savings could be achieved by purchasing mobile phones outright at the beginning of the contract period. However, rather than a one-off charge to services, it was proposed that reserves were utilised to fund the initial purchase. Services would then be charged over the life of the contract, smoothing the impact on revenue budgets, and replenishing the reserves.

**RESOLVED:**

- (i) That the significant level of savings required during 2019/20 to deliver a balanced recurrent economy budget together with the related risks which are contributing to the overall adverse forecast, be acknowledged;**
- (ii) That the significant financial pressures facing the Strategic Commission, particularly in respect of Children's Social Care and Operations & Neighbourhoods, and Growth, be acknowledged; and**
- (iii) That the proposed changes to mobile phone financing arrangements, as detailed above, be approved.**

## **68 LOOKED AFTER CHILDREN SUSTAINABILITY PROJECTS**

Consideration was given to a report of the Deputy Executive Leader / Director of Children's Services that explained that in Tameside the rate of Looked After Children remained high. On top of this, the mix of placement type of the LAC cohort was problematic, both in terms of local authority expenditure and quality of outcome for children and families. Tameside's LAC number was currently at 710. Assuming there was no change of activity on last 6 months there would be 756 LAC by the end March 2020; then 802 by end of September 2020.

The report outlined a range of activity underway or planned across services, to effectively manage and make sustainable the Looked After population in Tameside. It was explained that this activity comprised of 7 key projects that would contribute towards achieving sustainability in the Looked After cohort. The report presented a business case explaining the rationale and initial plan to reallocate existing resources; as well as making further investment and invest to save proposals.

Whilst children in Tameside at the point they entered care were appropriately assessed as in need of this intervention, it was clear that the number of children in our care was disproportionate when compared to statistical neighbours.

In light of the above, the three key challenges to make the LAC cohort sustainable were:

- 1. Reduce the need for local authority care.** This would be done by strengthening prevention work and improving children's progress through care. Families required more practical support earlier to prevent cases from escalating.
- 2. Stabilise the existing LAC cohort.** There were currently too many expensive placements, and too many that were placed out of borough. Placements could be stabilised by ensuring there was appropriate support and respite provision for both families on the Edge of Care and fostering placements nearing placement breakdown. This would include therapeutic support and support for families so that children could remain with them safely.
- 3. Step down those children for whom it is safe and appropriate to do so.** Too many children remained in care for too long and only leave at the age of 18. This would be through improved care/permanency planning and a range of step-down options: e.g. Special Guardianship Orders or fostering.

The report outlined 7 key projects that would help to achieve sustainability for the Looked After Children cohort:

- Project 1: Develop a model of core, multi-disciplinary Early Help service in each neighbourhood/ locality

- Project 2: Develop a Family Intervention Service (FIS) across the continuum of need and enable the Family Group Conference services to intervene at an earlier point on the continuum.
- Project 3: Develop the Team Around the School (TAS) approach
- Project 5: Positive Futures model (Respite/Assessment Units)
- Project 6: Fostering Service Improvement
- Project 7: Placements Review & LAC Sufficiency

Members were informed that the impact on the Looked After population and associated spend would be achieved by the cumulative impact of the above measures in terms of the overall number of LAC, demographic of the LAC cohort, placement mix and time spent in care.

Projections were based on the current 710 number suggested that doing nothing would lead to 784 LAC by September 2020. It was anticipated that implementation of the 7 projects in addition to the range of activity already in place would reduce this projection to 748 by September 2020. Whilst exact predictions were difficult to make given the number of variables, success would be measured by the cumulative impact of these measures on Looked After numbers and placement mix.

The aim was to:

- Reduce the Looked After Children population to 650 by April 2021; and
- Reduce the proportion of residential placements from 16% to 13% by October 2020.

## **RESOLVED**

**That support be given to the development of the 7 projects to make the LAC population sustainable, subject to further details and costing estimates.**

## **69 UPDATE ON THE COUNCIL'S ROUGHT SLEEPING SERVICE AND CHANGE OF LOCATION FOR THE 'A BED EVERY NIGHT' PROVISION**

Consideration was given to a report of the Executive Member, Housing, Planning and Employment / Director, Operations & Neighbourhoods, which summarised the work, carried out over the last 12 months to reduce rough sleeping in Tameside and outlined a proposal to move the existing "A Bed Every Night" (ABEN) provision from Ryecroft Library to St Anne's Resource Centre.

The initial location for the ABEN service was Ryecroft Hall. Following a thorough assessment of the future of the service, St Anne's in Ashton was identified to replace Ryecroft Hall.

Moving the service from Ryecroft to St Anne's would allow the site to become a rough sleeping "resource", staffed day and night with skilled people who were able to engage with the rough sleeping community and offer whatever support was needed. Establishment of the resource centre would be based on the recognition of the complex nature of the problems which lead to rough sleeping and would employ an early intervention model in tackling these issues and supporting people not only back into housing, but in improving their quality of life over the long term, rather than just the short term. The recent announcement of support from the GM Joint Commissioning Board would ensure that healthcare needs would be met in a timely and holistic manner and ensure that homeless families and individuals had appropriate care preventing an escalation of conditions.

Alongside the obvious benefits to the rough sleeping service, the Church was in the process of developing the ground floor area of the building into a community "hub", including a café where anyone from the local community could attend, have a meal, carry out voluntary work etc. Alongside this community hub, the residents of the ABEN hostel would be welcome to spend the day in the ground floor area, receive support and address any ongoing welfare needs.

## **RESOLVED:**

- (i) That the success of the Homelessness Team in significantly reducing rough sleeping across the Borough be recognised and approval be given to continuing the service into its next phase, which will look to prevent homelessness and rough sleeping in a more sustainable way, keeping rough sleeping figures as low as possible for the foreseeable future; and
- (ii) That the commencement of work on the St Anne's building in preparation for moving the ABEN service, be approved.

