

## EXECUTIVE CABINET

30 September 2020

Commenced: 2.25pm

Terminated: 3.05pm

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

**In Attendance:** Dr Ashwin Ramachandra Co-Chair of NHS CCG Tameside & Glossop CCG  
Dr Asad Ali Co-Chair of NHS CCG Tameside & Glossop CCG  
Steven Pleasant Chief Executive & Accountable Officer  
Sandra Stewart Director of Governance & Pensions  
Kathy Roe Director of Finance  
Steph Butterworth Director of Adults Services  
Ian Saxon Director of Operations & Neighbourhoods  
Richard Hancock Director of Children's Services  
Jayne Traverse Director of Growth  
Jessica Williams Director of Commissioning  
Jeanelle De Gruchy Director of Population Health  
Assistant Director, Strategic Property  
Assistant Director, Digital Tameside  
Assistant Director, Operations & Neighbourhoods  
Assistant Director, Policy, Performance & Communication

Apologies for Councillor Kitchen absence:

### 50. DECLARATIONS OF INTEREST

There were no declarations of interest received from Members.

### 51. MINUTES OF EXECUTIVE CABINET

#### RESOLVED

That the Minutes of the meeting of the Executive Cabinet meeting held on 26 August 2020 be approved as a correct record.

### 52. MINUTES OF STRATEGIC COMMISSIONING BOARD

#### RESOLVED

That the Minutes of the meeting of the Strategic Commissioning Board held on 26 August 2020 be noted.

### 53. MINUTES OF THE COVID RESPONSE BOARD

#### RESOLVED

That the Minutes of the meetings of the COVID Response Board held on 2 September 2020, be noted.

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

Consideration was given to the minutes of the meeting of the Strategic Planning and Capital Monitoring Panel meeting held on 21 September 2020. Approval was sought of recommendations of the Strategic Planning and Capital Monitoring Panel arising from the meeting.

#### **RESOLVED**

- (a) The minutes of the meeting of the Strategic Planning and Capital Monitoring Panel held on 21 September 2020, be noted.**
- (b) That the following recommendations be approved:**

#### **EDUCATION CAPITAL PROGRAMME**

**That the EXECUTIVE CABINET and COUNCIL be recommended to approve:**

- (i) The proposed changes to the Education Capital Programme, (Basic Need Funding Schemes), Special Provision Fund and Healthy Pupils' Capital Fund as outlined in Appendix 1 and School Condition Allocation Funding Schemes Appendix 2;**
- (ii) An additional £100,000 is allocated from the Basic Need Funding in 2020/21 to the work needed at Birch Lane Child and Family Centre to create suitable space for Tameside Music Service;**
- (iii) An additional £115,000 is allocated from the School Condition budget for Fire Safety Works. This consists of a virement from funding allocation lines; Arlies Primary (£41,000), Micklehurst Primary (£22,000), and Fairfield Road Primary (£38,000) where funding was previously approved separately for related fire safety works that would be more appropriately reported against the main Fire Safety Works funding allocation line. Also included in the request is £14,000 for fire alarm works to Audenshaw and Broadbent Fold Primary schools; and**
- (iv) That Members note that an additional £543,000 of School Condition grant has been awarded by the DfE.**

#### **GROWTH UPDATE**

**That the EXECUTIVE CABINET be RECOMMENDED to note the report and the following be added to the approved Council Capital Programme Statutory Compliance expenditure of £143,353 which was urgent and unavoidable and scheduled at Appendix 2 including £7,000 additional required spend on Hartshead Pike as set out in the report.**

#### **CAPITAL PROGRAMME – OPERATIONS AND NEIGHBOURHOODS 2020**

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

- (a) Note the rescheduling to the Tameside Asset Management Plan (TAMP) and the Highways Maintenance Programme. The commencement of the works programme was revised due to Covid 19;**
- (b) Note that Tameside MBC bid for and has been successful in, securing £350,000 from the Department for Transport (DfT) for improving highway drainage infrastructure. The total project costs are £400,000 with a Tameside MBC allocation £50,000 from existing drainage budgets see recommendation (o) below. This DfT allocation has to be used in financial year 2020/21. Accordingly, a site prioritisation exercise has been undertaken with regards to the inlet structures programme and re-phased a number of locations to commence in spring / summer 2021 to ensure the full use of the additional external funding;**
- (c) Note the progress with regard to the Slope Stability Programme;**
- (d) Note the progress with regards to the Cemetery Boundary Walls Programme;**
- (e) Note the rescheduling to Replacement of Cremators and Mercury Abatement, Filtration Plant and Heat Recovery Facilities Programme by the significant impact Covid 19 has had on the operation of the Crematorium and the suppliers of cremator equipment;**

- (f) **Note the revised timetable for the Children’s Playground Programme;**
- (g) **Note the progress with regards to the Ashton Town Centre Public Realm Project;**
- (h) **Note the impact of Covid 19 on the LED Street Lighting Lanterns Project;**
- (i) **Note the progress with regards to the Mayor’s Cycling and Walking challenge Fund Programme (MCF);**
- (j) **Note the Council has received confirmation that an allocation of £400,000 has been awarded following the submission of an Emergency Active Travel fund (Tranche 1). If progressed, approval will be sought from Executive Cabinet for £400,000 to be added to the Council’s Capital programme for this project;**
- (k) **Note the progress with regards to the Highways England – Designated funds Scheme;**
- (l) **Note the progress with regards to Department for Transport – Safer Roads Fund project in conjunction with Oldham MBC;**
- (m) **Note the need to replace an existing tipper with a larger vehicle as set out in section 2.24-2.25 in the report. If progressed, approval will be sought from executive Cabinet to add £40,000 to the Council’s Capital Programme to fund the net cost of the replacement vehicle;**
- (n) **Note the replacement of a dumper belonging to Bereavement Services as set out in Section 2.26 of the report. Approval will be sought from Executive Cabinet to add a budget of £15,500 for the replacement dumper to the Council’s Capital Programme for the new vehicle which will be funded by insurance monies; and**
- (o) **Approve that £50,000 of existing drainage / flood risk management operational budget be used as the Tameside MBC contribution to the overall £400,000 Transport Infrastructure Investment Fund – Highway Maintenance Challenge Fund 2020/21 with the remaining £350,000 coming from the Department for Transport.**

