

## BOARD

16 September 2020

**Present** Elected Members Councillors Warrington (In the Chair), Bray, Cooney, Fairfoull, Feeley, Gwynne, Kitchen, Ryan and Wills  
Chief Executive Steven Pleasant  
Borough Solicitor Sandra Stewart  
Section 151 Officer Kathy Roe

**Also In Attendance:** Steph Butterworth, Jeanelle De Gruchy, Richard Hancock, Dr Ashwin Ramachandra, Kathy Roe, Ian Saxon, Paul Smith, Sarah Threlfall, Jayne Traverse, Emma Varnam. Debbie Watson, Sandra Whitehead and Jess Williams

### 90 DECLARATIONS OF INTEREST

There were no declarations of interest.

### 91 MINUTES OF PREVIOUS MEETING

#### AGREED:

That the minutes of the meeting of Executive Board for the meeting on the 2 September 2020 be approved as a correct record.

### 92 CORPORATE PLAN

Consideration was given to a report of the Executive Leader/Joint Chairs of CCG/Assistant Director of Policy, Performance & Communications, which provided an update on progress against delivery of the Corporate Plan outcomes. The report provided an update on the 56 indicators being monitored to measure the performance of the Corporate Plan.

Key statistics that highlighted the impact of Covid-19 were set out in the report.

- Contacts to Children's Services dropped by 40% between January/February and April/May. Although they had picked up more recently they were still 8% below the level at the start of the year.
- Referrals to Children's Services were a third below the level at the start of the year, and were nearly half in April/May.
- GP appointments had been around 25% down throughout the period of Covid-19 compared to the two-year average pre Covid-19, and referrals down by half.
- Urgent care admissions were half the level of the two-year average pre Covid-19.
- 25,111 residents of Tameside were claiming Universal Credit. Up from 14,281 in January 2020, an increase of 75%.
- 3 out of 10 jobs held by residents of Tameside had been furloughed. 32,800 jobs in total.
- The average weekly number of calls to Welfare Rights in July 2020 was double that in February 2020.

Members were advised of the key headlines, of the 56 indicators being measured in the Corporate Plan; 45 could be measured against the national average. Of these 45 indicators; 16 were performing better than the national average, 27 were performing worse than the national average and 2 were in line with it. The key changes in performance were:

- Increase in the rate of smoking at time of delivery (12.9% to 13.3%) almost 3 % points above the national average (10.4%).
- Percentage of 3 & 4 year olds at good or outstanding early year's settings increased from 91% to 93% and was now above the national average of 92%.

- Reduction in the percentage of 2 year olds in funded early education from 77% to 75% but remains above the national average of 69%.
- Increase in the percentage of 16 & 17 year olds in education or training from 93.14% to 94.68%, this is above the national average (92.59%).
- The mean worthwhile rating for adults aged 16 and over remains static at 7.92, above the national average (7.86).
- The number of CAFs currently open had increased from 667 to 822.
- The LAC rate had remained static at 142 per 10,000 but still substantially above the national average of 65.
- The overall number of referrals made to Children's Social Care related to domestic abuse had reduced from 2,757 to 1,850.
- In the first three-quarters of 2019/20, 1,380 people started an apprenticeship. As the last quarter covers May 2020 to July 2020, it was unlikely that we achieve figures similar to 2018/19 (2,050).
- Maximum mean download speed (43.8)
- Reduction in the number of rough sleepers (3 to 2)
- Increase in the rate of Public protection Incidents (PPIs) related to domestic abuse per 1,000 (23.3 to 24.5)
- Mean life satisfaction ratings remained static at 7.74 but still above the national average of 7.66.
- 10,465 people accessed the Psychological Therapies programme (IAPT) in 2019/20 exceeding the 2018/19 figure of 9,435.
- The average happiness rating had reduced from 7.61 to 7.39 and is below the national average (7.48).
- Increase in the prevalence of smoking from 16.8% to 17.3% and was above the national average (13.9%).
- Reduction in the number of new permanent admissions to residential care in the 65+ age group per 100,000 (677.4 to 649.7).
- % of adult social care users who find it easy to find information remained static at 70.6% but remains above the national average (69.7%).
- Increase in the percentage of care homes being rated good or outstanding by CQC (80% to 81%).

## **AGREED**

**That Executive Cabinet and the Strategic Commissioning Board be recommended to note the content of the report and the progress being made across the range of indicators and the potential impact that Covid-19 may have had or will have in the future progression.**

## **93 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.

#### **AGREED**

**The Strategic Commissioning Board and Executive Cabinet be recommended to note the contents of the report and support future engagement and consultation activity with the communities of Tameside and Glossop.**

## **94 DISPOSAL OF COUNCIL OWNED LAND**

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.