## **70 HATTERSLEY REGENERATION REVIEW**

Consideration was given to a report of the Executive Member, Finance and Economic Growth / Director of Growth, which updated the Members on the governance review to enhance the delivery process concerning the regeneration of the Hattersley Estate. The report also outlined the key aspects of the Collaboration Agreement between TMBC, Onward Homes and Homes England, and the operational business plan produced by Barratt Homes relating to the overarching Development Agreement between TMBC and Onward Homes.

Members were informed that a recent review of Hattersley Regeneration and Governance had been undertaken to enhance delivery processes including that across the contractual framework of the overarching Collaboration Agreement, Residential Development Agreement & Commercial District Centre Agreement (split into phases for delivery). It was explained that overall there had been significant success and progress made in delivering the main objectives of the Collaboration Agreement in Hattersley since 2006.

Whilst the objectives of the Collaboration Agreement had largely been met, there still remained the delivery of a new District Centre for Hattersley under the provisions and as part of the Collaboration Agreement. Onward Homes entered into a Development Agreement with Maple Grove Developments Limited, for development of the site at Stockport Road / Ashworth Lane, with a new retail park. Planning permission was secured in February 2018. Effectively, this development would form the second phase of the new District Centre for the area and is on land owned by Onward (the first phase District Centre was completed in 2011 including Tesco's and the Hub).

### **RESOLVED:**

- (i) That the success and positive progress made towards delivering the estate regeneration programme in Hattersley be noted;
- (ii) That the Executive Member for Finance and Economic Growth be nominated to act as Hattersley Land Board Member on behalf of the Council;
- (iii) That delegated authority be authorised and provided to the Executive Member for Finance and Economic Growth to make decisions on behalf of TMBC at the Hattersley Land Board pursuant to the provisions of the Collaboration Agreement and in consultation with the Director of Growth and Director of Finance and to seek further governance if any decisions require a substantial change to the nature of the project;
- (iv) That delegated authority be authorised and provided to the Director of Growth in consultation with the Director of Governance & Pensions and Director of Finance to agree terms and enter into an Agreement relating to the delivery of Public Realm works to Hattersley between Onward Homes and TMBC;
- (v) That delegated authority be authorised and provided to the Director of Growth in consultation with the Executive Member for Finance and Economic Growth, the Director of Governance & Pensions and the Director of Finance to undertake the role of accountable body and accept and incur all financial expenditure relating to the delivery of the £3.7m Public Realm programme of works, as within the provisions of the Development Agreement for Hattersley;
- (vi) That delegated authority be provided to the Director of Growth in consultation with the Director of Governance & Pensions and the Director of Finance to review, amend and approve Base (Barratts) Annual Business Plan linked to the Development Agreement,

- provided that further governance will be required should a change to the Business Plan result in a substantial change to the nature of the project; and
- (vii) That Annual performance reporting updates to be provided to Executive Cabinet for information in relation to the delivery of the Public Realm programme at Hattersley. In addition, the capital budget be added to the Growth Directorate Capital Monitoring reports.

## **71 MAYOR'S CHALLENGE FUND – WALKING AND CYCLING UPDATE REPORT**

The Executive Member, Neighbourhoods, Community Safety and Environment / Assistant Director, Operations and Neighbourhoods, submitted a report providing an update on the Mayor's Challenge Fund Walking and Cycling Programme. The report focussed on the on-going work to raise the profile of the programme in order to promote the clear benefits that would be gained from this initiative. The report also provided a high level programme of the first schemes which could be delivered if approved.

### **RESOLVED:**

**To agree:**

- (i) in principle, to adopt the design approach set out in section 5 of the report for all cycling and walking schemes;**
- (ii) to launch the programme of consultation as set out in section 6; and**
- (iii) to the high level programme set out in section 7 of the report.**

## **72 CORPORATE HEALTH AND SAFETY POLICY**

Consideration was given to a report of the Executive Member for Neighbourhoods, Community Safety and Environment / Assistant Director, Operations and Neighbourhoods, explaining that the Corporate Health and Safety Policy had been reviewed and amended to comply with our duty under section 2(3) of the Health and Safety at Work etc. Act 1974.

It was explained that the format of the Policy document had been edited to include all the health and safety arrangements within one section. The Statement of Intent had been amended to document a commitment to the policy and its implementation by all the Directors in addition to the Chief Executive. Organisational responsibilities for managing Health and Safety have been updated to reflect the structural changes that had taken place since the previous policy review.

### **RESOLVED:**

**That the Health and Safety Policy be recommended for adoption by the Council.**

## **73 LEVY ALLOCATION METHODOLOGY AGREEMENT**

Consideration was given to a report of the Executive Member, Neighbourhoods, Community Safety and Environment, which explained that the Waste Management Levy Allocation Methodology Agreement (LAMA) was a 6 year agreement, being made partially through the first year of a 7 year contract. There was the option to extend the contract by 3 years following a review before the 7 year mark with Suez.

Members were reminded that the LAMA was the method by which the costs attached to the Operating contract for the acceptance, processing and disposal of residual waste, recyclables, pulpables, and green waste amongst other things. The LAMA, which appears in full at **Appendix A** to the report, was the unanimously agreed method for allocating the Waste and Resources budget between the constituent Districts and replaced, for 2018/19, the Inter Authority Agreement (IAA).

**RESOLVED**

**That the content of the report be noted and that the Levy Allocation Methodology Agreement (LAMA), as appended to the report, be accepted as the new agreement between the Greater Manchester Combined Authority – Waste and Resources and district members.**

**CHAIR**