## **55. CONSOLIDATED 2020/21` REVENUE MONITORING STATEMENT AT 31 JULY 2020**

Consideration was given to a report of the Executive Member, Finance and Economic Growth / CCG Chair / Director of Finance, which updated Members on the financial position up to Month 4. It was explained that in the context of the on-going Covid-19 pandemic, the forecasts for the rest of the financial year and future year modelling had been prepared using the best information available but was based on a number of assumptions. Forecasts were subject to change over the course of the year as more information became available, the full nature of the pandemic unfolded and there was greater certainty over assumptions.

The report provided the 2020/21 consolidated financial position statement at 31 July 2020 for the Strategic Commission and ICFT partner organisations. The Council had set a balanced budget for 2020/21 but the budget process in the Council did not produce any meaningful efficiencies from departments and therefore relied on a number of corporate financing initiatives, including budgeting for the full estimated dividend from Manchester Airport Group, an increase in the vacancy factor and targets around increasing fees and charges income.

The budget also drew on £12.4m of reserves to allow services the time to turn around areas of pressures. These areas were broadly, Children’s Services placement costs, Children’s Services prevention work (which was to be later mainstreamed and funded from reduced placement costs), shortfalls on car parking and markets income. Each of these services required on-going development work to have the impact of allowing demand to be taken out of the systems and additional income generated. There was additional investment around the IT and Growth Directorate Services, to invest in IT equipment, software and capacity and to develop strategically important sites for housing and business development, including key Town Centre masterplans.

A delay in delivering the projects that the reserves were funding was likely to mean more reserves would be required in future years, placing pressure on already depleting resources. The CCG continued to operate under a ‘Command and Control’ regime, directed by NHS England &

Improvement (NHSE&I). NHSE had assumed responsibility for elements of commissioning and procurement and CCGs had been advised to assume a break-even financial position in 2020-21.

Although the CCG delivered its QIPP target of £11m in 2019/20, only 40% of savings were delivered on a recurrent basis. Therefore the CCG was facing a significant challenge in order to meet the 2020/21 target before the COVID pandemic hit. Under command and control there was no requirement or expectation that the CCG would deliver efficiency savings in the first four months of the year. While this report assumed a year end break even position in line with national guidance, it was unclear what would happen with QIPP in future months or how savings would be achieved in the current climate.

It was noted that the Integrated Commissioning Fund (ICF) for the Strategic Commission was bound by the terms within the Section 75 and associated Financial Framework agreements.

As at Period 4, the Council was forecasting an overspend against budget of £3.540m. The £3.540m pressure was non-COVID related and reflected underlying financial issues that the Council would be facing regardless of the current pandemic. This included continuing significant financial pressures in Children's Social Care, Adults Services and income shortfalls in the Growth Directorate. Further detail of the financial position at Month 4 was provided in an appendix to the report.

## **RESOLVED**

**That the forecast outturn position and associated risks for 2020/21, as set out in Appendix 1 to the report, be noted.**

## **56. ENGAGEMENT UPDATE**

Consideration was given to a report of the Executive Leader/CCG Co-chairs/CCG Lay Member for Public and Patient Engagement/Director of Governance and Pensions/Assistant Director for Policy, Performance and Communications, which provided Members with an update on the delivery of engagement and consultation activity in 2019/20. Members were informed of the following activity:

- Facilitated 50 thematic Tameside and/or Glossop engagement projects
- Received 4,753 engagement contacts (excluding attendance at events / drop-ins) – 2,875 in 2019 and 1,878 in 2020 so far.
- Supported 39 engagement projects at the regional and Greater Manchester level
- Promoted 46 national consultations where the topic was of relevance to and/or could have an impact on Tameside and/or Glossop
- Delivered four Partnership Engagement Network (PEN) conferences attended by over 280 delegates.
- Delivered four virtual Partnership Engagement Network sessions focusing on the impact of COVID-19 and how we can build back better. These were attended by over 50 participants.
- Held a virtual engagement session with young people to understand the impact of the pandemic on them and how they feel things can be done differently in the future.
- Undertook the second joint budget consultation exercise for Tameside Council and NHS Tameside and Glossop Clinical Commissioning Group with planning for the budget conversation 2021/22 underway.
- Delivered two stakeholder 'summits' bringing a range of public service leaders, VCFSE groups and public / patient representatives together to guide future planning on key issues – Neighbourhood Summit (January 2019) and Co-operative Summit (October 2019).

In Tameside & Glossop the Partnership Engagement Network (PEN) delivered the strategic approach to engagement and consultation. In late 2019 it was proposed to review the work of PEN so far and develop ideas to inform its approach. In early 2020 a survey was shared with PEN members seeking views on how they felt PEN was working. The results of the survey were shared with Members. Consideration would now be given to a medium and long term plan to

reintroduce PEN conferences and large showpiece events when it was safe to do. Other ideas and opportunities for consideration and possible development were detailed in the report.

To start discussion and take away learning from Covid-19, four virtual engagement sessions took place in July and August. Attended by over 50 PEN members, the sessions were a way for members of the network to learn from one another and to recommence Covid-19 safe PEN activity.