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 £5m and £10m; 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.
- Mossley Hollins Former School Site, Mossley – 4.72 acres.

With regards 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.

#### **AGREED**

**That Executive Cabinet be recommended to:**

- (i) **note that all land and property disposals shall be presented to Executive Cabinet for a decision.**
- (ii) **approve the revised policy for the Disposal of Council Owned Land as attached at Appendix1.**
- (iii) **agree for the Council to declare the named assets surplus to Council requirements as attached at Appendix 3.**
- (iv) **note that all assets specified have been subject to a Ward Member Consultation process in conjunction with the Executive Member Finance and Economic Growth.**
- (v) **agree 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.**
- (vi) **note that a separate policy document on Community Asset Transfers is being produced and shall be presented to a future Executive Cabinet.**

## **95 GRANT PAYMENTS TO SCHOOLS**

Consideration was given to a report of the Executive Member for Lifelong Learning, Equalities, Culture and Heritage / Assistant Director for Education / Assistant Director for Finance, which outlined the nature of the grant payment to Newbridge Trust and Droylsden Academy to support the delivery of additional places in the borough.

It was explained that continued pressure on accommodation at Hawthorns because of a high demand for its specialist provision, led to additional temporary accommodation for the school being approved by Executive Cabinet in 2019, following recommendation from Strategic Planning and Capital Monitoring Panel, An Executive Decision Notice dated 14 August 2019 agreed a grant of £150,000 from Basic Need to the Newbridge Academy Trust to directly procure two additional temporary classrooms.

The additional temporary extension was needed to accommodate additional pupils from September

2020 when the school would have 136 pupils in a school built for 63. There had been some internal remodelling but the additional four temporary classrooms were essential.

The temporary accommodation would also give the Council, the school and partners the opportunity to plan a suitable permanent solution for current demand and predicted growth. A strategic review of accommodation was underway and further reports on the outcomes and recommendations would be presented through the relevant governance route.

With regards to Droylsden Academy the Education Capital report to SPCMP in March 2020 requested that panel recommend to Cabinet an allocation of £15,000 to Droylsden Academy for conversion of a classroom to accommodate an additional 15 pupils into Year 7 in September 2021 and 2023. A grant agreement between the Council and the Academy Trust had been drawn up to ensure the grant was spent for this purpose. This grant would be funded from an unallocated Developer Contribution for spend Education in the Droylsden area.

#### **AGREED**

**That the Executive Member for Lifelong Learning, Equalities, Culture and Heritage be recommended to approve**

- (i) A grant of £150,000 to be paid to Hawthorns Academy (the Newbridge Trust) to fund the provision of two temporary mobile classrooms to accommodate an increase in pupil numbers to 136 from September 2020 subject to a grant agreement being in place in the form attached at Appendix 1.**
- (ii) A grant of £15,000 to be paid to Droylsden Academy to contribute to works that would facilitate an additional intake of 15 pupils in 2021 and 2023 subject to a grant agreement being in place in the form attached at Appendix 2 to the report.**

## **96 SEND STRATEGY**

Consideration was given to a report of the Executive Member for Lifelong Learning & Skills / Assistant Director for Education which provided an overview of current SEND strategic activity. The strategy enabled partners to work together to achieve the vision and outcomes for SEND in Tameside. In order to ensure that this was effective, appropriate governance needed to be in place. 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, Healthy 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.

## **AGREED**

**That Executive Cabinet be recommended to:**

- (i) approve the Special Education Needs and Disability Strategy 2020-2023 at Appendix 1**
- (ii) endorse the proposed Governance structure for Special Education Needs and Disability strategic implementation at Appendix 2**
- (iii) note the plan on a page for Special Education Needs and Disability strategic fit at Appendix 3.**
- (iv) note that Improvement Development & Action Plans and a SEND outcomes framework will be developed to ensure delivery of the SEND strategy.**

## **97 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 theme were outlined to the Members of the Board.

- 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

#### **AGREED**

**That the Executive Cabinet be recommended to approve the aims and objectives of the strategy and agree to keep the priorities and actions under constant review to ensure the strategy keeps pace with the fast moving dynamic nature of the digital world.**

## **98 CHILDREN'S SERVICES SUSTAINABILITY PROJECTS UPDATE**

Consideration was given to a report of the Deputy Executive Leader / Assistant Director of Children's Services, which updated the Board on progress of 7 Sustainability Looked After Children.