Each of the virtual engagement sessions invited participants to share their experiences, both as individuals or speaking on behalf of their organisation where appropriate. Despite there being a distinct topic for each of the workshops, there were clear themes that arose from each of the sessions. The full report detailing the findings from the virtual PEN engagement sessions was appended to the report.

A survey on the Impact of COVID-19 / Building Back Better was hosted through July and August by the Strategic Commission via the Big Conversation pages on the Council and CCG websites. The survey aimed to understand how the pandemic had impacted the lives of people who live, work or spend time in Tameside & Glossop. Some of the key themes emerging from the survey are drawn out below with the more detailed findings included in **Appendix 2** to the report.

Additional engagement work around the impacts of COVID-19 had also been undertaken via other forums specifically the Children in Care Council and via the Council's two Scrutiny Panels. The engagement work undertaken with the Children in Care Council consisted of two questionnaires circulated via children's social workers. These contained statements about mental wellbeing and how well children felt they had been supported during lockdown.

Engagement with residents and communities were reported via Elected Members on the council's Scrutiny Panels. Scrutiny Panel members were well placed to report on feedback from residents in their wards, and so it was requested that they take time to note experiences, impacts and the response to Covid-19 in Tameside. These were summarised within the report.

## **RESOLVED**

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

## **57. TAMESIDE DIGITAL STRATEGY**

Consideration was given to a report of the Assistant Executive Member to the Executive Leader / Assistant Director for Digital Services, which set out a five year vision and plan for the use of digital technologies for Tameside Council and Tameside and Glossop Clinical Commissioning Group.

The Strategy document, set out the five year Digital ambition for Tameside. It was proposed that the strategy was kept under constant review to ensure it remained relevant and appropriate. The strategy detailed how digital technology would be used to improve public services, empower employees and residents, and drive economic growth.

Tameside's Digital, Creative and Tech ambitions continued to be of growing importance. As a city region it was anticipated that the sector would grow by a further half a billion GVA with over 10,000 new jobs created over the next five years.

The strategy also reflected that digital technology would underpin the Councils and CCG's ambitions to improve the lives of all citizens along with the Council and health care services they used. It had strong ties to the Greater Manchester Health & Social Care Partnership's Digital Strategy refresh which was currently underway, and would complement the digital work and ambitions of the Tameside and Glossop ICFT. It had a limited number of digital priorities focused on key priority areas.

It was stated that the strategy aimed to be inclusive and to ensure that everyone in Tameside regardless of their age, location or situation, could benefit from the opportunities digital could bring. The digitally excluded were often those with poor health outcomes. Often these people stand to benefit from technologies in the home that could help keep people safe, well and independent but which required good connectivity and links with patient and care management system. Key priorities would be to develop the Community Response Services use of mobile technology, the digitization of Early Years Health visiting and to promote and encourage the wide spread adoption of the NHS App.

There were six priority categories for the Strategy and these were divided into two parts. Corporate Themes and Digital Foundations. Each category had 6 sub-priorities with actions and outcomes, delivery of which will demonstrate progress.

Corporate themes were outlined as follows:

- Digital Public Services - At the forefront of responsive and ubiquitous high quality digital public services.
- Digital Enabled Workforce - Highly skilled and agile workforce confident in using technology
- Digital Economy - Strong and sustainable economy maximising digital opportunities.
- Digital Foundations - Sustainable digital eco system which provides the building blocks for transformation.
- Digital Skills - Opportunities for people and business to fulfil their potential through technology.
- Digital Infrastructure - Fast resilient digital infrastructure connecting all communities'

Alongside the six priority categories there were also two cross cutting enablers Cyber Safe and Secure and Marketing and Communications

## **RESOLVED**

**That the aims and objectives of the strategy be approved and the priorities and actions be kept under constant review to ensure the strategy keeps pace with the fast moving dynamic nature of the digital world.**

## **58. REFRESH OF EARLY HELP STRATEGY**

A report was submitted by the Deputy Executive Leader and Executive Member, Children and Families / Director of Children's Services / Assistant Director, Population Health summarising the work completed in refreshing the 2017 Early Help Strategy and outlined the content of the refreshed strategy.

The Early Help Strategy had been refreshed in partnership with multiple partner agencies who formed part of the Early Help Strategic Group, as well as informed by a wider partner consultation exercise.

The Strategy provided an understanding to the early help approach and offer in Tameside, in line with the Tameside Children's Safeguarding Thresholds. As well as included updated principles, aligning to the Tameside Corporate Plan and the Cooperative Principles, such as placed based working, and 'nothing about me, without me'.

The strategy continued to emphasise the importance of prevention and early interventions, and acknowledged the need to 'Build Back Better' from COVID-19, by having a flexible and live implementation plan.

The strategy sought to work along existing strategies, such as the Early Years Strategy, the Domestic Abuse Strategy and the Neglect Strategy, rather than duplicate.

Moreover, the strategy outlined headline successes since the launch of the 2017 strategy, including the development of neighbourhood learning circles, the Team Around approach, the Early Help Assessment Point and the roll out of the 'Signs of Safety' Training.

The strategy remained to be clear on its priorities, which were:

- The early help approach will be Smarter in the way we do things.
- We will be Stronger because we know we are making the right impact and improving outcomes for children and young people.
- Children, young people and families will get what they need sooner, making sure the right help is available to the right people in the right place at the right time.
- We will ensure children live in strong protective communities and families where they are Safer.

The strategy set out a clear governance structure and illustrated the outcomes it set out to achieve, and how these would be monitored. The Early Help Strategy (2020) aligned and supported the work programme of the Starting Well Partnership, the SEND Improvement Board and Children's Improvement Board. Centrally the Early Help Strategy (2020) aligned to the Tameside and Glossop Corporate Plan with particular reference to the following priorities:

- (1) Very best start in life where children are ready to learn and encouraged to thrive and develop.
- (2) Aspiration and hope through learning and moving with confidence from childhood to adulthood.
- (3) Resilient families and supportive networks to protect and grow our young people.
- (4) Opportunities for people to fulfil their potential through work, skills and enterprise.
- (6) Nurturing our communities and having pride in our people, our place and our shared heritage.
- (7) Longer and healthier lives with good mental health through better choices and reducing inequalities.

Moreover, the Strategy strongly supported Public Reform Principles and delivered:

- A new relationship between public services and citizens, communities and businesses that enables shared decision making, democratic accountability and voice, genuine co-production and joint delivery of services. Do with, not to.
- An asset based approach that recognises and builds on the strengths of individuals, families and our communities rather than focusing on the deficits.
- A stronger prioritisation of wellbeing, prevention and early intervention.
- An evidence led understanding of risk and impact to ensure the right intervention at the right time.

It was reported that running alongside the Early Help Strategy was a refresh of the implementation plan. Some of the key actions that fell out of the strategy included strengthening the partnership with primary care, implementation of the Early Help Module, implementation of the enhanced Family Intervention service and the ambition towards co-location of services within each neighbourhood, but acknowledged the flexibility to include actions to 'build back better', as a result of learning from responding and living with Covid-19.

## **RESOLVED**

- (i) That the Early Help Strategy 2020-22, as appended to the report, be approved; and**
- (ii) That the Strategy be presented to all Members as part of the Member Development Programme.**

## **59. SEND STRATEGY**

Consideration was given to a report of the Executive Member, Lifelong Learning, Equalities, Culture and Heritage / Assistant Director, Education informing the Board that in order to ensure effective strategic oversight of Special Education Needs and Disability (SEND) activity in

Tameside, a SEND strategy had been developed. The report provided an overview of current SEND strategic activity in relation to this. The strategy enabled partners to work together to achieve the vision and outcomes for SEND in Tameside. The report outlined the proposed governance structure for SEND in Tameside and proposed arrangements for Tameside's parent carer forum.

The vision for SEND in Tameside was ambitious and aspirational, it stretched beyond the boundaries of the Local Authority to all partners and children and young people with SEND, with or without an EHCP.

The implementation of the SEND Strategy would be guided by the following principles:

- Work in a spirit of co-production and partnership with parents and their children and young people with SEND, involving them in all key decisions.
- Work in partnership with partner agencies and schools involving them in all key decisions guided by our Listening framework.
- Have the highest expectations for children and young people with SEND, ensuring that they were fully included in all educational settings and that their needs were met by high performing local schools.
- Maintain a commitment to Tameside's maintained schools and academies, promoting and championing strong leadership and inclusive practice for children and young people with SEND across all phases, mainstream and special.
- Ensure a rigorous focus on the preparation for adulthood outcomes and life after school.
- Ensure that resources are fairly and consistently allocated according to needs

The strategy aimed to achieve 5 key outcomes. For children and young people with SEND to be Safe, Happy, Heathy and Ambitious for their future and to Develop Skills for Life.

Based on advice from JSNA and in partnership with parent-carers, young people and partners across education, care and health, 4 Headline Strategic Priorities had been developed:

- Increasing & improving inclusion
- Increasing confidence
- Involving children & young people
- Improving accuracy & timeliness

It was stated that Strategic leads had been identified to take forward the 4 Headline Priority work streams. Each work stream had an Improvement & Development Action Plan (IDAP) that would be used to monitor and track progress towards achieving the identified outcomes.

The SEND improvement Group had developed an Outcomes Framework that would be used alongside the IDAPs to track and monitor progress. It was important that Tameside had a clear governance structure for all SEND activity. Attached at **Appendix 2** was a proposed Governance Chart for the strategic oversight of SEND in Tameside.

## **RESOLVED**

- (i) That the Special Education Needs and Disability Strategy 2020-2023 at Appendix 1 to the report, be approved;**
- (ii) That the proposed Governance structure for Special Education Needs and Disability strategic implementation at Appendix 2, be endorsed;**
- (iii) That the plan on a page for Special Education Needs and Disability strategic fit at Appendix 3, be noted;**
- (iv) It be noted that Improvement Development & Action Plans and a SEND outcomes framework will be developed to ensure delivery of the SEND strategy;**
- (v) That the proposed arrangements for a SEND parent carer forum in Tameside be approved; and**
- (vi) That the arrangements for the SEND parent carer forum in Tameside be noted and it be agreed that the Director of Children's Services takes forward a Memorandum of Understanding with Tameside's parent carer forum.**



## 60. CHILDREN'S SERVICES SUSTAINABILITY PROJECTS UPDATE

The Deputy Executive Leader and Executive Member for children and Families / Assistant Director of Children's Services, submitted a report, which updated the Board on in respect of progress of the Looked After Children - 7 Sustainability Projects.

It was anticipated prior to COVID that the implementation of the 7 projects, would begin to reduce projected rises of the number of children in our care from September 2020. While exact predictions were difficult to make given the number of variables, success would be measured by the cumulative impact of these measures on local authority numbers and placement mix.