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:

- Reduced the LAC population to 650 by April 2021.
- Reduced 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.

#### **AGREED**

**That the Executive Cabinet be recommended to:**

- (a) **note the financial impact as a result of the agreed revised the 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; and**
- (b) **receive a further report in December 2020 given the on-going uncertainty caused by the Covid 19 pandemic.**

## **99 REFRESH OF EARLY HELP STRATEGY**

Consideration was given to a report of the Deputy Executive Leader / Director of Children's Services / Assistant Director for Population Health, which summarised 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 clearly illustrates 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.

## **AGREED**

**That the Executive Cabinet be recommended to approve the Early Help Strategy appended to the report.**

## **100 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.

### **AGREED**

**That the Executive Cabinet be recommended to agree:**

- (i) To publish and bring into effect in accordance with the date of this decision the updated LDS.**
- (ii) To the publication of the 2018/19 AMR.**

## **101 ALDWYN SCHOOL EXTENSION**

Consideration was given to a report of the Executive Member for Lifelong Learning, Equalities, Culture and Heritage / Executive Member for Finance and Economic Growth which stated that the Aldwyn Primary School extension scheme was part of the Council's Basic Needs Funding programme. The aim of the programme was to ensure that the Council was able to meet its

statutory duty to provide sufficient school places and provide schools with sufficient facilities to increase pupil intake and improve the education needs of the Authority.

A decision to increase the Published Admission Number at Aldwyn Primary School from 45 to 60 was formally made by Executive Cabinet on 7 February 2018 although the school had been taking additional pupils since 2015.

There were now three temporary classrooms on site to ensure that additional pupils could be catered for whilst awaiting the completion of the permanent extension to the building. This was not an ideal solution for the school and had also resulted in significant additional costs to the project to bring in the demountable classrooms. The issue of teaching in temporary accommodation had been raised with elected members by parents at the school who were unhappy with the situation.

Without the additional accommodation at the school, the Council would be forced to go out of borough for placements at significant additional cost to the Council. Additionally, the parents of children currently in the school had made representation to the Assistant Executive Director for Education about the overcrowding at the school and are anxious about the impact that this was having on their children's education.

The school required additional teaching space to accommodate their allocated pupils within the current space provision. The scope of the proposed scheme was to construct a permanent three classroom extension, associated link corridor, toilet facilities, remodelling of adjacent areas and works to the carpark.

Since the project had been scoped a roof condition survey had been received which raised significant concerns and would need to be addressed before the contract could be entered into.

#### **AGREED**

**That the Executive Member for Lifelong Learning, Equalities, Culture and Heritage and the Executive Member for Finance and Economic Growth be recommended to :**

- (i) Approve that the Council enter into the Head Contract with the LEP for the Aldwyn Primary School extension scheme in the sum of £2,039,478 inclusive of 5% Covid 19 risk option (Option 3) to deliver a permanent three classroom extension, associated link corridor, toilet facilities, remodelling of adjacent areas and works to the carpark on the basis that this includes 5% COVID risk sum to cap any liability deriving from any COVID risks and that it is agreed that liability of the contractor is capped at 10 times the contract value which is a deviation from the existing contractual requirements.**
- (ii) To note that the Independent Certifier (Currie and Brown) agree that the contract price including COVID, risk proposed insurance, and capped liability represent value for money; and**
- (iii) Approve that the Council enter into a Deed of Appointment with the LEP and appoint an Independent Certifier for the Aldwyn Primary School extension scheme in the additional sum of £18,000.**
- (iv) That before the decision finalised the issue with the failing roof and the condition survey be addressed so that there was a clear final scope of project which could be monitored and to reduce the risks to the Council of it not being within the contract.**

#### **103 ST JOHN'S CE PRIMARY SCHOOL EXTENSION**

Consideration was given to a report of the Executive Member for Lifelong Learning, Equalities, Culture and Heritage / Executive Member Finance and Economic Growth/Director of Children's Services which proposed the expansion of St Johns CE Primary School to ensure that the Council was able to meet its statutory duty to provide sufficient school places and provided schools with sufficient space and facilities to accommodate increased pupil intake and improve the education provision of the Authority.

A decision to increase the Published Admission Number at St John's CE Primary School permanently from 30 to 45 was formally made by Executive Cabinet on 27 March 2013. This approved a series of phased works. The Foundation Stage Unit was extended and remodelled to allow the greater intake into the Reception class from September 2014. A former Community Room was remodelled into a classroom over summer 2015 to create additional places for Sept 2015 and September 2016. An ICT suite was remodelled to create additional space from September 2017 and 2018. This meant that all of KS1 was enlarged leaving four year groups in Key Stage 2 to expand. It was proposed that this shortfall in accommodation would be resolved by constructing a two classroom extension and associated link corridor and additional toilet facilities.