Therefore the aim was to:

- Reduce the LAC population to 650 by April 2021.
- Reduce the proportion of residential placements from 16% to 13% by October 2020

A short summary of the key risk areas/impact of the current Covid-19 situation was outlined to the Board as follows:

- Project 1: Early Help – Implementation of a co-located early help service could be delayed
- Project 2: Family Intervention Service – The key risk was the impact of school closures and resulting limited contact with children and families
- Project 3: Team Around the School –Risk associated with school closures and limited contact on ability to deliver interventions effectively
- Project 4: Duty/Locality Restructure – Difficulty merging teams during Covid lockdown and the impact on the implementation of the new MASH/Early Help Access Point
- Project 5: Positive Futures – The key risk was the purchase of Greenwood Avenue as the location for the assessment unit
- Project 6: Fostering – The key risk was the services does not recruitment sufficient Foster Carers to meet demand.
- Project 7: Placements Review/Sufficiency Strategy – Capacity of the system during Covid-19, delay in securing standard placements strategy

The new timeline for The Looked After Children's Sustainability 7 projects was as follows;

1. The Early Help project start date for implementation would move from October 2020 to a start date for implementation of February 2021
2. The Family Support Service project would move the start date for implementation from March 2020 to a start date of June 2020.
3. The Team around the School project started implementation in January 2020 this had partially been achieved however the date for full implementation date would now be July 2020 instead of March 2020.
4. The Duty/Locality project started implementation as scheduled this had partially been achieved however the date for full implementation will move from July 2020 to August 2020.
5. The Positive Futures project start date for implementation would move from June 2020 to January 2021.
6. The Fostering project start date for implementation was October 2020 whilst the project had started and some areas are due to be implemented, the overall start date for implementation would move to February 2021.
7. The Placements project had an implementation start date of December 2019 and whilst implementation had start in a limited way the start date for full implementation would move to May 2020.

The financial implication in relation to the issues detailed was difficult to quantify however what was certain was that the current projection of a reduction in the numbers of children looked after to 650 by April 2021 and the subsequent savings attached to this reduction would not be realised.

The change in forecast costs of each scenario when comparing between periods 3 and 4 was predominately due to an increase in the number of external residential placements which had increased the costs for all of the scenarios.

Additional analysis of forecast total expenditure by placement type and age banding, together with related volumes will be included in future monitoring reports to provide further context on where the related forecast cost increases or reductions were arising between reporting periods. It was envisaged that this additional analysis would be included by the period 6 revenue budget monitoring report.

## **RESOLVED**

- (i) That the financial impact as a result of the agreed revised timescales for delivery of the projects as a result of the COVID 19 pandemic together with the outcome of the estimated financial modelling on placements, as detailed in section 3 and Appendix 2 to the report, be noted; and**
- (ii) That a further report be received in December 2020 given the on-going uncertainty caused by the Covid 19 pandemic.**

## **61. DISPOSAL OF COUNCIL OWNED LAND AND PROPERTY**

Consideration was given to a report of the Executive Member, Finance and Economic Growth / Director of Growth, which provided an updated policy for the disposal of Council owned land, including increased transparency, plus a list of proposed assets that the Council was seeking to declare surplus to Council requirements in order to progress sale or transfer.

Members were informed that the Council had adopted a Strategic Asset Management Plan (SAMP) to ensure that the Council and CCG land and property assets contributed pro-actively to the delivery of the organisations priorities.

The Council had a legacy portfolio of property assets, many of which were no longer fit for purpose and/or were not in the right location to support efficient and accessible public services. Therefore, surplus property assets were required to be sold to generate capital receipts to reinvest into Council priorities as set out in the Corporate Plan.

The schedule comprised surplus property assets with an estimated capital receipt value of between £15m and £20m; the receipts from which could then be used to support the Council's Financial Strategy and support delivery of its priorities, as defined by the Corporate Plan. These disposals would reduce revenue/management costs and avoid backlog maintenance costs of these assets.

In light of the financial effects of the COVID-19 pandemic, there was a requirement to accelerate the process for identifying assets to declare surplus to Council requirements. This related to the requirement for raising capital receipts to support Council priorities and the likelihood that the Council should no longer require some of its operational property and land holdings due to services that no longer require a traditional office function as new and innovative ways of working were introduced.

Members received a summary of the Land Assets for Disposal consideration:

- Land at Morningside Close, Droylsden – 0.47 acres.
- Land at Fern Lodge Drive, Ashton-under-Lyne – 1.86 acres.
- Land at Old Road, Hyde – 1.26 acres.
- Land at Bennett Street, Hyde – 3.47 acres.
- Land at Yew Tree Lane, Dukinfield – 3.51 acres.
- Land Adjacent to Manchester Road, Audenshaw – 296 m2.
- Land at Hattersley Former District Centre, Hattersley – 1.49 acres.

With regard to Building Assets to be declared as surplus to requirements, Members received an outline of each of the assets.

- Concord Suite Droylsden, the Council had previously commissioned reports in order to consider future schemes for the building, however, the cost of refurbishing the building and putting the significant space back into use had been cost prohibitive. Therefore the Council sought to declare the asset surplus to Council requirements in order to progress further feasibility studies with a view to carrying out a disposal, subject to a suitable proposal.
- Taunton Sunday School, Ashton-under-Lyne, the site had remained vacant since 2015 and had been subject to vandalism and deterioration due to the building's age. Following a storm in 2019, the Council placed screens over the windows to assist in protecting the building's fabrics which has had a detrimental effect on its appearance. The site was likely to attract community and residential interest.
- Hippodrome, Ashton-under-Lyne. The Council operated the Hippodrome as a functioning Theatre via a provider until its closure in 2008 and the building had remained vacant since. The building condition had deteriorated over time and the structural frame and interior requires a significant capital investment in order for it to be restored for any meaningful use. Areas of the interior architecture had a listed status which complicated any future use and repair of the building. The site was likely to attract significant interest from community groups, however the Council would need to ensure that interested parties demonstrate the longer term financial and social sustainability of proposals.
- Denton Former Baths, Denton: Following completion of the new Denton Wellness Centre, the former Denton Pool was closed and possession of the asset reverted to the Council under the terms of the lease with Active Tameside. The Council was now seeking to declare the site surplus to Council requirements with a view to undertaking an eventual disposal, subject to the appropriate governance and costs relating to a demolition of the site.

Members were advised that the Council owned a number of empty park buildings such as former pavilions, club houses, changing rooms and toilet blocks. Most of these buildings had been vacant for some time which had resulted in deterioration or vandalism which presents health and safety and maintenance liabilities. The Council had made previous attempts to bring the assets back into use with local community groups or sports clubs, however, the costs of restoration had limited interest. The Council now proposed to undertake an extensive marketing exercise to invite expressions of interest from community groups and associations to make use of the following buildings:

- Cheetham Park Buildings – Stalybridge
- Garden Street Football Changing Rooms – Hyde
- Egmont Street Football Changing Rooms – Mossley
- King George's Football Changing Rooms – Audenshaw

The Council would consider all suitable applications subject to the financial sustainability of the proposal. Should a suitable proposal be accepted, a disposal was likely to be considered via a community asset transfer or a long lease for a nominal consideration. Should there be a lack of interest or no suitable proposals received, then the Council may need to seek governance in order to carry out demolition of the building.

#### **RESOLVED**

- (i) It be noted that all land and property disposals shall be presented to Executive Cabinet for a decision;**
- (ii) That the revised policy for the Disposal of Council Owned Land as attached at Appendix 1, be approved;**
- (iii) It be agreed that the Council declare the named assets surplus to Council requirements as attached at Appendix 3;**
- (iv) It be noted that all assets specified have been subject to a Ward Member Consultation process in conjunction with the Executive Member Finance and Economic Growth;**

- (v) It be agreed that all reasonable and necessary expenditure in relation to the preparation and disposal of each named asset which accounting regulations allow to be recovered via its capital receipt. The expenditure shall be capped at a maximum of 4% of the gross capital receipt value with all cost details included within the site specific disposal report presented at Executive Cabinet; and
- (vi) It be noted that a separate policy document on Community Asset Transfers is being produced and shall be presented to a future Executive Cabinet.

## **62. LOCAL DEVELOPMENT SCHEME AND AUTHORITY'S MONITORING REPORT UPDATE**

Consideration was given to a report of the Executive Member for Housing, Planning and Employment / Director of Growth, which sought approval to publish an updated Local Development Scheme (LDS) and Authority's Monitoring Report for 2018/19.

The Council's most recent LDS came into effect on 10 January 2017 and set out a programme for both the Greater Manchester Spatial Framework (GMSF) and the Tameside Local Plan. That LDS clearly showed the production of the Local Plan following the key stages of production of the GMSF to allow the Local Plan to reflect the policy content developed at the sub regional level and provided the appropriate context. Performance against that timetable was measured within the Authority's Monitoring Report.

It was explained that the revised LDS was required to bring up to date the intended programmes for both the GMSF and Tameside Local Plan. A revised programme, proposed for the GMSF, recently published through the Greater Manchester Housing, Planning and Overview Scrutiny Committee on 29 July 2020, was now incorporated into the Council's LDS. Since the previously approved LDS, publication of the GMSF did not occur as had been envisaged within the timescales set out. Instead, a further period of consultation on a draft plan occurred between January and March 2019 to re-examine the issues of the scale and distribution of development and potential changes to Green Belt boundaries. And more recently, there had been the need to reflect on the impacts of the global Coronavirus pandemic, in particular the impact which the availability of resource to complete work had and the need to reflect on government guidance on social distancing.

It was therefore timely to refresh the Council's LDS to ensure the Borough's communities and interested parties were aware of and able to keep track of progress of plan making activities and ensure that Development Plan Documents were prepared in accordance with the timescales set out.

The updated timetable for the GMSF and Tameside's Local Plan was considered to represent a realistic and practical approach to preparing these documents but would continue to need to be monitored carefully. Additionally, the revised LDS provided greater detail as to the current and intended planning frameworks for the Borough, comparative to the LDS it replaced. It also updated the position on the production of Supplementary Planning Documents and removed a chapter relating to public participation.

There was a requirement in section 35 of the Planning and Compulsory Purchase Act 2004 (as amended by the Localism Act 2011) to report on monitoring activities at least every 12 months and for a report to begin with the end of the period covered by the authority's most recent report. While the authority had not published a single AMR since 2013/14 much of the supportive background data and information is contained within other monitoring documents such as those associated with employment, housing and Brownfield Land Register monitoring. This monitoring report sought to establish a new baseline position from which monitoring activities could be taken forward as required by the legislation.

## **RESOLVED**

- (i) That the updated LDS be published and brought into effect in accordance with the date of this decision;**
- (ii) That the publication of the 2018/19 AMR be agreed.**

## **63. OPERATIONS AND NEIGHBOURHOODS SERVICE CHANGE DECISIONS UPDATE SEPTEMBER 2020**

Consideration was given to a report of the Executive Member for Neighbourhoods, Community Safety and Environment / Executive Member for Housing, Planning and Employment / Executive Member for Lifelong Learning, Equalities, Culture and Heritage / Executive Member for Transport and Connectivity / Director of Operations and Neighbourhoods.

The report provided a service change decision update across Operations and Neighbourhoods in response to the evolving Covid-19 pandemic. A review in September for Members was agreed at the 24 June 2020 Executive Meeting.

The Assistant Director of Operations and Neighbourhoods highlighted key changes and updates.

It was reported that the Ashton Indoor Market had continued to operate throughout this pandemic by supporting the essential businesses that had been allowed to continue their trade. Hyde Indoor Market reopened on the 1 June 2020 in a decision requested by the essential traders.

Non-essential traders were allowed to return to both the Ashton and Hyde Market Halls from the 15 June 2020 following the national government guidance Outdoor Markets reopened on a reduced basis from the 22 June 2020 to enable the team to monitor and manage the appropriate social distancing measures. The Outdoor Markets returned to full operations on the 20 July 2020 having reopened successfully.