A temporary two-classroom mobile was erected over summer 2019 to ensure that additional pupils could be accommodated whilst the permanent extension was procured and constructed. Without the extra accommodation the school was significantly overcrowded and insufficient for the pupil numbers. This approach was not an ideal solution as it had resulted in additional costs providing the temporary accommodation and parents were unhappy with the quality of accommodation leading to a formal complaint.

Work had continued to progress the procurement of the permanent two classroom extension project and despite a number of challenges all parties are now in agreement with the proposed scheme scope and the associated contract terms.

The proposed St John's CE Primary School extension scheme was being procured through the Local Education Partnership (the LEP) on behalf of the Council. The capital budget for the scheme now stood at £1.343m which was in keeping with the projected scheme costs inclusive of the 5% Covid 19 risk allowance. The LEP has progressed the scheme to a point where the contracts, including Head Contract with the Council and the Deed of Appointment for the Independent Certifier are ready for signing subject to sign off by all schedules by the Council's capital project management team including Schedule 4 (programme), Schedule 7 (completion dates, and Schedule 9 (payment milestones).

#### **AGREED**

**That the Executive Member for Lifelong Learning, Equalities, Culture and Heritage and Executive Member for Finance and Economic Growth be recommended to:**

- (i) Approve that the Council enter into the Head Contract with the LEP for the St John's CE Primary Schools extension scheme in the sum of £1,063,364 to deliver a permanent two classroom extension, associated link corridor, toilet facilities and some necessary remodelling of adjacent areas on the basis that this is subject to the following**
  - (a) the price is inclusive of 5% Covid 19 risk option (Option 3) to cap any liability deriving from any COVID risks;**
  - (b) The design works referred to in paragraph 1.4 progressed the contact through the LEP Tameside Additional Services (TAS) contract need to be covered by the Design & Build contract to ensure the Council is properly protected; and**
  - (c) liability of the LEP/contractor is capped at 10 times the contract value, which is a deviation from the existing contractual requirements.**
- (ii) Note that the Independent Certifier (Currie and Brown) agree that the contract price including COVID, risk proposed insurance, and capped liability represent value for money; and**
- (i) To Approve that the Council enter into a Deed of Appointment with the LEP and appoint an Independent Certifier for the St John's CE Primary Schools extension scheme in the additional sum of £14,000 to include confirming the scheme and costings provide value for money.**

## 103 SEXUAL & REPRODUCTIVE HEALTH SERVICES

Consideration was given to a report of the Executive Member for Adult Social Care and Population Health / Clinical Lead / Director of Population Health, which proposed to extend the existing contract for 12 months beyond the current end date, at the same contract value, to ensure service continuity; allow for service recovery in light of the COVID situation; and to allow appropriate time for providers to prepare for and take part in a competitive tender exercise.

It was explained that the current specialist integrated Sexual and Reproductive Health and HIV service in Tameside was provided by Manchester NHS Foundation Trust (MFT), delivered under the MFT branding of "The Northern", and aimed to meet the sexual and reproductive health needs of residents through the provision proactive prevention across the cluster area, HIV/STI testing services, STI treatment services (excluding treatment for HIV), and contraception and reproductive health services.

It was stated that Local authorities were responsible for commissioning HIV/STI testing services, STI treatment services (excluding HIV treatment) and contraception services on an open-access basis for the benefit of all persons present in their area. NHS England was responsible for commissioning and funding HIV treatment and care services as well as the provision of routine contraception and opportunistic screening and treatment within general practice. Clinical Commissioning Groups were responsible for funding abortion services as well as vasectomies and sterilisation procedures.

The Local Authority was mandated to provide appropriate access to sexual health services (Health & Social Care Act 2012) to commission confidential, open access services for Sexually Transmitted Infections and Contraception, as well as ensuring that the local population has reasonable access to all methods of contraception.

The current Sexual and Reproductive Health Service contributed to the two high level outcomes in the 'Public Health Outcomes Framework (PHOF)' 2019/20: Increased healthy life expectancy; and reduced differences in life expectancy and health life expectancy between communities. These outcomes were also relevant across each life course and are a significant contributing factor to a range of the specific outcomes and objectives with in the Tameside & Glossop Corporate Plan.