With regard to changes to the Bereavement Service from the 8 July 2020 the restrictions on the number of mourners allowed at Dukinfield Crematorium Chapel increased to 20 mourners. Up to 30 mourners were allowed to attend burials outside when adhering to social distancing measures. The temporary closure to the public of the crematoria reception, waiting area and crematory was to continue until work had been completed to ensure visitor and staff safety. The scattering of cremated remains or the placing of cremated remains in memorial sanctums had recommenced from the 10 August 2020 with social distancing measures and updated service risk assessments in place. It was reported that 5 additional staff members had qualified to safely operate cremators under a special measure scheme to increase the resilience of the service.

Members were advised that the Council's statutory homelessness services, provided by their commissioned partner Jigsaw Homes, were now operating limited appointment only visits at their premises Tameside Housing Advice.

On 24 July, the Council Leader formally opened "The Town House", a new premises designed to offer a broad range of support to people who were homeless and at risk of rough sleeping, and other vulnerable Tameside residents. Situated next to St Anne's Church on Burlington St in Ashton, The Town House was a community hub which combined overnight emergency accommodation with a community café, counselling spaces, kitchens and meeting rooms where vulnerable service users could meet with specialists to address their needs and start to tackle the issues which had led to their homelessness.

The Assistant Director of Operations and Neighbourhood stated that the Parking Services continued to operate a full range of services effective from the 1 July 2020 as approved by Executive Cabinet on the 24 June 2020. It was proposed to continue the suspension of the monthly parking deductions for all staff contract car park passes whilst staff continue to predominately work from home. This would be reviewed at the end of the calendar year.

Four of the Councils eight libraries re-opened on the 6 July 2020 following implementation of all Covid-19 safety measures and test and trace requirements. Visitors to these libraries expressed appreciation that the service was operational again, albeit in a more restricted way. During the first 4 weeks of opening there were over 12,000 loans and visitor numbers were just over 50% of what would normally be expected for the time of year.

Using learning from the four venues currently operational, work had continued to prepare for the re-opening of the remaining four libraries with the same offer available. It was proposed that these sites open on the 12 October 2020 provided all relevant safety measures were in place. Monitoring of the recent local Covid-19 infection rates may have an impact on the opening date.

As more staff were required in each venue to manage the service safely and collect test and trace data opening hours at the remaining four libraries have had to be reviewed. It would not be possible to open Denton and Hyde libraries on Saturdays as there was insufficient staff available to cater for this across the service.

Consideration had been given to how Portland Museum could operate safely given the prevalence of Covid-19.

Following a Covid-19 risk assessment it had been determined that to keep people safe an appointment booking system would be required. This would in effect allow 10 people every 15 minutes to enter the museum (40 over an hour). By operating an appointment booking system and implementing a one-way system social distancing requirements could be satisfied. However, when busy it would be necessary to restrict the length of a visit to around 1 hour to enable all people wanting to attend get the opportunity to do so. People would not be asked to leave unless numbers could not be safely managed. The number entering would be evaluated and reviewed if necessary following the initial weeks of opening. The appointment booking system was being developed, along with other Covid-19 safety measures with a view to opening the museum on the 14 October 2020, although this would be dependent on the local infection rates.

With regards to the Local Studies and Archive Centre, the nature of this service was research rather than a borrowing service like the public library service. In order to ensure Covid-19 safety there would be the need to operate an appointment based system to ensure social distancing and a cleaning regime between customers. A one-way entry and exit system would also be in place.

A Covid-19 risk assessment had been undertaken and following relevant safety measures such as Perspex screens being installed it was proposed that this service re-open on the 13 October 2020. This would be dependent on the current local infection rates and all relevant safety measure being in place.

Alternative proposals have been developed for the Christmas celebrations across the borough. These proposals included lit Christmas trees across the 9 towns, albeit without the traditional switch on event and Civic buildings also being lit.

Additionally, it was proposed that the corporate Christmas celebration this year would be replaced with themed activities allowing for social distance and the avoidance of gatherings. The proposal involved theming the first twelve days of December around the traditional and festive *12 Days of Christmas* carol ensuring all nine towns of Tameside were featured in the project.

## **RESOLVED**

**That Members note:**

- (i) The revised opening times of the Ashton and Hyde Indoor markets: Monday – Saturday between 9am – 4pm;**
- (ii) The Outdoor Markets reopened on a reduced basis on the 22 June 2020 and returned to full operations on the 20 July 2020;**
- (iii) Organised events within parks and countryside remain suspended, with the exception of the activities organised by Youth Services as detailed in section 4.4.**

- The volunteer led guided walks programme is being reviewed for reintroduction in January 2021 if considered safe to do so;
- (iv) The operational service changes of the Bereavement Services in line with the Health Protection Regulations 2020 detailed in sections 3.1-11;
  - (v) Staff will still not enter the properties of deceased persons when dealing with Public Health Funerals in order to find financial or personal details;
  - (vi) The current Guidance and Procedures for Welfare and Community Funerals continues to apply and a further review will be undertaken by 31 October 2020;
  - (vii) The Council's statutory homelessness services, provided by their commissioned partner, Jigsaw Homes, are now operating limited appointment only visits at their premises Tameside Housing Advice;
  - (viii) Youth Services have provided outdoor activities from the 3 August 2020 with social distancing and safety measures in place;
  - (ix) the proposal to continue the suspension of the monthly parking deductions for all staff contract car park passes. This will be reviewed at the end of the calendar year;
  - (x) Some low risk programmed inspections and enforcement activity remains suspended to allow or provide additional capacity to enforce the Health Protection (Coronavirus Business Closure) Regulations 2020 as detailed in sections 5.5-6;
  - (xi) The Health and Safety team continue to provide organisational wide-support on an ongoing basis, as detailed in sections 5.7-5.8;
  - (xii) The operational service changes of the Licensing function detailed in sections 5.9-10;
  - (xiii) To confirm that the Buy with Confidence Membership Scheme is still proposed to recommence from the 1 October 2020;
  - (xiv) Four of the Council's eight libraries reopened on the 6 July 2020. It is proposed that the further four libraries reopen on the 12 October 2020, dependent on local infection rates, as detailed in sections 6.1-6.4;
  - (xv) the proposal to further extend library item loans and the accrual of fines to the 31 October 2020, as detailed in section 6.5;
  - (xvi) the proposal to reopen the Portland Basin Museum and the Astley Cheetham Art Gallery on the 14 October 2020, dependent on local infection rates, as detailed in sections 6.6-6.13;
  - (xvii) the proposal to reopen the Local Studies and Archive Centre on the 13 October 2020, dependent on local infection rates;
  - (xviii) TMBC is advising against any organised event which would involve the gathering of more than 30 people, both indoors and outdoors until January 2021; and
  - (xix) the proposals for Christmas celebrations, as detailed in sections 6.18-6.23 and in Appendix 1.

#### **64. DENTON POOL – SITE CLEARANCE AND DISPOSAL**

Consideration was given to a report of the Executive Member, Finance and Economic Growth / Director of Growth, which sought approval and funding to proceed with the urgent demolition of the former Denton Pool and associated site clearance, to make the site safe and in preparation for disposal or redevelopment.

Members were reminded that the closure of Denton Pool had taken place in March 2020 to coincide with the opening of the new Tameside Wellness Centre. Denton Pool was owned by the Council and was managed by Active Tameside, under a lease arrangement until its closure whereby it was handed back to the Council as a surplus asset.

Since the closure the cost to remove asbestos, demolish the building and clear the site had been established at £0.720m. The cost was based on detailed intrusive surveys that could not have been carried out whilst the building was in operational use. The report sought approval to clear the

Denton Pool site and requested that £0.720m be made available in the 2020/21 approved Capital Programme.

The subsequent disposal of the site was being considered as part of the wider Strategic Asset Management Plan and would be the subject of a separate report at a later date.

Since the site closed it had been a focus for Anti-Social Behaviour, leading to a requirement for additional security guards to be provided. A pre-demolition asbestos survey had also raised concerns with the future management of the building, requiring significant work to be undertaken as soon as practicable, it was therefore recommended that the building be demolished as soon as possible.

Consideration had been given to leaving the building in situ and to seek to dispose of the property and land, however this option had been dismissed due to increased financial and Health and Safety risks together with a likely protracted negative impact on the local neighbourhood.

Plans to clear the Denton Pool site were at an advanced stage including a detailed cost plan necessary to inform this report which had been developed through a robust procurement exercise through the LEP. The cost of the site clearance was considered to be high due to significant levels of asbestos discovered during the pre-demolition asbestos survey. Any delays to commencing the demolition works would increase the security and business rates cost at approximately £10k per month. On completion of the demolition and site clearance the site would be left levelled and ready for disposal or redevelopment as determined by the strategic asset management plan.

It was explained that the south façade of the pool building formed a boundary with Victoria Park. This façade had artwork painted directly on to it. Members' views were sought on how to deal with the artwork.

If approved works to clear the site are estimated to take approximately 6 months to complete. The key milestones from approval and formal appointment of the LEP are summarised below:

- Instruct LEP and Project Start – October 2020
- Mobilisation and HSE Notifications – 6 Weeks – October to Mid November 2020
- Asbestos Removal – 14 Weeks – Mid November 2020 to Mid-February 2021
- Demolition and site clearance – 6 Weeks – Mid February to April 2021
- Project Completion – April 2021

## **RESOLVED**

**That Executive Cabinet recommend to Council**

- (i) That the approved capital programme is varied to allocate £0.720m to fund demolition and site clearance on the basis of urgent Health and safety works.**
- (ii) To procure the demolition and site clearance through the LEP Additional Services Contract.**

## **65. EXEMPT ITEM**

### **RESOLVED**

**That under Section 100 (A) of the Local Government Act 1972 (as amended) the public be excluded for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the act and in all circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information as disclosure would or would be likely to prejudice the commercial interests of the Council and/or 3<sup>rd</sup> parties, which in turn could impact upon this interest of the local taxpayer.**



## **66. INWARD INVESTMENT ENQUIRY – PROJECT FOLD**

Consideration was given to a report of the Executive Member for Finance and Economic Growth / Director of Growth / Assistant Director for Investment, Development and Housing. The report sought authorisation to undertake the work streams and expenditure to prepare detailed proposals in respect of an Inward Investment Enquiry “Project Fold”.

### **RESOLVED**

- (i) That subject to any necessary procurement exemption from STAR and the provision of the necessary duty of care indemnities appoint SMT Projects, to provide support with commercial negotiations, delivery strategy, design, investment structure, partnership, to a maximum cost of £20,000;**
- (ii) That subject to approval and any necessary procurement exemption from STAR and the provision of the necessary duty of care indemnities, appoint Heatherwick Studios Architects to provide site specific analysis and conceptual design/layouts including an urgent feasibility study to a maximum of £20,000, noting that Heatherwick are the potential employer’s architects;**
- (iii) That expenditure of up to £40K be approved to undertake commercial due diligence including a detailed exercise to examine the potential employers financial standing/business plan once received together with the necessary advice from a QC on State Aid compliance issues;**
- (iv) That the content of the report be noted including the urgency and commercial sensitivity and the potential for the £80,000 outlined above (a) to (c) to progress this project could be abortive if the project is not commercially viable to proceed and/or the potential employer chooses to set up their new business premise in another authority; and**
- (v) That regular reports are brought to members on progress.**

## **67. URGENT ITEMS**

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

**CHAIR**