The current contract was due to come to an end on the 31 March 2021. With regards to the justification for extension the need for modification had been brought about by circumstances which a diligent contracting authority could not have foreseen. The need for this modification had been brought about by Covid 19. This cluster was due to go out to tender for sexual and reproductive health services in June 2020, with a new service due to commence 1 April 2021. However, as Providers and Commissioners alike had been directed to prioritise other work related to Covid 19, there was a risk in delivering an effective tender process due to shortage of providers bidding for the contract, a failure of the tender and for TUPE processes to be fair, open and transparent.

In order to inform the model there was a need to consult widely with stakeholders and service users. The current restrictions arising from Covid 19, made this difficult to do in a meaningful way. Communication activity was focussed on other key messaging and service users/stakeholders had other priorities focused on patient care and service recovery.

The modification did not alter the overall nature of the contract. There were no proposed changes to the current provision as detailed in the current service specification and contract other than further work with the provider to enhance and improve the current service performance and offer. The current specification was still appropriate and the provider had been delivering the service to the required standard.

The requested extension was based on maintaining a local sexual and reproductive health service provision in 2021/22. The intention was to delay re-tendering for a minimum reasonable amount of time until services have sufficient capacity to engage in a full scale retendering exercise. The provider had indicated that it would accept a 12 month extension. The intention is for all boroughs

to conduct a joint procurement exercise and share a common specification. If this extension was approved, the expectation was that we will be in a position to go out to tender for a new service in June 2021 and have the new service in place from 1 April 2022.

Members were advised of the options appraisal

- Do nothing and not extend the existing contract and go out to tender for this service during the summer of 2020 for a new service to commence 01 April 2021.
- Extend the contract for 12 months retaining current contract value
- Extend the contract for 12 months reducing the current contract value

#### **AGREED**

**That the Strategic Commissioning Board be recommended to give approval for the 12 month extension to the existing Sexual and Reproductive Health Service provided by MFT, retaining the current contract value, which was due to end on 31 March 2021.**

#### **104 FLU VACCINATION PROGRAMME: PART B - STRATEGIC COMMISSION WORKFORCE VACCINATION**

Consideration was given to a report of the Executive Member for Adult Social Care and Health / Director of Population Health / Consultant in Public Health which set out the aims, ambitions and rationale for a flu vaccination programme for all front-line staff in the Local Authority and CCG workforce. It goes on to recommend a model for the provision of staff vaccination.

It was explained, front line health and social care workers were at higher risk than most of the population of contracting seasonal influenza ("flu"), due to the number of people they were in contact with through their work and the nature of these contacts. In addition, there was a risk of them transmitting flu to the vulnerable people they cared for.

Further, evidence from staff flu vaccination programmes suggested:

- (a) "During a mild flu season around 25% of frontline (health and social care) staff may become infected with the virus, of which up to 59% may not realise they are infected, so they could infect others, including the patients they care for"
- (b) Approximately 60% of cases were avoided by the vaccine. This was dependent on the year, and could be higher or lower, depending on how well the flu vaccine was matched to the circulating strains of flu.
- (c) The net saving, based only on reduction in lost working hours, was around £16-£27 per employee vaccinated. This amounted to a return on investment of approximately £2 per pound invested.

Because of the potential for co-circulating flu and covid-19, this season's net saving may be even higher. For the 2020/21 flu season, the national target is to ensure that 100% of all health and social care staff were offered the vaccination. Due to likely pressures on the vaccine supply this year, vaccination providers had been advised to prioritise people who are in eligible and at-risk cohorts. For this reason, it was not recommended to vaccinate the entire workforce.

There were approximately 1000 front-line staff across the Strategic Commission, who should all be offered a flu vaccine. Last year, around 21% of those offered took up a voucher to claim a vaccine.

Based on experiences in other parts of the world, it was expected that there will be a significant increase in demand for the flu vaccine this year. Consequently, with an accessible flu vaccination offer, a good internal communications drive, and sufficient support to access the vaccination, a high uptake should be achievable.

An uptake of 90% would match the maximum CQUIN target set for frontline CCG commissioned staff this year.

It was reported that in previous years there had been interest from schools in offering vaccination for their staff as part of the Strategic Commission's offer. As school budgets were devolved, funding for this would come from schools' themselves. However, there was the potential to offer schools the opportunity to arrange vaccination for their staff using the same model procured for front-line TBMC/ T&G CCG staff.

**AGREED**

**That the Strategic Commissioning Board be recommended to approve:**

- (i) the model proposed in section 7**
- (ii) Commit to supporting and enabling front-line staff to receive a vaccination**

**106 FORWARD PLAN**

**AGREED**

**That the forward plan of items for Board be noted.**

**CHAIR**